

**DETAIL CURRICULUM
OF
BS(COMMERCE)
04 YEAR PROGRAM**



**September , 2017
Department of Commerce
University of Balochistan, Quetta**



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INTRODUCTION TO BS (COMMERCE), 4-YEAR(8-SEMESTER) PROGRAM

This curriculum has been introduced to meet the need of modern technology oriented challenging business environment as per guideline of BS(Commerce) curriculum , Higher Education Commission (HEC) Pakistan . The main aims of BS (Commerce) Program are:

- To enable the student to gain the modern knowledge in dynamic field of commerce
- To formulate a unanimous educational framework in field of commerce to help students to move toward equality at all national and international level.
- To meet and follow the Pakistan Qualification framework (PQF) so degrees may be equalize at national level with same level of knowledge.

The BS (Commerce) Program comprises 136 credit hours including 06 credit hours research project & Viva Voce. Detail has been in the semester wise course details. In addition six specialization has been designed as per HEC guideline. However specialization will be decided in each session on the availability of faculty and resources.

Eligibility Criteria: D.Com/ F.A/ F.Sc. or I.C.S with 45% mark

Layout as per HEC guideline is as follows:

Compulsory Requirement (CR)	General Requirement (GR)
9 Courses	6-8 Courses
25 Credit Hours	18-24 Credit Hours
<ol style="list-style-type: none"> 1. Functional English(3) 2. Business Communication(3) 3. Technical Writing and Presentation Skills(3) 4. Business Mathematics(3) 5. Business Statistics(3) 6. Computer Applications in Business (3) 7. English-IV / Information Technology in Business(3) 8. Islamic Studies(2) 9. Pakistan Studies(2) 	<ol style="list-style-type: none"> 1. Economic Issues of Pakistan(3) 2. Logical and Critical Thinking(3) 3. Introduction to Psychology and Organizational Behaviour(3) 4. Introduction to Sociology(3) 5. Business Ethics and CSR(3) 6. Leadership Skills, and Team/Community Development(3) 7. International Relations and Current Affairs(3)



Discipline Specific Requirement		
Foundation Courses	Major Courses including Project /	Specialization / Elective Courses within the Major
10-12 Courses	11-14 Courses	4 Courses
30-36 Credit Hours	33-42 Credit Hours	12 Credit Hours
<ul style="list-style-type: none"> ✓ Principles of Accounting ✓ Introduction to Business ✓ Microeconomics ✓ Macroeconomics ✓ Principles of Management ✓ Principles of Marketing ✓ Business Law ✓ Introduction to Business Finance ✓ Cost Accounting ✓ Principles of Auditing ✓ Business Taxation ✓ Fundamentals of Money and Banking 	<ul style="list-style-type: none"> ✓ Financial Accounting ✓ Advanced Accounting-I ✓ Advanced Accounting-II ✓ Financial Management ✓ Inferential Statistics ✓ Business Research Methods ✓ Managerial Accounting ✓ Managerial Economics ✓ Human Resource Management ✓ Corporate Laws and Secretarial Practices ✓ Entrepreneurship and SMEs Management ✓ Strategic Management E-commerce ✓ Corporate Governance(3) Research Project and Viva Voce (6) 	<p>Elective Courses pertaining to Specialization comprise of the following:</p> <ul style="list-style-type: none"> ✓ Accounting ✓ Finance ✓ Banking ✓ Auditing and Taxation ✓ Accounting and Finance ✓ Banking and Finance



**SCHEME OF STUDIES–BS(COMMERCE)
4-YEAR PROGRAM
DETAIL COURSES (SEMESTER WISE)
SEMESTER I**

Sr. No.	Semester I	Cr. Hrs.
ISL-601	Islamic Studies	2
ENG-601	Functional English	3
COM-603	Introduction to Business	3
COM-605	Principles of Accounting	3
COM-611	Micro Economics	3
COM-612	Business Mathematics	3

SEMESTER II

Sr. No.	Semester II	Cr. Hrs.
GED-602	Pakistan Studies	2
COM-614	Business Communication	3
CMP-601	Computer Application in Business	3
COM-615	Financial Accounting	3
COM-616	Macro Economics	3
COM-617	Business Statistics	3

SEMESTER III

Sr. No.	Semester III	Cr. Hrs.
COM-620	Business Law	3
COM-621	Technical Writing and Presentation Skills	3
COM-622	Introduction to Business Finance	3
COM-623	Advanced Accounting-I	3
COM-624	Economic issues of Pakistan	3
COM-609	Introduction to Psychology and Organization Behavior	3

SEMESTER IV

Sr. No.	Semester IV	Cr
GED-603	Introduction to Sociology	3
CMP-602	Information Technology in Business	3
COM-608	Cost Accounting	3
COM-625	Advanced Accounting-II	3
COM-601	Principles of Management	3
COM-626	Inferential Statistics	3



Sr. No.	Semester V	Cr. Hrs.
COM-607	Business Research Methods	3
COM-604	Managerial Economics	3
COM-610	Financial Management	3
COM-602	Principles of Marketing	3
COM-627	Business Ethics and CSR	3
COM-628	Leadership and Community Development	3

SEMESTER VI

Sr. No.	Semester VI	Cr. Hrs.
COM-629	Logic and Critical Thinking	3
COM-630	Principles of Auditing	3
COM-613	Human Resource Management	3
COM-631	Managerial Accounting	3
COM-606	Entrepreneurship and SMEs Management	3
COM-619	Corporate Laws and Secretarial Practices	3

SEMESTER VII

Sr. No.	Semester VII	Cr. Hrs.
COM-618	Strategic Management	3
COM-632	Business Taxation	3
CMP-603	E-commerce	3
XXXX	Elective-I	3
XXXXX	Elective-II	3

SEMESTER VIII

Sr. No.	Semester VIII	Cr. Hrs.
COM-633	Corporate Governance	3
XXX	Elective-III	3
XXX	Elective-IV	3
XX	Research Project and Viva Voce	6

SPECIALIZATIONS COURSES

1. Accounting (Any 4 Courses)

AAC-601	Corporate Reporting (3)
AAC-602	Public Sector Accounting (3)
AAC-603	Accounting for Associations Not-for-profit(3)
AAC-604	Strategic Management Accounting / Performance Management(3)
AAC-605	Accounting Information Systems(3)
AAC-606	Cost Accounting for Selected Sectors(3)
AAC-607	Group Accounting
AAC-608	Analysis of Financial Statements(3)
AAC-609	International Accounting and Accounting for MNCs(3)
AAC-610	Forensic Accounting

2. Finance (Any 4 Courses)

FIN- 601	Corporate Finance
FIN -602	Investment and Portfolio Management
FIN -603	Risk Management
FIN -604	Financial Markets and Institutions
FIN -605	International Financial Management
FIN -606	Islamic Modes of Financing
FIN -607	Financial Derivatives – Theory and Practice
FIN -608	Analysis of Financial Statements
FIN -609	Financial Appraisal
FIN -610	International Trade Finance and Foreign Exchange Operations
FIN -611	Financial Regulatory Institutions – Status, Functions and Role
FIN -612	Management of Banking and Financial Operations

3. Banking (Any 4 Courses)

BNK- 601	Banking Laws and Practices
BNK- 602	Dynamics of Consumer Banking
BNK- 603	Islamic Banking and Finance
BNK- 604	Marketing for Financial Services
BNK- 605	Credit and Risk Management in Banking Sector
BNK- 606	E-banking
BNK- 607	Anti-money Laundering – Measures and Control
BNK- 608	Financing for SMEs'
BNK- 609	NBFCs and Micro-financing
BNK- 610	Central Banking and International / Global Banking
BNK- 611	Management of Banking Operations



4. Auditing and Taxation
(4 Courses – 2 from each segment)

Auditing (Any 2 Courses)	Taxation (Any 2 Courses)
AUD-601 Auditing and Assurance AUD-602 Forensic and Investigation Auditing AUD-603 Internal Control System, Information Systems and Compliance AUD-604 Performance Audit and Evaluation	TAX-601 Corporate Taxation TAX-602 Sales Tax, Excise Duty and Customs TAX-603 Local and Provincial Laws TAX-604 Global Taxation

5. Accounting and Finance
(4 Courses – 2 from each segment without overlapping)

Finance (Any 2 Courses)	Accounting (Any 2 Courses)
FIN- 601 Corporate Finance FIN -602 Investment and Portfolio Management FIN -603 Risk Management FIN -604 Financial Markets and Institutions FIN -605 International Financial Management FIN -606 Islamic Modes of Financing FIN -607 Financial Derivatives – Theory and Practice FIN -608 Analysis of Financial Statements FIN -609 Financial Appraisal FIN -610 International Trade Finance and Foreign Exchange Operations FIN -611 Financial Regulatory Institutions – Status, Functions and Role FIN -612 Management of Banking and Financial Operations	AAC-601 Corporate Reporting AAC-602 Public Sector Accounting AAC-603 Accounting for Associations Not-for-profit AAC-604 Strategic Management Accounting / Performance Management AAC-605 Accounting Information Systems AAC-606 Cost Accounting for Selected Sectors AAC-607 Group Accounting AAC-608 Analysis of Financial Statements AAC-609 International Accounting and Accounting for MNCs AAC-610 Forensic Accounting



6. Banking and Finance

(4 Courses – 2 from each segment without overlapping)

Banking (Any 2 Courses)	Finance (Any 2 Courses)
BNK- 601 Banking Laws and Practices	FIN- 601 Corporate Finance
BNK- 602 Dynamics of Consumer Banking	FIN -602 Investment and Portfolio Management
BNK- 603 Islamic Banking and Finance	FIN -603 Risk Management
BNK- 604 Marketing for Financial Services	FIN -604 Financial Markets and Institutions
BNK- 605 Credit and Risk Management in Banking Sector	FIN -605 International Financial Management
BNK- 606 E-banking	FIN -606 Islamic Modes of Financing
BNK- 607 Anti-money Laundering – Measures and Control	FIN -607 Financial Derivatives – Theory and Practice
BNK- 608 Financing for SMEs'	FIN -608 Analysis of Financial Statements
BNK- 609 NBFCs and Micro-financing	FIN -609 Financial Appraisal
BNK- 610 Central Banking and International / Global Banking	FIN -610 International Trade Finance and Foreign Exchange Operations
BNK- 611 Management of Banking Operations	FIN -611 Financial Regulatory Institutions – Status, Functions and Role



SEMESTER WISE COURSE CONTENTS/DETAILS

SEMESTER I

Sr. No.	Semester I	Cr. Hrs.
ISL-601	Islamic Studies	2
ENG-601	Functional English	3
COM-603	Introduction to Business	3
COM-605	Principles of Accounting	3
COM-611	Micro Economics	3
COM-612	Business Mathematics	3



ISL-601 ISLAMIC STUDIES

Course	ISLAMIC STUDIES	Credit Hours	2
Pre-requisite	NONE	Semester	I
Objectives	This course is aimed at: ✓ To provide basic information about Islamic Studies ✓ To enhance understanding of the students regarding Islamic Civilization ✓ To improve Students skill to perform prayers and other worships ✓ To enhance the skill of the students for understanding of issues related to Faith and Religious Life. ✓ To develop a concrete understanding about divine and explicit Verses, Mandates, Provisions concerning permissible Methods and Modes of Islamic Trade and Commerce		

1. INTRODUCTION TO QURANIC STUDIES

- 1.1 Basic Concepts of Quran
- 1.2 History of Quran
- 1.3 Uloom-ul-Quran

2. STUDY OF SELECTED TEXT OF HOLLY QURAN

- 2.1 Verses of Surah Al-Baqra Related to Faith (Verse No-284-286)
- 2.2 Verses of Surah Al-Hujrat Related to Adab Al-Nabi (Verse No-1-18)
- 2.3 Verses of Surah Al-Mumanoon Related to Characteristics of faithful (Verse No-1-11)
- 2.4 Verses of Surah al-Furqan Related to Social Ethics (Verse No.63-77)
- 2.5 Verses of Surah Al-Inam Related to Ihkam (Verse No-152-154)

3. STUDY OF SELECTED TEXT OF HOLLY QURAN

- 3.1 Verses of Surah Al-Ihzaab Related to Adab al-Nabi (Verse No.6,21,40,56,57,58.)
- 3.2 Verses of Surah Al-Hashar (18,19,20) Related to thinking, Day of Judgment
- 3.3 Verses of Surah Al-Saf Related to Tafakar, Tadabar (Verse No-1,14)

4. SEERAT OF HOLY PROPHET(S.A.W.W)-I

- 4.1 Life of Muhammad Bin Abdullah (Before Prophet Hood)
- 4.2 Life of Holy Prophet (S.A.W.W.) in Makkah



4.3 Important Lessons Derived from the life of Holy Prophet (S.A.W.W.) in Makkah

5. SEERAT OF HOLY PROPHET(S.A.W.W.)-II

5.1 Life of Holy Prophet (S.A.W.W.) in Madina

5.2 Important Events of Life Holy Prophet (S.A.W.W.) in Madina

5.3 Important Lessons Derived from the life of Holy Prophet (S.A.W.W.) in Madina

6. INTRODUCTION TO SUNNAH

6.1 Basic Concepts of Hadith

6.2 History of Hadith

6.3 Kinds of Hadith

6.4 Uloom-ul-Hadith

6.5 Sunnah & Hadith

6.6 Legal Position of Sunnah

7. SELECTED STUDY FROM TEXT OF HADITH

8. INTRODUCTION TO ISLAMIC LAW & JURISPRUDENCE

8.1 Basic Concepts of Islamic Law & Jurisprudence

8.2 History & Importance of Islamic Law & Jurisprudence

8.3 Sources of Islamic Law & Jurisprudence

8.4 Nature of Differences in Islamic Law

8.5 Islam and Sectarianism

9. ISLAMIC CULTURE & CIVILIZATION

9.1 Basic Concepts of Islamic Culture & Civilization

9.2 Historical Development of Islamic Culture & Civilization

9.3 Characteristics of Islamic Culture & Civilization

9.4 Islamic Culture & Civilization and Contemporary Issues

10. ISLAM & SCIENCE

10.1 Basic Concepts of Islam & Science

10.2 Contributions of Muslims in the Development of Science

10.3 Quran & Science

11. ISLAMIC ECONOMIC SYSTEM

11.1 Basic Concepts of Islamic Economic System

11.2 Means of Distribution of wealth in Islamic Economics

11.3 Islamic Concept of Riba

11.4 Islamic Ways of Trade & Commerce

12. POLITICAL SYSTEM OF ISLAM

- 12.1 Basic Concepts of Islamic Political System
- 12.2 Islamic Concept of Sovereignty
- 12.3 Basic Institutions of Govt. in Islam

13. ISLAMIC HISTORY

- 13.1 Period of Khlaft-E-Rashida
- 13.2 Period of Umayyads
- 13.3 Period of Abbasids

14. SOCIAL SYSTEM OF ISLAM

- 14.1 Basic Concepts of Social System of Islam
- 14.2 Elements of Family
- 14.3 Ethical Values of Islam

15. VERSES AND HADITH CONCERNING EXCHANGE, TRADE AND COMMERCE

- 15.1 Islamic Provisions and Mandates about permitted Modes of Trade and Commerce
- 15.2 Selected Verses from the Holy Qur'an about Trade and Commerce
- 15.3 Extracts from Hadith about Trade and Commerce
- 15.4 Real Life Examples from the lives of Prophets and Saints

Reference Books:

- 1) Translations of the Holy Qur'an

a. 'موضح القرآن'، سید عبدالقادر شاہ
c. 'توضیح القرآن'، سید حامد حسن بلگرامی
ج. 'جمال القرآن'، سید محمد کریم شاہ الزہری

Translation of the Holy Qur'an by Abdullah Yousuf Ali

The Glorious Qur'an by Dr Muhammad Tahir-ul-Qadri

الربیعین للزوی 'a'.
ب. 'سیرت رسول عربی ﷺ'، عالم نور بخش نوکلی 'b'.
ج. 'ہیثمیہ اعراف و عظمت اہل بیت ﷺ'، ڈاکٹر نصر احمد ناصر 'c'.
د. 'تورہ پر اسلام کے احسانات'، عالم جیلانی برق 'd'.
e. 'اسلام اور مغرب'، سید ابو الحسن علی ندوی

- 2) Hameedullah Muhammad, "Emergence of Islam", IRI, Islamabad
- 3) Hameedullah Muhammad, "Muslim Conduct of State"
- 4) Hameedullah Muhammad, "Introduction to Islam"
- 5) Mulana Muhammad Yousaf Islahi, "



- 6) Hussain Hamid Hassan, “An Introduction to the Study of Islamic Law” leaf Publication Islamabad, Pakistan.
- 7) Ahmad Hasan, “Principles of Islamic Jurisprudence” Islamic Research Institute, International Islamic University, Islamabad (Latest Edition)
- 8) Mir Waliullah, “Muslim Jurisprudence and the Quranic Law of Crimes” Islamic Book Service (Latest Edition)
- 9) H.S. Bhatia, “Studies in Islamic Law, Religion and Society” Deep & Deep Publications New Delhi (Latest Edition)
- 10) Dr. Muhammad Zia-ul-Haq, “Introduction to Al Sharia Al Islamia” Allama Iqbal Open University, Islamabad (Latest Edition)



ENG-601 FUNCTIONAL ENGLISH

Course	FUNCTIONAL ENGLISH	Credit Hours	3
Pre-requisite	NONE	Semester	I
Objectives	<ul style="list-style-type: none">• Enhance Business Language• Improve Presentation and Listening Skills		

1. INTRODUCTION

- 1.1 Basics of Grammar
- 1.2 Parts of speech, and Types and Use of Articles
- 1.3 Sentence Structure, Active and Passive Voice
- 1.4 Practice in Unified Sentence
- 1.5 Analysis of phrase, clause and sentence structure
- 1.6 Transitive and intransitive verbs
- 1.7 Punctuation and spelling

2. WORDPOWER

- 2.1 Synonyms (Particularly Business-related Contemporary Words)
- 2.2 Antonyms
- 2.3 Homonyms
- 2.4 One word Substitution
- 2.5 Use of Prepositions
- 2.6 Words often confused (Pairs of Words)
- 2.7 Verbal Phrases and Idiomatic Phrases (including Phrasal Verbs)
- 2.8 Phrases – types and functions, and Clauses – types and functions

3. COMPREHENSION

- 3.1 Answers to questions on a given text

4. DISCUSSION

- 4.1 General topics and every-day conversation (topics for discussion to be at the discretion of the teacher keeping in view the level of students)

5. LISTENING

- 5.1 To be improved by showing documentaries/films carefully selected by subject teachers

6. TRANSLATION SKILLS

- 6.1 Urdu to English



7. PARAGRAPHWRITING

7.1 Topics to be chosen at the discretion of the teacher

8. PRESENTATIONSKILLS

8.1 Introduction

8.2 General, and Topic-specific Presentation

8.3 Use of Technological Gadgets during Presentations

Recommended Books:

1. Functional English

a) Grammar

1. Practical English Grammar by A.J. Thomson and A.V. Martinet. Exercises 1. Third edition. Oxford University Press. 1997. ISBN 0194313492
2. Practical English Grammar by A.J. Thomson and A.V. Martinet. Exercises 2. Third edition. Oxford University Press. 1997. ISBN 0194313506

b) Writing

1. Writing. Intermediate by Marie-Christine Boutin, Suzanne Brinand and Françoise Grellet. Oxford Supplementary Skills. Fourth Impression 1993. ISBN 0 19 435405 7 Pages 20-27 and 35-41.

c) Reading/Comprehension

1. Reading. Upper Intermediate. Brian Tomlinson and Rod Ellis. Oxford Supplementary Skills. Third Impression 1992. ISBN 019 4534022.

d) Speaking – Exercises and Practice of Presentation

Reference Books:

1. High School English Grammar and Composition by P.C. Wren and H. Martin
2. New Handbook of Basic Writing Skills by Cora L. Robey, Cheryl K. Jackson, Carolyn M. Melchor and Helen M. Meloney – 5th Edition
3. Understanding and Using English Grammar by Betty Schramfer Azar
4. Mastering English Grammar by S. H. Burton
5. Kennedy, X. J., Kennedy, M. D. & Holladay, S. A., (1999), *The Bedford Guide for College Writer*, Bedford, St. Martin's
6. Burton, S. H., (2000), *Mastering Practical Writing*, NBF



COM-603 INTRODUCTION TO BUSINESS STUDIES

Course	INTRODUCTION TO BUSINESS STUDIES	Credit Hours	3
Pre-requisite	NONE	Semester	I
Objectives	<ul style="list-style-type: none">• To acquaint students with full range of functions of business organizations• To apprehend about Businessman and Entrepreneurial Activities• To make students well aware of various Legal Forms of a Business, and about their respective Pros and Cons• To know about the various Resources desired for a successful business, and the Sources of Finance• To familiarize students with Pattern, Practices, Operational Factors etc. for operating domestically and/or internationally		

COURSE OUTLINE

1. BUSINESS

- 1.1 Scope, Importance and Functions, Entrepreneurial Qualities of a Businessman
- 1.2 Business Environment and Social Responsibility
- 1.3 Role of business in Economic Progress of the country
- 1.4 Problems of a Business and Business Environment

2. FORMS OF BUSINESS ORGANIZATION

- 2.1 Sole-proprietorship Nature, Scope, Advantages and Disadvantages
- 2.2 Partnership - Classification of Partnership, Advantages and Disadvantages, Rights, Duties and Liabilities of Partners, Kinds of partners, and Dissolution of Partnership and Firm
- 2.3 Joint Stock Company –Types / Classification, Formation, Memorandum of Association, Articles of Association, Prospectus, Capital Management, Meetings and Winding up Features, Merits and Demerits, Management of the Companies.



3. COOPERATIVE OWNERSHIP AND BUSINESS COMBINATIONS

- 3.1 Meanings, Types of Cooperatives, Advantages and Disadvantages.
- 3.2 Business Combination: Meaning, Types and Forms, Causes and Purposes, Advantages and Disadvantages.

4. ENTREPRENEURSHIP

- 4.1 Meanings/Definition, Nature, Features, Scope, Pros and Cons
- 4.2 Differences and Similarities between a Businessman and an Entrepreneur, Competitive Advantage of organizations having Entrepreneurial Edge
- 4.3 Real World Examples, Prospects for Entrepreneurs in Pakistan, Need for Entrepreneurial Education and Activities

5. INTERMEDIATION / MIDDLEMANSHIP

- 5.1 Meanings/Definition, Nature, Rationale/Theme, Features, Scope, Pros and Cons
- 5.2 Differences and Similarities between a Businessman and a Middleman
- 5.3 Real World Examples, Prospects for Intermediation in Pakistan, Need for Intermediation Education and Activities

6. FINANCE

- 6.1 Definition, Components, Importance, Kinds and Sources
- 6.2 Long Term and Short Term Financing.
- 6.3 Some Important Financial Institutions and Regulatory Bodies.
- 6.4 Stock Exchange and Commodity Exchange: Nature, Role and Significance.
- 6.5 Risk and Risk Management: Insurance, Protection against Risks, Importance and Types of Insurance, Types of Risks.

7. MARKETING

- 7.1 Process of Marketing, Definition, Functions and Scope, Approaches to the Study of Marketing.
- 7.2 Marketing Mix for Physical Goods and Service Products, and Importance.
- 7.3 Channels of Distribution for Consumer Goods and Organizational Goods.
- 7.4 Marketing Communication and Promotion, Advertising, Personal Selling, Sales Promotion, Public Relation, Packaging.

8. TRADE

- 8.1 Wholesale and Retail, Meaning, Importance, Functions, Advantages and Disadvantages.
- 8.2 Foreign Trade, Imports and Exports, Role in Economic Development of the Country.



9. PHYSICAL FACTORS

- 9.1 Selecting Business Location, Factors Influencing Locations, Small Business, VS Large Business
- 9.2 Purchasing and Inventory Control Coordination of Purchasing with Sales, Organization of Purchasing Department, Centralize vs. Decentralize Purchasing, Purchasing Policies and Procedure Inventory Control.

10. THE PERSONEL DEPARTMENT

- 10.1 Employment Division, Recovering, Placement Promotion.
- 10.2 Wages and Salary Section, Analysis & Job Classification, Pay Scales.
- 10.3 Training Program, Apprentice, Supervisory etc.

11. BUSINESS CYCLE, AND INFORMATION TECHNOLOGY

- 11.1 Definition/Meaning, and the Existence in the real world.
- 11.2 Wage Iterative Stages/Segments of Business Cycle.
- 11.3 Definition/Meaning, Scope & Role of IT in Business
- 11.4 E-Business, and E-Commerce, and their respective Scope & Role
- 11.5 Business IT Domains/Orientations including: B2C, C2C, C2B etc.

12. OPERATING IN INTERNATIONAL/GLOBAL ENVIRONMENT

- 12.1 Definition/Meaning of International / Global Operations / Business.
- 12.2 Reasons, and Scope of International/Global Operations/Business.
- 12.3 Environment and Challenges for International/Global Operations/Business.

Recommended Books:

- 1. Rober C. Appleby, Modern Business Administration
- 2. Theodore J. Sialaff & Belmont, Introduction to Business, California
- 3. David L. Kurtz and Louis E. Boone, Contemporary Business, 14th Edition
- 4. John W. Aberle, Business Studies, Wordsworth Publishing Company Inc.

Reference Books:

- 1. Muhammad Irshad, Introduction to Business, Naveed Publication Lahore.
- 2. Ali M. H., Introduction to Business.
- 3. Business Organizations by 'Nisar-ud-din'.
- 4. Introduction to Business by 'M. Saeed Nasir'.



COM-605 PRINCIPLES OF ACCOUNTING

Course	PRINCIPLES OF ACCOUNTING	Credit Hours	3
Pre-requisite	NONE	Semester	I
Objectives	<ul style="list-style-type: none">• Apprehend and explain the Fundamental Accounting Principles, Concepts and Conventions• Record transactions in the General Journal, Prepare Ledger Accounts, Unadjusted Trial Balance• Prepare Bank and Cash accounts, Bank Reconciliation Statements and Petty Cash Statements• Make Year-end Adjustments (Adjusting Entries) and, prepare Adjusted Trial Balance• Make Closing and Reversing Entries• Prepare Income Statement, and Balance Sheet from adjusted Trial Balance keeping in view IFRS/IAS and Companies Ordinance Format• Calculate and Record Depreciation by using permitted Methods		

COURSE OUTLINE

1. Accounting Conventions, Concepts and Principles:

Definition and Scope of Accounting; Basic Principles of Accounting; Concepts and Conventions, Underlying Accounting Statements, Substance over Form, the Generic Impact of International Accounting Standards on Accounting Procedures, Practices and Statements' Preparation as applicable in Pakistan (IAS-1)

2. Accounting Systems and Procedures:

Principles of Double-entry Book-keeping; Accrual-based Accounting System; Adjusting, Closing and Reversing Entries; Methods of keeping and presenting Books of Prime Entry (Cash Book, Petty Cash Book, Sales Journal, Purchase Journal, Purchase and Sales Return Journals etc.); Principal and Subsidiary Ledgers; Trial Balance; Completion of Accounting Cycle; Components of Financial Statements; Responsibility, and Users of Financial Statements.

3. Control Accounts:

Receivable Control Accounts; Payable Control Accounts, Errors of Control Accounts (including subsidiary ledger) and Reconciliation of Control Accounts and Subsidiary Ledger.

4. Cash Control:

Preparation of Three-column Cash Book as well as Petty Cash Statement and maintenance of Petty Cash System; Preparation of Bank Reconciliation



Statement; Cash Receipts and Payments Accounts. The purpose, requirements and process of Internal Audit relating to Cash Control; Financial Control, Errors and Frauds.

5. **Rectification of Errors:**
Types and Corrections of Errors not affecting Trial Balance; Corrections of Errors affecting Trial Balance including Suspense Accounts.
6. **Basic Principles of Calculating and Recording Depreciation of Tangible Non-Current Assets – Depreciation Methods (only) as per IAS-16:**
Recognition and Measurement of Tangible Non-Current Assets; distinction between and application of principles of Capital and Revenue Expenditures, Concept of Depreciation; Methods of Measuring and Recording of Depreciation as per IAS-16.
7. **Preparation and Presentation of Financial Statements:** Preparation and Presentation of Financial Statements for Trading & Services Concerns; Elements/Components of Financial Statements in accordance with the format of IAS-I and Companies Ordinance; Financial Statements (Balance Sheet, Income Statement, Cash Flow Statement and Statement of Changes in Equity) in respect of Trading; and Services Enterprises.

Recommended Books:

1. Jerry. J, Weygandt, Paul D. Kimmel and Donald E. Kieso Accounting Principles.
2. Frankwood, Business Accounting, Volume-1
3. Financial Accounting, Mark S. Bettner, Jack L. Smith.
4. IFRSs / IASs, International Financial Reporting Standards/International Accounting Standards Board London, published/issued by ICAP in Pakistan Latest Edition
5. Meigs & Meigs .Accounting. Latest edition

Reference Books:

1. Introduction to Financial Accounting – Study Text by Mohyuddin Tahir Mahmood
2. Financial Accounting by M. Hanif and A. Mukherjee



COM-611 MICRO ECONOMICS

Course	MICRO ECONOMICS	Credit Hours	3
Pre-Requisite	NONE	Semester	I
Objectives	<ul style="list-style-type: none">• To familiarize the students with the basic principles of Microeconomics• To make students understand the working pattern of the market economy, and ancillary concepts/mechanism• To enable students understand the optimal resource allocation concepts• To make students practice these concepts of Microeconomics in their personal and professional life		

COURSE OUTLINE

1. DEFINITIONS:

Nature, Scope and Importance (Micro Economics); Definitions of Economics under various School of Thoughts; Concept of Scarcity, choice and wealth in Economics. Economic & Non-economic Goods, Positive Economics Vs Normative Economics

2. CONSUMER BEHAVIOUR:

Definition, Meaning, marginal Utility, Cardinal Approach (Law of Diminishing Marginal Utility & Equi-marginal Utility Law) and Ordinal Approach (Indifference Curve Analysis)

3. DEMAND:

Concepts of Demand and Law of Demand. Changes in Demand (Shift in Demand versus Movement along Demand Curve). Determinants of Elasticity of Demand. Consumer's Surplus. Elasticity of Demand and its Measurements. Price, Income and Cross Price Elasticity. Application / Practical Importance of concept of Elastic for Managers, Concept of Consumer's Surplus with the help of Diagram, Price Effect, Income Effect, and Substitution Effect

4. SUPPLY:

Concept of Supply and Stock; Law of supply. Changes in Supply (shift and Movement of Supply Curve). Producer's surplus. Elasticity of Supply and its measurement, Concept of Producer's Surplus with the help of Diagram



5. MARKET EQUILIBRIUM:

Price and Market equilibrium. Effects of Changes in Market Forces of Demand and Supply on Market Equilibrium, and Market Price and Normal Price.

6. PRODUCTION:

Law of Variable Proportions. Concept of Factor of Production, Land Labour, Capital & Entrepreneur. Laws of Returns and their application. Production Possibility Curve, Factor Pricing: Rent, Wages, Interest and Profit.

7. COSTS:

Costs over Time Period; Fixed, Variable, Total, Average; short run and long run Marginal; Opportunity Costs.

8. MARKET CONDITIONS AND MECHANISMS:

Perfect and Imperfect Competition. Price and Output Determination, Revenue Curves and their determination under Perfect and Imperfect Competition. Forms of Market under Imperfect Competition including Monopoly, Monopolistic competition Oligopoly Price Control, Price Ceiling and Price Floor.

Recommended Books:

1. Pindyck Robert S, Rubinfeld Daniel L. (Latest Edition) "Micro Economics"
2. N. Gregory Mankiw, "Principles of Microeconomics", Latest Edition
3. Parkin Michael (Latest Edition) "Micro Economics Latest Edition Addison Wesley.
4. Paul A Samuelson, Economics – Latest Edition
5. Roger LeRoy Miller, "Economics Today, The Micro View", Latest Edition
6. Samuelson Nordhaus, "Microeconomics", Latest Edition
7. John P. Gould, Jr and Edward P. Lazear, "Microeconomics Theory", Latest Edition

Reference Books:

1. Hailstone J. Thomas and Mastriana V. Frank (Latest Edition) "Basic Economics" Latest Edition Thomson
2. Colander C. David (Latest Edition) "Economics" McGraw-Hill International Edition.
3. Lloyd G Reynolds Irwin, Micro Economics Analysis & Policy, Irwin Homewood Illinois Latest Edition
4. Mencaive Principles of Economic Latest Edition
5. Economics Journals/Periodicals
6. World Wide Web for Latest Information





COM-612 BUSINESS MATHEMATICS

Course	BUSINESS MATHEMATICS	Credit Hours	3
Pre-Requisite	NONE	Semester	I
Objectives	<ul style="list-style-type: none"> ✓ To provide students with an understanding of the basic Mathematical and Financial Techniques used in Business Enterprises or Accountancy Profession through application of techniques rather than its theoretical aspect. ✓ To equip students with Mathematical Skills and Knowledge that can be applied to solve Financial Problems in field of Accountancy 		

COURSE OUTLINE

1. USE OF RATIOS, PRPORTION AND PERCENTAGE IN REAL WORLD SCENARIOS

Ratios: Types, Solution, Use and Scope in Business Environment Proportions: Types, Solution, Use and Scope in Business Environment Percentage: Solution, Use and Scope e.g. Mechanics of “C+P=S”

2. EQUATIONS, AND THEIR USE IN BUSINESS/PROFESSIONAL ENVIRONMENT

One-Variable Equations: Solution of First and Second Degree Equations in One Variable

Linear Equations: Algebraic and Graphical Characteristics, Slope- Intercept Form, Determining the Equation of a Straight Line, Linear Equations Involving More Than Two Variables

Systems of Linear Equations

Two, Three and n-variable systems and their graphical and algebraic solutions

3. MATHEMATICALFUNCTIONS

Definition, Types and Graphical Representation of Functions, Linear Cost, Revenue and Profit Functions

4. MATHEMATICS OFFINANCE

Interest and its Computation, Single Payment Computations, Annuities and Their Present/Future Value and Practical Use of all Interest Mechanisms, Cost Benefit Analysis

5. MATRIXALGEBRA

Introduction, Simple and Special Types of Matrices, Basic Matrix Operations. The Determinant, Inverse, Solution of System of Linear Equations using Matrices, and Use of Matrix Algebra in Business/Profession.

6. DIFFERENTIATION

Limits: Properties and Continuity; Average Rate of Change, the Derivative, Differentiation, Higher-order Derivative, Optimization, Identification of Maxima and



Minima, Application on Revenue, Cost, and Profit

7. SEQUENCE, SERIES AND PROGRESSION

Sequence, Series and Progression: Introduction and Comparison thereof, Arithmetic Series and its application in business, Geometric Series and its application in business, Harmonic Series and its application in business

8. LINEAR PROGRAMMING, AND ITS APPLICATION IN REAL WORLD

Introduction, Linear programming for Constraints Optimization, Scenarios for Linear programming, and their solution, Techniques/Methods for solving Linear Programming Problems: Graphical Method and Simplex Method

Recommended Books:

1. Frank S. Budnick, “Applied Mathematics For Business, Economics, and Social Sciences”, Latest Edition, McGraw-Hill Inc.
2. Charles D. Miller, Stanley A. Salzman, and Gary Clendenen, “Business Mathematics”, Latest Edition, Addison-Wesley
3. Glencoe “Mathematics with Business Applications”, Student Latest Edition, McGraw-Hill

Reference Books:

1. Mathematics-I & II, by Charles D. Miller, Stanley A. Salzman and Gary Clendenen, Latest Edition.
2. Business Mathematics by Mirza and Mirza, Latest Edition
3. Business Mathematics by Nadeem Akhtar Siddiqui, Latest Edition





SEMESTER II

Sr. No.	Semester II	Cr. Hrs.
GED-602	Pakistan Studies	2
COM-614	Business Communication	3
CMP-601	Computer Application in Business	3
COM-615	Financial Accounting	3
COM-616	Macro Economics	3
COM-617	Business Statistics	3



COM-602 PAKISTAN STUDIES

Course	PAKISTAN STUDIES	Credit Hours	2
Pre-requisite	NONE	Semester	II
Objectives	<ul style="list-style-type: none"> • To develop vision of historical perspective, government, politics, contemporary Pakistani Issues/ Problems/ Challenges, • To go through the Ideological background of Pakistan. • To study the process of governance, national development, • To study the Issues arising in the modern age and posing challenges to Pakistan 		

COURSE OUTLINE

1. THE CREATION OF PAKISTAN

Reason for Creation of Pakistan; Evolution and Development of Two-nations Theory; The Role of Two Nation of Theory in the formation of Pakistan; Any other associated concepts.

2. HISTORICAL PERSPECTIVE

- a. Ideological rationale with special reference to Sir Syed Ahmed Khan, Dr. Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.
- b. The development of ideology of Pakistan in the pre- and post- independence of Pakistan
- c. Factors leading to Muslim separatism
- d. People and Land
 - i. Indus Civilization
 - ii. Muslim advent
 - iii. Location and geo-physical features.

3. GOVERNMENT AND POLITICS IN PAKISTAN

Political and constitutional phases: a. 1947-58

- b. 1958-71
- c. 1971-77
- d. 1977-88
- e. 1988-9
- f. 1999-08
- g. 2008-13
- h. 2013 onwards

4. CONTEMPORARY ISSUES IN PAKISTAN

- a. Economic institutions and issues
- b. Society and Social Structure
- c. Ethnicity
- d. Foreign Policy of Pakistan and challenges
- e. Prospective Outlook of Pakistan
- f.



Recommended Books:

1. Akbar, S. Zaidi. *Issues in Pakistan's Economy*. Karachi: Oxford University Press, Latest Edition.
2. Javed Ahamd Sheikh, *Pakistan's Political, Economics and Diplomatic Dynamics*, Lahore: Kitabistan Paper Productions, Latest Edition
3. Ikram Rabbani, *An Introduction to Pakistan Studies*, Lahore: Caravan Book House, Latest Edition
4. Stephen Philip Cohen, *The Idea of Pakistan*, Lahore: Vanguard Books, Latest Edition
5. Saeed Shafqat. *Pakistan Studies*, Lahore: Taklikat Publishers, Latest Edition
6. Sher Muhammad Garewal, *Pakistan way of Life and Culture*, Lahore: Publisher united - Latest Edition
7. Burki, Shahid Javed. *State & Society in Pakistan*, The Macmillan Press Ltd., Latest Edition.
8. S.M. Burke and Lawrence Ziring. *Pakistan's Foreign policy: A Historical analysis*. Karachi: Oxford University Press, Latest Edition.
9. Mehmood, Safdar. *Pakistan Political Roots & Development*. Lahore, Latest Edition.
10. Wilcox, Wayne. *The Emergence of Bangladesh.*, Washington: American Enterprise, Institute of Public Policy Research, Latest Edition.
11. Mehmood, Safdar. *Pakistan Kayyun Toota*, Lahore: Idara-e-Saqafat-e- Islamia, Club Road.
12. Amin, Tahir. *Ethno - National Movement in Pakistan*, Islamabad: Institute of Policy Studies, Islamabad - Latest Edition
13. Afzal, M. Rafique. *Political Parties in Pakistan*, Vol. I, II & III. Islamabad: National Institute of Historical and Cultural Research, Latest Edition.
14. Muhammad Waseem, *Pakistan under Martial Law*, Lahore: Vanguard, Latest Edition.
15. Noor ul Haq, *Making of Pakistan: The Military Perspective*. Islamabad: National Commission on Historical and Cultural Research, Latest Edition.



COM-614 BUSINESS COMMUNICATION

Course	BUSINESS COMMUNICATION	Credit Hours	3
Pre-requisite	Functional English	Semester	II
Objectives	<ul style="list-style-type: none"> • To develop awareness about Business Communication Skills, Tools and Methods • To develop leaning about Business Correspondence • To understand the Use and the Scope of Business Communication and Correspondence Dimensions in Real World Scenario • To comprehend Professional Style, Content and Tone of Communication 		

COURSE OUTLINE

1. INTRODUCTION TO BUSINESS COMMUNICATION

Definition/Meaning of Effective Business Communication, its Use and Scope; The Process of Communication (formal and informal): Communication Networks and Barriers; 7 Cs of Communication, and their practical Implication

2. THE PROCESS OF BUSINESS COMMUNICATION

Elements of Communication; Concepts concerning Communication; Non-verbal Communication and related Concepts; Process of preparing Effective Business Messages, Planning Steps, Basic Organizational Plans, Beginnings and Endings, Composition of the Message.

3. EFFECTIVE COMMUNICATION TECHNIQUES:

Identifying Audience, Establishing Purpose, Formulating Message, Selecting Style and Tone, Functions of Job-related Writing, Writing Process, Communicating in the Electronic Medium/Media; Business Norms: Writing for Effect, You – view point, and Positive Language

4. LETTER WRITING

Appearance, Attitude, Format, Parts, and Tone & Style

5. BASIC PATTERNS OF BUSINESS MESSAGES

Direct Request Letter, Memorandum, Etiquette, and Process of writing

6. BAD NEWS MESSAGES

Organizational Plans, Indirect and Direct Plans, Analysis of Example; Communications, Memos - Direct Plan, Practice (class work/ home work)

7. GOOD NEWS MESSAGES

Good News & Neutral Messages - Direct Plan - Indirect Plan

8. CREDIT REFUSAL AND COLLECTION LETTERS

Organizational plan, Analysis of Example Letters, Practice (class work/ home work)



9. PERSUASIVE LETTERS/MEMO

Persuasive letters / Memo: Organizational Plan, AIDA, Analysis of example Letters, Practice (class work/ homework)

10. SALES LETTERS

Sales letters: Organizational plan, Analysis of Example Letters, Practice (class work/ home work)

11. JOB APPLICATION LETTERS /RESUMES

Job application letters/Resumes: Organizational plan, Analysis of different types of job application letters/resumes, Practice (class work/ home work)

12. REPORT WRITING

Meaning and Classification of Business Reports, preparation before writing Reports, Main Parts/Components of the Report, organization and outline of Report Body, Visual Aids, Short Reports, Suggestions for short report, Informational Memorandum reports, analytical memorandum reports with graphs, informational and analytical report, formal report, working plans, prefatory parts: documentation and other notes, supplemental parts, presentation of the formal report.

13. ORAL PRESENTATION AND USE OF MODERN ELECTRONIC GADGETS:

Oral presentations and successful listening, improving oral presentations, improving your listening. Successful informative speaking, purpose of informative speaking. Analysis of audience. Organization and outline of the informative speech. Support for informative speeches, successful persuasive speaking. Purpose of persuasive speaking. Audience analysis. Organization of the persuasive speeches. Successful business meetings. Meetings in business leadership responsibilities. Participant responsibilities. Methods of solving problems in meetings; Agenda and Minutes of the Meeting.

Recommended Books:

1. Business Communication by Herta Murphy Latest Edition
2. Excellence in Business Communication by John V. Thill and Courtland L. Bovee Latest Edition
3. The Business Communication Hand book by Judith Dwyer Latest Edition
4. Basic Business Communication by Lesikar & Flatley – Latest Edition
5. Compulsory Readings:
 - i. Daily Business Recorder;
 - ii. Economic & Business Review (Daily DAWN);
 - iii. Pakistan Gulf & Economist (Magazine).

Reference Books:

1. Effective Business Communication and Report Writing by Sheikh Atta-ur- Rehman Latest Edition
2. Communication for Business by Shirley Taylor. Pitman publishing London Latest Edition
3. Guffey, Mary Ellen. "Business Communication Process and Product". New York: Thomson Latest Edition
4. Guffey, Mary Ellen. "Essentials of Business Communication". New York: Thomson, Latest Edition
5. Gibaldi, Joseph, MLA Handbook Latest Edition



COM-601 COMPUTER APPLICATIONS IN BUSINESS

Course	COMPUTER APPLICATIONS IN BUSINESS	Credit Hours	3
Pre-Requisite	NONE	Semester	II
Objectives	<ul style="list-style-type: none">• To develop awareness about Computer Hardware and Peripherals; Concepts regarding Software – its Types, Basic Operations, Basic OS Concepts, OS Installation• To develop Advanced User Level Skills in various Application Packages: MS Word, MS Access, MS Excel, and MS PowerPoint• To set-up a Computer for World Wide Web connection; Use e-mail to send / receive messages and file attachments; Concepts of On-line group Discussion.		

1. INTRODUCTION TO COMPUTERS

Definition/Meaning of Computer, its Characteristics, History, Generations of Computers; Computer Hardware and its Peripherals, New Hardware and Peripheral's Installation.(Hands-On), Architectural overview of Computer System; Software – its Types, Basic Operations.General Installation guidelines. (Hands-On); Concepts of Computer Virus, Worms, Hacking, Spam etc. and Use of Anti-virus Techniques/Software

2. INTRODUCTION TO OPERATING SYSTEM (MICROSOFT WINDOWS XP or other Latest)

Basic concepts regarding Systems Software and OS, and OS (Windows) Installation, Repair, Recovery

Using Windows Environment. (Hands-On)

- Windows XP or other Features
- Start Menu, Task Bar, System Tray
- Control Panel, its basic items
- Printing
- Managing Files and Folders
- Windows Explorer
- Opening Documents /Files
- Copying and Moving Files
- Deleting Files and Folders
- Controlling the View Detail Level
- Customizing the Tool Bars



3. WORD PROCESSING BASICS

Types of Documents created with a Word Processing Program (MS Word); An overview of the Menus in MS Word; Principal Features of a Word Processing Program (Hands-On); In-depth Knowledge and Competence on various operations of MS Word

4. SPREADSHEET APPLICATIONS

Spreadsheet basics, its vocabulary, and principles; Usage of functions, macros, sorting, formatting, generating charts, pivot tables.

Financial Management related Formula's Implementation and Statistics related Formula's Implementation.

Cell Formatting, Print Previewing / Printing of selected Data; Insert and Name Worksheets; Import Spreadsheet Reports and Charts into Word Processing Documents; Set up and Analyze Itemized lists of numbers e.g. various types of budgets / financial statements; concept of Financial Modelling on worksheet.

5. DATABASE APPLICATIONS

Define the Purpose, and Components of Database; Plan a simple Two- table Database; Cardinality of Relationship; Creating Tables; Creating Relations of the Tables; Use Wizards to enter and to search Data; To create a Report; Enter Data in a form; using/understanding Module in Microsoft Access; Using simple Queries in Wizard; Privacy / Security Issues related to Databases; Create Data Base Using Microsoft SQL Server 2000 or latest.

6. PRESENTATIONS THROUGH POWERPOINT

Examine Purpose, Examples of a Presentation; Explain Components of a Presentation; Outline a Presentation and Apply good Design Principles; Apply and Modify a Design Template; Add Clip Art, Charts, SOUND to a presentation; Formatting a slide Show; Applying Slide Background, Color, Style, Transitions – visual, text; Running a Slide Show

7. BASICS OF NETWORKING

- Use of Networks; Its Common Types/Classes
- Data Communication Modes; Using Telephone Lines, Modems
- Wireless Networks
- Basic Network Security Issues

8. INTERNET & E-MAIL BASICS

- Introduction to the Internet, the terminology, its advantages and disadvantages; Security on the Internet – Tools & Tips; IT Issues; Privacy; Ethics and Legal Framework.

Recommended Books:

1. Understanding Computers by Deborah Morley and Charles Parker Latest Edition
2. Fundamentals of Computers By V. Rajaraman Latest Edition
3. Capron, H.L. *Computers, Tools for an Information Age*, Prentice Hall Publishers, Latest Edition
4. Gralla, Preston 'How *The Internet Works*', Que Publishers Latest Edition
5. Kinkoph, Shery *How to use Microsoft Office XP*. Sams Publishing Latest Edition



6. Grauer, Robert T. & Barber, Maryam, *Exploring Office XP*, Volume 1. Prentice Hall Publishers Latest Edition

Reference Books:

1. Ricardo, Kethrine *Data Base Management Systems*. Jones & Bartlett Publishers Latest Edition
2. Crumlish, Christian, *The ABCs of the Internet*, Sybex Inc Latest Edition
3. Computer Fundamentals By Concepts, System & Applications
By Pradeep K. Sinha, Priti Sinha Latest Edition
4. Sinha, P.K. *Introduction To Computers*, BPB Publications Latest Edition



Course	FINANCIAL ACCOUNTING	Credit Hours	3
Pre-Requisite	Principles of Accounting	Semester	II
Objectives	<p>Students should be able to:</p> <ul style="list-style-type: none"> • Learn and Apply some Accounting Principles and Techniques of generic nature by grasping Accounting Treatments in relation to certain specialized Mechanisms / Ventures including Bill of Exchange, Account Receivables (Provisioning and Aging), and Consignment • Prepare Receipts and Payments Accounts, and Financial Statements (Income and Expenditure Account, and Balance Sheet) of non-profit organizations, • Prepare Financial Statements from Incomplete Records (Single Entry System) • Describe the role of the International Accounting Standards, and Reporting Framework • Learn about basic Concepts and Principles about Formation, and Share Capital of a Company – Classes, Issue, Splits, EPS, Dividend etc. • Learn general Features and Principles of International Accounting Standard – 1, and their Application and Use • Learn Inventory Measurement and Disclosure: Principles of International Accounting Standard – 2, and their Application and Use 		

COURSE OUTLINE

1. PREPARATION AND PRESENTATION OF FINANCIAL STATEMENTS

Objective and Scope of IAS-1 in general & w.r.t. Pakistan, Significant Definitions under IAS-1, Purpose of Financial Statements, Complete Set of Financial Statements, Basic Features (Elementary Level) – Fair Presentation, Going Concern, Accrual Basis of Accounting, Materiality & Aggregation, Frequency of Reporting by an Entity and by law in Pakistan, General Structure and Contents/Components of Financial Statements, Concept of Off-balance Sheet Items, Practice of Real World Scenarios

2. INVENTORIES, AND THEIR VALUATION

Objective and Scope of IAS-2 in general & w.r.t. Pakistan, Significant Definitions under IAS-2, Measurement of Inventories including (a) Cost of Inventories (b) Cost of Inventories of a Service Provider and (c) Cost Formulae, Basic Disclosure Requirements

3. ACCOUNTING FOR BILL OF EXCHANGE

Definition/Meaning of a Bill of Exchange as per Negotiable Instruments Act 1881, Difference among a Bill of Exchange, a Promissory Note and a Cheque, Accounting for transactions involving a Bill of Exchange, Journal and Ledger Accounts for both Drawer's and Drawee's (Books of Accounts); Accounting for all four scenarios on Drawer's Part including Withholding of a Bill, Discounting of a Bill, Endorsement of a Bill and Bank for Collection; Accounting under following scenarios: (a) Dishonor of a Bill of Exchange (b) Renewal of a Bill of Exchange and (c) Retirement of a Bill of Exchange



4. ACCOUNTING FOR ACCOUNTS RECEIVABLE, BAD DEBTS & PROVISION FOR BAD/DOUBTFUL DEBTS

Receivables and its Subsidiary Ledger, Accounting and Recording Bad Debts (first year and subsequent years) and its Recovery, Estimation and Valuation of Allowance/Provision for Bad and Doubtful Debts (both Income Statement and Balance Sheet Approaches of Estimation)

5. ACCOUNTING FOR CONSIGNMENT

Meanings of Consignment, Accounting in the Books of both i.e. Consignor and Consignee, Profit and Loss Measurement and its Accounting, Stock Valuation, Commission in General and Del Credere Commission, Accounting under Cost-plus Method, and Invoice Price Method

6. ACCOUNTING FOR SHARE CAPITAL OF A CORPORATION

Corporation, and a Company's Formation, Recording of (Accounting for) Issue of Shares at par, premium and discount, Concept and Meaning of Stock Splits; Right Issue of Shares; Treasury Stocks, Sources of Retained Earnings; Appropriation of Profit to Dividends and Reserves; Types of Reserves, Primary (IPO / Prospectus) VS Secondary Market (Stock Exchange etc.), Concepts pertaining to cash dividends, stock/scrip dividends, property dividends, Basic EPS and Diluted EPS, Adjust the Weighted Average Number of Common Shares for Stock Dividends, Stock Splits, Use of Treasury Stock Method

7. ACCOUNTING FOR 'ASSOCIATIONS NOT-FOR-PROFIT'

Definition/Meaning of Associations Not-for-profit with the help of suitable Examples, Scope of Accountancy Profession in such organizations, Sources of Revenue for Non-trading Concerns / Special Nature of Accounting Heads in these Associations including Subscriptions/Donations etc., Preparation of Cash Book; Receipts and Payments Account, Financial Statements of these Associations including Income and Expenditure Account; Computation of Capital Fund

8. ACCOUNTING FROM INCOMPLETE RECORDS

Meaning of Incomplete Records (Single Entry), Differentiation between Single Entry and Double Entry Book-keeping, Capital and Profit Determination under Single Entry System of Accounting

9. ACCOUNTING INFORMATION SYSTEM (AIS) AND COMPUTER-BASED ACCOUNTING SYSTEMS

Definition/Meaning of AIS, Scope and Use of AIS, Computerized Accounting and AIS, Basic Information, Structure and Hand-on Practice over two Accounting Software (Peachtree and Quickbooks), Computer-based Application in Accounting, Advantages of Computer-based Systems, Ways of achieving Internal Controls in a Computer-based Accounting System, Preparation of Chart of Accounts, Concepts of Working on Peach Tree Accounting Package

Recommended Texts:

1. International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) Latest Edition by ICAP
2. Kieso, Weygant, and Warfield, Financial Accounting, Latest Edition, Wiley higher education.



3. Meigs, B. Walter., Johnson, E. Charles. & Meigs, F. Robert, “Accounting: the basis of Business decisions”, Latest Edition – McGraw-Hill,.
4. M.A. Ghani. Principles of Accounting & Advance Accounting. Latest Edition
5. Hall A. James., Accounting Information System, Latest Edition, Thomson South-Western.
6. SAGE software, Peachtree Complete Accounting Software, Latest Edition, SAGE software

Reference Books:

1. Financial Accounting by M. Hanif and A. Mukherjee Latest Edition
2. Larson, K. D., Wild, J. J., & Chiappetta, B. , “Financial Accounting”, Latest Edition, McGraw-Hill Irwin.
3. Marshall B. Romney, Paul J. Steinbart., Accounting Information System, Prentice Hall.
4. IASplus.com by M. Hanif and A. Mukherjee - Latest Edition



Course	MACRO ECONOMICS	Credit Hours	3
Pre-requisite	Micro Economics	Semester	II
Objectives	<p>This course will enable students:</p> <ul style="list-style-type: none"> • Learn the basic principles of Macroeconomics • Understand the working of the policy initiatives in the market economy • Understand the aggregate concepts of National Income, Employment, Inflation, Money, Banking and Foreign (Exchange and Policy) Sector Issues • Develop Macro Economics Thinking among Students 		

COM-616 MACRO ECONOMICS

1. NATIONAL INCOME

Defining Macroeconomics, and understanding its Nature; Comprehending the Nature and Significance of National Income (NI); Comprehending Theoretically and Numerically the following Concepts of NI; General Concept and Overview of National Income: (a) Gross Domestic Product (GDP) (b) Gross National Product (GNP) (c) Net National Product (NNP)

(d) National Income (NI) at Market Price and at Factor Cost (e) Personal Income (PI) (f) Disposable Personal Income (DPI); Concepts of Per Capita Income (PCI) and Transfer Payments, and other associated Concept; Measurement of National Income with the help of a rigorous Illustration; Measurement of National Product in Current Price and in Constant Prices; Circular Flow of National Income A Comprehensive Overview; Other Associated Concepts concerning National Income

2. TRADE CYCLE:

Defining and Understanding the Trade Cycle and its Nature; Phases, Causes & Remedies; Theory of Trade Cycles (Keynes theory); Employment and Theories of Unemployment; Consumption, Keynesian Psychological Law of Consumption, & Consumption Function; Saving Function & Investment Function, and Investment Multiplier; Inflationary and Deflationary Gaps under Keynesian Theory; Inflation and its Kinds, Causes, & Remedies

3. MONEY AND VALUE OF MONEY:

Defining Money and understanding its Nature; Primary, and Secondary / Contemporary Functions of Money; Forms / Types of Money; Comprehending the Concept of Value of Money; Quantity Theory of Money (Classical and Modern Version); Liquidity Preference Theory; Motives to Save (Money Demand of Keynes); Money Multiplier and its Effects / Implications; Money Supply, and Monetary Aggregates in Pakistan; Any other Ancillary or Contemporary Topic / Concept / Theory

4. BANKING:

Defining a Bank and Banking w.r.t. Banking Laws applicable in Pakistan; Primary, and Secondary / Contemporary Functions of a Bank; Forms / Types of Banks; Commercial VS Central Banking; Functions of a Central Bank; Monetary Policy by a Central Bank; Credit Creation Method and



Process

5. PUBLIC (GOVERNMENTAL) FINANCE:

Defining and Understanding the Public Finance; Difference between Private and Public Finance; Revenue and Expenditure of Public Bodies; Kinds of Taxes and Cansons of Taxation; Fiscal Policy - Meaning, Rationale, Use & Scope and Tools/Techniques; Government Budget and Economic Survey

6. BALANCE OF PAYMENTS:

Defining and Understanding Balance of Payments; Difference between Balance of Payments and Balance of Trade; Equilibrium and Dis- equilibrium in Balance of Payments; Causes of Dis-equilibrium, and Measures to Balance it; International Trade and its Primary Theories; Defining and Understanding the Exchange Rate, and its Mechanics; Exchange Rate Policies Measures to improve: Monetary System, Fiscal Balance, Exchange Rate, BOP and BOT, Overall Economy, and Financial Health of the Country; Components of an Ideal Public Policy

7. ECONOMIC SYSTEMS:

Defining and Understanding an Economic System; Major Forms of an Economic System including; Market Economy, State-controlled Economy, Mixed Economy and Islamic Economic System; Features, and Pros & Cons of above-mentioned Forms of Economic Systems; Role and Responsibility of a State/Government/Kingdom in all above-mentioned Forms of Economic Systems; Role and Mechanics of Zakat and Usher; Economic Role of State in Islam; Zakat and Usher; Other Contemporary Associated/Ancillary Concepts / Theories / Topics

8. REAL WORLD MACROECONOMICS w.r.t. PAKISTAN:

Use of Macroeconomic Variables in Ministry of Finance; Use of Macroeconomic Variables in Ministry of Commerce; SBP Economic, Banking and Financial Reviews; Any other publications concerning Macroeconomic Variables; Economic Problems and Issues of Pakistan and their respective suitable and feasible Solutions

Recommended Books:

1. Parkin Michael, Macro Economics, Latest Edition, New York Addison Wesley
2. Paul A Sameulson, Economics. Nancy Smith Barrett, The Theory of Macro Economic Policy, Prentice Hall, Latest Edition
3. Edward Shapiro, Macro Economic Analysis, Harcourt Brace, Latest Edition.
4. Mensfield Edwin, Principles of Macro Economics, Latest Edition, New York W.W. Norton

Reference Books:

1. Begg David, Fischer Stanley, Dornbusch Rudiger, Economics, Latest Edition, The McGraw-Hill.
2. Nordous. D. William, Samuelson Paul. A Macro Economics Latest Edition, McGraw-Hill.
3. Froyen T. Richard *Macroeconomic theories and policies*
4. Begg David, Fisher Stanley Dornbush Rudiger *Economics*
5. Journals/Periodicals: World Wide Web/Internet Material
6. Federal Bureau of Statistics & Economic Survey of Pakistan
7. Pakistan Golf and Economist (The Economist)
8. Ministry of Finance www.finance.org.pk



9. State Bank of Pakistan www.sbp.org.pk



COM-617 BUSINESS STATISTICS

Course	BUSINESS STATISTICS	Credit Hours	3
Pre-requisite	NONE	Semester	II
Objectives	This course is meant to provide students with an understanding of the basic Statistical Techniques for <i>descriptive</i> and <i>inferential</i> data analysis, which will be useful and helpful in their specialized areas including Finance, Accounting and Management for better analysis and optimal Decision-making with given conditions and constraints.		

COURSE OUTLINE

1. INTRODUCTION TO STATISTICS

Broad overview of the subject of Statistics and its applications; Uncertainty, Sampling, Population, and Samples; Distinction between *descriptive* and *inferential* statistics; Statistical thinking; Importance and pitfalls of spreadsheet programs like Microsoft Excel and SPSS.

2. DESCRIBING DATA: GRAPHICAL

Types of data and classify variables; How to organize numerical data; Tables and charts for numerical data; Tables and charts for categorical data

3. DESCRIBING DATA: NUMERICAL

Central tendency in numerical data (Measures of Location); Variations in numerical data (Measures of Dispersion); Descriptive summary measures from a population (Sampling Techniques)

4. PROBABILITY

Basic probability concepts; Classification/Forms of Probability; Conditional probability and statistical independence; Use of Bayes' theorem to revise probabilities in the light of new information

5. DISCRETE RANDOM VARIABLES & PROBABILITY DISTRIBUTIONS

Understanding of the basic concepts of discrete probability distributions and their characteristics; Concept of mathematical expectations in relation to discrete random variables; Binomial distribution and its application; Poisson distribution and its application; Hypergeometric distribution and its application; Joint probability distributions and their application



6. CONTINUOUS RANDOM VARIABLES & PROBABILITY DISTRIBUTIONS

Normal probability distribution and its use in representing ; certain continuous variables; Normal probability in assessing Normality; Exponential distribution; Normal approximation to the Binomial distribution

7. LINEAR REGRESSION AND CORRELATION

Concept of Strength and Direction of Relationship; Scatter Diagram and its use; Coefficient of Correlation (Simple, Partial and Multiple); Simple and Multiple Linear Regression; Coefficient of Determination

8. SAMPLING AND SAMPLING DISTRIBUTIONS

Concept of sampling distributions; Central limit theorem; Developing the framework for statistical inference

9. STATISTICAL COMPUTING:

Excel and Minitab; Using MS Excel and Minitab for the above-mentioned techniques

Recommended Books:

1. Statistical Techniques in Business and Economics by Lind., Marchal., and Wathen Latest Edition
2. Paul Newbold, William Carlson and Betty Thorne, “*Statistics for Business and Economics*”, Latest Edition, Prentice Hall.
3. Basic Statistics for Business and Economics by Earl K. Bowen and Martin k. Starr Latest Edition
4. Downing Douglas and Jeffery Clark, “*Business Statistics*”, Latest Edition, Barron’s Educational Series Inc.

Reference Books:

1. Quantitative Methods in Finance by Terry J. Watsham and Keith Parramore Latest Edition
2. Business Statistics A Multimedia Guide to Concepts and Application by Chris Robertson Latest Edition.



SEMESTER III

Sr. No.	Semester III	Cr. Hrs.
COM-620	Business Law	3
COM-621	Technical Writing and Presentation Skills	3
COM-622	Introduction to Business Finance	3
COM-623	Advanced Accounting-I	3
COM-624	Economic issues of Pakistan	3
COM-609	Introduction to Psychology and Organization Behavior	3



COM-620 BUSINESS LAW

Course	BUSINESS LAW	Credit Hours	3
Pre-Requisite	NONE	Semester	III
Objectives	This course is intended to: <ul style="list-style-type: none">• Acquaint students with Legal System of Pakistan• Familiarize the students with the different Mercantile Laws affecting the economic and business environment in Pakistan.• Make students understand the important elements and aspects of business and industrial laws.• Enable the students to assess the nature and Impact of certain types of rules and regulations by analyzing the cases referred to in the recommended books/sources.• Equip the students with the necessary skills and aptitude to deal tactfully with the legal situations arising out of business routine matters.		

COURSE OUTLINE

1. LEGAL SYSTEM OF PAKISTAN

Meaning of Legal System; Major Components / Divisions of Legal System of Pakistan; Comprehensive Analysis of Legal System of Pakistan; Factors of Economic Development w.r.t to Pakistan; Various Measures / Strategies to enhance Economic Growth

2. BUSINESS LAW

Nature of Business Law; Major Sources of Business Law; Application / Use of Business Law;

3. CONTRACT ACT, 1872

Proposal and Acceptance including Legal Definition, and Meaning, Communication of Offer and Acceptance, Revocation of Offer and Acceptance;

Agreement and Contract including Legal Definition, Meaning, and Difference, Legal Capacity to make a Contract, Major Classification and Kinds of Contracts, Essential Elements / Ingredients of a Valid Contract, Trinity of a Contract.

Legal Rules pertaining to Consideration, and Exceptions thereof, Major Types of Void Agreements.



Flaws in Contracts, Free Consent, and its Flaws (Coercion, Undue Influence etc.), Doctrine of Frustration of Contract.

Quasi Contract, and its Types, Contingent Contract, and its Types, Performance of Contracts including Reciprocal Promises

Breach and Discharge of Contracts, Remedies for Breach of Contract

Contracts of Indemnity and Guarantee covering Legal Definition, Meaning, and Difference, Rights and Liabilities of Indemnity-holder, Consideration for Guarantee, Nature and Extent of Surety's Liability, Continuing Guarantee, and its Revocation, Rights of Surety, Discharge of Surety from Liability

Law of Agency covering Legal Definition, and Meaning, General Rules of Agency, Eligibility to employ an Agent, and Eligibility to become an Agent, Necessity of Consideration for Agency, Classification of Agents, Modes of Creation of Agency, Extent of Agent's Authority, and Delegation of Authority, Distinction between Sub-agent and Substituted Agent, Duties and Rights of Agent, Personal Liability of Agent to Third Parties, Rights and Duties of Principal, Liability of Un-named, and Un-disclosed Principal, Modes of Termination of Agency

Bailment and Pledge including Essential features, and parties; Rights and duties of parties; Termination of pledge and Bailment

4. PARTNERSHIP ACT, 1932

Nature of Partnership including Legal Definition, and Meaning of Partnership and Firm, Essential Elements

Formation of Partnership, and Ancillary Provisions; Pre-requisites to form Partnership, Partnership Deed, and its Constituents, Classification of Partnership, Kinds of Partners, Status of a Minor admitted to the Benefits of Partnership, Registration of a Firm, and its Rationale (i.e. Effects of Non-registration), Rights and Duties of Partners, Relations of Partners to Third Parties, and Liabilities thereto, Incoming and Outgoing partners

Dissolution of Partnership Firm covering Dissolution of Partnership, and Dissolution of Firm, Modes of Dissolution of a Firm, Classification of Partnership, Kinds of Partners, Status of a Minor admitted to the Benefits of Partnership

5. SALE OF GOODS ACT, 1930

Contract of Sale of Goods covering Legal Definition, and Meaning of a Contract of Sale, Essential Elements of a Contract of Sale, Distinction between Sale and Agreement to Sell, Classification (Kinds) of Goods, The Provisions pertaining to 'Price' Conditions and Warranties covering, Legal Definition of Condition and Warranty, The Distinction between them thereof, Conditions and Warranties (Express and Implied) in a Contract of Sale Provisions pertaining to 'Transfer of Property'

Performance of a Contract of Sale including Legal Definition, and Meaning of 'Performance' in a Contract of Sale, Modes of Delivery, Acceptance of Delivery by Buyer, Sale by non-owner

Remedial Measure in a Contract of Sale, Legal Definition, and Meaning of 'Unpaid Seller' in a Contract of Sale, Rights of an 'Unpaid Seller', Rights of a Buyer against Seller, Auction Sale, and Legal Provisions regarding it



6. NEGOTIABLE INSTRUMENTS, 1881

Nature and Meaning of Negotiable Instruments including Legal Definition, and Meaning of a Negotiable Instruments, Characteristics of Negotiable Instruments, Presumptions as to Negotiable Instruments

Classification (Kinds) of Negotiable Instruments; Promissory Notes Definition, and Essential Elements, Bill of Exchange Definition, and Essential Elements, Cheque Definition, and Essential Elements, Hundi Definition, and Meanings

Parties to Negotiable Instruments: Holder Meanings, and Features; Holder-in- due-course Meanings, and Features; Capacity of Parties

Presentment of Negotiable Instruments: Presentment for Acceptance; Presentment for Sight; Presentment for Payment

Negotiation of Negotiable Instruments: Definition, Eligibility for Negotiation, and Duration of Negotiability; Distinction between Negotiation and Assignment; Modes of Negotiation; Endorsement, and its Kind

Dishonor and Discharge of Negotiable Instruments: Definition, and Meaning of Dishonor and Discharge; Modes of Dishonor (Non-acceptance and Non- payment); Discharge of the Instruments and the Parties; Modes of Negotiation

Banker and Customer Relation (Legal): Definition, and Meaning of Banker and Customer

Crossing of Cheques, and its Types; Bouncing of Cheques (Provisions from Banking Law / Circulars)

Recommended Books:

1. Mercantile Law - Bare Acts Latest Edition
2. Mercantile Law by M. C. Kuchhal Latest Edition
3. Mercantile Law by M. C. Shukla Latest Edition
4. Saeed, Khawaja Amjad, Mercantile and Industrial Laws in Pakistan, Institute of Business Management, Lahore Latest Edition

Reference Books:

1. Mercantile Law by Luqman Baig Latest Edition
2. Business Law by Khalid Mehmood Cheema, Sayed Mobin Mahmud & Co. Lahore Latest Edition
3. Business Law By Nazir A. Sheikh Latest Edition
4. Internet source: www.Paksearch.com



COM-621 TECHNICAL WRITING AND PRESENTATION SKILLS

Course	TECHNICAL WRITING AND PRESENTATION SKILLS	Credit Hours	3
Pre-requisite	Functional English and Business Communication	Semester	III
Objectives	This course is intended to create/produce: <ul style="list-style-type: none"> • an understanding about Technical Writing • an understanding Communication Skills and practice of the same 		

COURSE OUTLINE

1. Introduction to Technical Writing and its Contingent Errors

Meanings of Technical Writing; Writing Memos (Memorandum); Writing a long and a short report; News Releases and Company Policies; Editing for errors in sentence construction (Articles, parts of speech, dangling parts etc.; Identifying Articles, and Parts of Speech, and their Correct Use

2. Dialogue Writing and Role-Plays (Foreword to Uninhibited Presentations)

Everyday situations contextualized with colloquial communication; Basic Principles of Business Communication including 7 Cs of Effective; Communication; Dialogue writing and Role Plays in Daily and Business Situations

3. Précis Writing and Authentic Summarization

Meanings and Important points of Paragraphs; Identifying thesis statement; Identifying evidence and biases; Writing an effective précis

4. Comprehension Skills

Introduction; General Features and Components of a Comprehension Passage; General Classification of Passages (discursive, persuasive, narrative etc.; Attempting comprehension questions; Making accurate inferences

5. Creative Writing and Effective Brainstorming

Defining and understanding Creative Writing; The Need Use and Significance of Creative Writing in Publications; How to effectively convey the imaginative ideas in coherent writing

6. Presentation Skills and Body Language

Personality Development (emphasis on content, style and pronunciation); Professional presentations; Using presentation software tools; Delivering short addresses / speeches; Extempore speech; Technical communication; Handling telephonic and email communication; Interviewing Skills; Group discussions; Communication through role- playing; Updating Knowledge Power; Utilizing Library Sources for Presentation Knowledge Power

7. Feedback and Reflection



Assessment of Students Learning through revision exercises; Feedback by students on their constructive learning of the course; Reflection for future pursuits

8. Essaywriting

Descriptive, narrative, discursive, and argumentative

9. Academicwriting

How to write a proposal for research paper/term paper; How to write a research paper/term paper (emphasis on style, content, language, form, clarity, consistency); Circulars and S.R.O. by the Government and Regulatory Institutions

10. Technical Reportwriting

11. Progress Reportwriting

Note: Extensive reading of Business-related Sections Newspapers is required for vocabulary building

Recommended books:

Technical Writing and Presentation Skills

a) Essay Writing and Academic Writing

1. Writing. Advanced by Ron White. Oxford Supplementary Skills. Latest Impression / Edition. ISBN 0 19 435407 3 (particularly suitable for discursive, descriptive, argumentative and reportwriting).
2. College Writing Skills by John Langan. McGraw-Hill Higher Education – Latest Edition.
3. Excellence in Business Communication by Join V Thill Courtland L Bove's published by Prentice-Hall International Inc.
4. Oxford English for Undergraduates by D.H. Howe, T.A. Kirkpatrick, D.L., Kirkpatrick published by Oxford University Press
5. Patterns of College Writing (Latest Edition) by Laurie G. Kirzner and Stephen R. Mandell. St. Martin's Press.

b) Presentation Skills

c) Reading

The Mercury Reader. A Custom Publication. Compiled by northern Illinois University. General Latest Editors: Janice Neulib; Kathleen Shine Cain; Stephen Ruffus and Maurice Scharon. (A reader which will give students exposure to the best of twentieth century literature, without taxing the taste of engineering students).



COM-622 INTRODUCTION TO BUSINESS FINANCE

Course	INTRODUCTION TO BUSINESS FINANCE	Credit Hours	3
Pre-Requisite	NONE	Semester	III
Objectives	This course is intended to create/produce: <ul style="list-style-type: none">• an understanding of an integrated perspective for the inter- relation between financial markets, financial institutions and management• an understanding about the use/scope of Finance, Financial Management, and Financial Management Decision Making Techniques• Competence about the latest approaches/tools to critically examine and measure the performance of business concerns• Skills to solve investment and financial problems in the light of specified goals of the firm		

COURSE OUTLINE

1. INTRODUCTION TO FINANCE

Meanings of Finance and Financial Management; Career opportunities in finance; Forms of business organization; Goals of the corporation; Agency relationships. Financial Statements: Balance sheet; Income statement; Statement of cash flows (IAS 7); Accounting income vs. cash flow; Personal taxes; Corporate taxes

Analysis of Financial Statements and their Use: Ratio analysis; Du Pont system; Effects of improving ratios; Limitations of ratio analysis; Qualitative factors;

Forecasting Techniques: Forecasting sales; Projecting the assets needed to support sales; Projecting internally generated funds; Projecting outside funds needed; Deciding how to raise funds; Seeing the effects of a plan on ratios

Efficient Market Hypothesis and its Implication

2. TIME VALUE OF MONEY

The Role of Time Value in Finance; Time Value w.r.t. Single Amounts (Future Value and Present Value) including Simple Interest Mechanism and Compound Interest Mechanism

Time Value w.r.t. Compact Stream of Cash Flows i.e. Annuities (Future Value and Present Value) including Ordinary/Simple Annuity, Annuity Due/Outstanding, and Perpetuity

Time Value w.r.t. Mixed Stream of Cash Flows (Future Value and Present Value);

Practical Implication of Time Value of Money covering Intra-year Compounding; Nominal Vs Effective Rate of Interest; Continuous Compounding; Funds Accumulation through Regular Deposits; Loan Amortization; Finding Interest / Growth Rates.



3. FINANCIAL ASSETS / SECURITIES, AND THEIR VALUATION

Meaning and Understanding about Financial Assets; Primary Features of Financial Assets; Basic Model (Formula) / Mechanics of Valuing a Financial Asset / Security; Fundamentals of Interest Rate including Interest Rate, Required Rate (of Return), Inflation, Real Vs Nominal Rate of Interest (Return)

Term Structure of Interest Rates including Yield Curve and its Dimensions, and Yield to Maturity (YTM)

Risk and Risk Premium; Major Types of Risk w.r.t. Debt-specific Risk Premium Components (Issuer- & Issuer-related); Default, Maturity, Contractual Provision

Corporate Bonds; Nature, Definition, Features and Components, Cost of Bonds to the Issuer, Valuation of a Bond (Pricing of a Bond) – Model and sensitivity Analysis (Price Changes); Common Types of Bonds, and their respective Features;

Stocks, and Equity; Nature, Definition, Features and Components; Debt Vs Equity; Common Stock Vs Preferred Stock; Preferred Stock Valuation; Authorized / Registered Capital; Issued, Subscribed and Paid-up Capital; Classification of Preferred Stock; Concept, and Process of IPO w.r.t. Pakistan

Efficient Market Hypothesis, and Market Efficiency; Basic Model for Common Stock Valuation; Major Types of Valuation Models for Common Stock including Zero-growth Model, Constant-growth Model, Variable-growth Model

Other Approached of Valuation for Common Stock including Book Value, Liquidation Value, Price/Earnings Multiples

4. CAPITAL INVESTMENT, ITS VALUATION, AND INVESTMENT DECISIONMAKING

Capital: Sources of Capital and Cost of Capital, and Determination of the Cost of Capital, Optimal Mix of Capital Sources

Meanings, and Nature of Investment (Relevant Assets), Meanings of Capital Budgeting, Fundamentals of Capital Budgeting including Motives for capital expenditure, Process of capital budgeting

Basic Terminology covering Independent Projects versus Mutually Exclusive Projects, Unlimited Funds versus Capital Rationing, Accept-Reject versus Capital Rationing, Accept-Reject versus Ranking Approaches

Overview of Capital Budgeting Techniques: (1) Payback Period 1st Technique, Decision Criteria, Pros and Cons of Payback Analysis; (2) Net Present Value (NPV) 2nd Technique, NPV and Profitability Index, NPV and Economic Value Added; (3) Internal Rate of Return (IRR) 3rd Technique, Calculating the IRR through Interpolation

Comparing NPV and IRR Techniques: (1) Net Present Value Profiles, and (2) Conflicting Rankings including Reinvestment Assumptions, Timing of the cash flow, Magnitude of the Initial Investment.



5. CAPITAL BUDGETING CASHFLOWS

- **Capital Budgeting Process:** An overview and Understanding
- **Relevant CashFlows:**
 - Major Cash Flow Components
 - Expansion VS Replacement Decisions
 - Sunk Costs and Opportunity Costs
- **Finding the Initial Investment:**
 - Installed Cost of New Asset
 - After-tax Proceeds from Sale of Old Assets
 - Change in Net Working Capital
 - Calculating the Initial Investment
- **Finding the Operating CashFlows**
 - After-tax Meanings and Use
 - Estimating Project “After Tax Incremental Operating CashFlows”
- **Finding the Terminal CashFlows**
 - Proceeds from Sale of Assets
 - Taxes on Sale of Assets
 - Change in Net Working Capital
- **Project Evaluation & Selection: Alternative Methods**
 - Project Monitoring: Progress Reviews & Post Completion Audits
 - The Problem of Project Risk
 - Total Project Risk
 - Contribution to Total Firm Risk: Firm Portfolio Approach
 - Managerial Options

Recommended Texts:

1. Principles of Managerial Finance by Lawrence J. Gitman Latest Edition
2. Fundamentals of Finance by Van Horne Latest Edition
3. Melicher, W.R & Norton, A.E, (Latest Edition), Finance, John Wiley and Sons, Inc.

Reference Texts:

1. Peirson, Graham & Brown, Rob (Latest Edition), *Business Finance*, McGraw-Hill, Sydney.
2. Block, Stanely B. & Hirt, Geoffroy A, (Latest Edition), *Business Finance*, Irwin Book
3. Question & Answer Series by Schuam



COM-623 ADVANCED ACCOUNTING – I

Course	ADVANCED ACCOUNTING – I	Credit Hours	3
Pre-Requisite	Financial Accounting	Semester	III
Objectives	<ul style="list-style-type: none"> ● Preparation of Financial Statements of Companies in accordance with statutory requirements of Companies Ordinance and International Financial Reporting Standards (IFRS) / International Accounting Standards (IAS) with appropriate notes to a preliminary extent, ● Compute working capital ratios for business sectors. ● Identify and explain Reasons for Profit Appropriation, ● To learn about practical Implication of IAS-16, 18 and 38 ● Application and selection of accounting techniques and procedures to specific circumstances like leases, branches, departmental stores, consignment, joint venture and construction contracts. ● prepare accounts and financial statements of joint venture, partnership, branches & departmental types of businesses, ● Identify and explain reasons why any loss/gain is debited or credited to retained earnings, ● Prepare a statement of changes in Equity 		

COURSE OUTLINE

1. PREPARATION OF FINAL ACCOUNTS UNDER THE PROVISIONS OF COMPANIES ORDINANCE 1984 AND IFRS/IAS

- a. Conceptual Framework concerning Presentation Requirements of relevant IFRSs / IASs; 4th & 5th Schedule of Companies Ordinance, 1984 as to contents and presentation of Financial Statements
- b. General Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Concept of ‘Statement of Comprehensive Income’, and Balance Sheet
- c. Statement of Changes in Owners’ Equity (with concept of negative Equity) and Cash Flows Statement (w.r.t. IAS-7)
- d. Certain ancillary concepts including Off Balance Sheet Items, Residual Equity etc.
- e. Treatment of the following Items;

<ol style="list-style-type: none"> i. Issue of Shares ii. Cash Dividends iii. Right Shares and Bonus Issue iv. Reserves v. Govt. Levies (especially Sales Tax) vi. Prior Period Adjustments vii. Excise Duty and Sales Tax 	<ol style="list-style-type: none"> viii. Long Term Loans and their current Maturity ix. Bad Debts & Provisions x. Workers Profit Participation Fund xi. Workers’ Welfare Fund xii. bank margins and guarantees including Commitments and Guarantees
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2. DEPARTMENTAL ACCOUNTING

Departmental Accounting an Introduction, Accounting Systems for maintaining Departmental Accounts, Advantages of Departmental Accounts, Profit and Loss Account, Allocation of Departmental Expenses, Inter-departmental Transfers – Cost or Market Price Basis, Accounting treatment of unsold stock with the departments

3. BRANCH ACCOUNTING

Nature and Operational System of a Branch, Its Comparison with Department, Accounting Systems for Depended Branches, Independent Branches and Head Office Reconciliation, Inter-branch Transactions, Issues with Wholesale Branch

4. ACCOUNTING FOR JOINT VENTURE

Nature of Joint Venture Enterprises, Accounting Treatment – When separate books of accounts are maintained, and When separate books are not maintained, Memorandum Recording Methods, Profit or Loss Computation

5. PARTNERSHIP ACCOUNTING (Selected Topics – Formation, Admission & Goodwill Calculation)

Features and Formation of Partnership, Distribution of Profits among Partners, Changes in Partners' Sharing Ratios, Partners' Capitals and their Kinds, Accounting Treatment for Issues on Admission of a Partner, Calculation of Goodwill under Partnership

6. PROPERTY, PLANT AND EQUIPMENT w.r.t. IAS-16

Definitions provided in IAS-16; Methods of Depreciation and Change of Method, and its implications; Revision of Life of an Asset, and its implications; Accounting for Disposal and Exchange of an Asset, Disclosure Requirements.

7. REVENUE RECOGNITION w.r.t. IAS-18

Scope, and Definitions; Measurement of Revenue; Identification of the Transaction; Sale of Goods; Rendering of Services; Interest Royalties and Dividends.

8. INTANGIBLE ASSETS w.r.t. IAS-38

Definitions and Concepts; Recognition and Measurement; Internally Generated Intangible Assets; Research Phase and Development Phase; Practical Implications of the IAS through practice of some basic Illustrations.

Recommended Texts:

1. International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) Latest Edition by ICAP
2. Kieso, Weygandt, and Warfield (Latest Edition) Intermediate Accounting, Latest Edition Wiley Higher Education.
3. Javed H. Zuberi, “Advanced Accounting”, Latest Edition, Petiwala Book Depot.
4. An Insight into IFRSs by Mohyuddin Tahir



Recommended Texts:

1. Gateway to IFRS Latest Edition
2. Mukherjee A. Hanif, “Modern Accountancy”, Volume I & II. Latest Edition.



COM-624 ECONOMIC ISSUES OF PAKISTAN

Course	ECONOMIC ISSUES OF PAKISTAN	Credit Hours	3
Pre-Requisite	Micro Economics and Macro Economics	Semester	III
Objectives	This course has been designed to: <ul style="list-style-type: none">• Enable the students understand and comprehend the real life issues of the Economy of Pakistan• Enable the students to have an insight into the policies of the Government of Pakistan, and the State Bank of Pakistan along with Ministry of Finance• Enable the students go through the data available in the latest Economic Survey of Pakistan and the federal government's Budget documents, and to relate it to the economic and social indicators of industrially Developed Economies and the SAARC countries		

1. ECONOMIC DEVELOPMENT

Meaning of Economic Growth and Development, and the Difference; Significance of Development Economics; Factors of Economic Development (General); Factors of Economic Development w.r.t to Pakistan; Various Measures / Strategies to enhance Economic Growth;

2. AGRICULTURAL ISSUES:

Food security; Productivity of Land; Non-Farm employment Opportunities; Forest and Water Management; Price Support Policy; Agricultural Inputs and their impact on Cost of Production

3. INDUSTRIAL ISSUES:

Large Scale; SME and Cottage Industry; Export Industry vs Import Substitution; Public-Private partnership; Industrial Policy

4. OTHER VITAL CHALLENGES / ISSUES OF THE ECONOMY:

- a) Minerals and Mining;
- b) Energy Resources;
- c) Transport: Issues - Air, Railways; Roads; Sea; Farms to Market Roads; Communication;
- d) Education and Skill Development: Issues; Basic Education; Vocational and Technical; Higher Education;
- e) Health: Issues in Health Sector; Environmental pollution and Human Health; Housing: Issues and Remedies
- f) Poverty: Definitions; measurement and alleviation strategies; HDI (Human Development Index)
- g) Energy Crisis in Pakistan: Current Scenario; Energy as a Backbone of an Economy (Real



Market); Causes of Energy Fiasco (Historical and Political Perspective); Measures to Improve

5. FOREIGN TRADE:

Foreign Trade and Balance of payments: Exports; Imports; Direction of Trade; Classification of Imports and Exports; Terms of trade; Rectification of BOP; Bilateral and Multi-lateral Trade

6. MAJOR MACRO ECONOMIC ISSUES AND POLICIES:

- a) Federal Budget and Fiscal Policy
- b) Public Debt (External) and Debt Management Strategies of Pakistan
- c) Monetary Policy and Inflation

7. OTHER CONTEMPORARY ISSUES OF PAKISTAN ECONOMY

- a) Terrorism, and Terrorism Financing,
- b) Money Laundering
- c) Brain Drain
- d) Trade Policies
- e) Services Industry
- f) Higher Education
- g) Energy Crises
- h) Governance and Accountability etc.

8. INTERNATIONAL SCENARIO:

- a) WTO and Pakistan
- b) SAFTA and Regional Cooperation
- c) Role of Direct Foreign Investment in Economic Growth of Pakistan
- d) International Financial and Economic System and its Implications for Pakistan

Recommended Books:

1. *Economic Survey of Pakistan (Latest)*. Ministry of Finance, Government of Pakistan, Islamabad
2. Pakistan Golf and Economist (The Economist)
3. Daily Business Recorder
4. Daily The Dawn Editorial and Business Sections
5. Federal Bureau of Statistics (Statistical Survey)
6. Zaidi, Akbar, *Issues in Pakistan's Economy*. Oxford University Press, Karachi
7. Husain Akmal, Dr. and Others. *Pro-Poor Growth and Governance in South Asian Economies*.
8. Hussain, Dr. Ishrat. *Pakistan: The Economy of an Elitist State*. Oxford University Press, Karachi
9. Kardar, Shahid. *Political Economy of Pakistan*. Progressive Publishers, Lahore
10. Saeed, Khawaja Amjad, *The Economy of Pakistan*, Karachi: Oxford University Press, Latest Edition.
11. Khan, Shahrugh R., *50 Years of Pakistan's Economy Traditional Topics and Contemporary Concerns*. Oxford University Press, Karachi, Latest Edition.



12. Chaudhary M. Aslam and Ahmad Eatzaz: *Globalization, WTO and Trade Liberalization in Pakistan*, Feroze Sons, Lahore, Latest Edition.

Reference Books:

1. Nasim Anjum (ed.) *Financing the Development Priorities of Pakistan in 1990's*. LUMS, Lahore
2. *Poverty Alleviation Strategies of Government of Pakistan*, Government of Pakistan, Islamabad - Latest Edition
3. *Reports of State Bank of Pakistan*. State Bank of Pakistan Publications, Karachi
4. *Reports of Statistical Division of Pakistan*. Government of Pakistan, Islamabad
5. Sen, Amratia. *Poverty and Famine*. McMillan Publications - Latest Edition
6. *Yearly World Bank Reports* (Latest Edition). Oxford University Press, Washington D.C.



COM-609 INTRODUCTION TO PSYCHOLOGY AND ORGANIZATIONAL BEHAVIOUR

Course	INTRODUCTION TO PSYCHOLOGY AND ORGANIZATIONAL BEHAVIOUR	Credit Hours	3
Pre-Requisite	NONE	Semester	III
Objectives	<p>This course is intended</p> <ul style="list-style-type: none"> To equip the student with latest Literature and Techniques of Psychology To introduce the Basic Psychological Aspects / Dimensions to the students To evaluate New Claims about Psychology by knowing Psychological Facts and Standards for Scientific Evidence To Apply theory to application, demonstrating an understanding of the theoretical knowledge base of organizational behaviour To Analyze how individual and group behaviours act as building blocks to organizational behaviour To Research and analyze aspects of organizational behaviour To Analyze team behaviour and its effect on productivity To Communicate and interact with team members To Analyze how individual and group behaviours act as building blocks to organizational behaviour To Research and analyze aspects of organizational behaviour To Analyze team behaviour and its effect on productivity To Communicate and interact with team members 		

COURSE OUTLINE

1. PSYCHOLOGISTS AT WORK:

Meanings, Use/Scope of Psychology; Subfields of Psychology; Working at Psychology; Exploring Diversity; Becoming an Informed Consumer of Psychology

2. NEURONS: THE BASIC ELEMENTS OF BEHAVIOUR:

The Structure of the Neuron; How Neurons Fire; Where Neurons Meet: Bridging the Gap; Neurotransmitters: Multitalented Chemical Couriers

3. THE NERVOUS SYSTEM

Central and Peripheral Nervous Systems; The Evolutionary; Foundations of the Nervous System; Behavioural Genetics

4. THE BRAIN:

Studying the Brain's Structure and Functions: Spying on the Brain



5. SENSING THE WORLD AROUND US:

Illuminating the Structure of the Eye; Colour Vision and Colour Blindness

6. HEARING AND THE OTHER SENSES:

Sensing Sound; Applying Psychology in the 21st Century; Smell and Taste; The Skin Senses

7. PERCEPTUAL ORGANIZATION:

The Gestalt Laws of Organization; Feature Analysis; Top-Down and Bottom-Up Processing; Perceptual Constancy; Depth and Motion Perception, perceptual illusions and subliminal perception

8. STATES OF CONSCIOUSNESS:

Sleep and Dreams: The Stages of Sleep; The Function and Meaning of Dreaming; Sleep Disturbances; Circadian Rhythms; Daydreams; Becoming an Informed Consumer of Psychology; Hypnosis and Meditation; Drug Use: The Highs and Lows of Consciousness

9. LEARNING:

Classical Conditioning; Operant Conditioning; Cognitive-Social Approaches to Learning

10. MEMORY:

Encoding, Storage, and Retrieval of Memory; Recalling Long-Term Memories; Forgetting: When Memory Fails

11. COGNITION AND LANGUAGE:

Thinking and Reasoning; Problem Solving; Language

12. INTELLIGENCE:

What Is Intelligence? And Variations in Intellectual Ability

13. MOTIVATION AND EMOTION:

Explaining Motivation; Human Needs and Motivation: Eat, Drink, and Be Daring; Understanding Emotional Experiences; Nonverbal Behaviour and the Expression of Emotions

14. SOCIAL PSYCHOLOGY:

Attitudes and Social Cognition; Social Influence; Prejudice and Discrimination; Positive and Negative Social Behaviour

15. INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:

Environmental and Organizational Context; Environmental Context including Information Technology & Globalization; Organizational Context: Design, Structure and Culture; Cognitive



Process of Organizational Behavior; Perception and Attribution; Personality and Attitudes; Motivational Needs and Processes

16. DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Communication; Decision Making; Stress and Conflict; Power and Politics; Building Teams Group Dynamics and Teamwork; Valuing Diversity-Individual Differences; Managing and Leading for Higher Performance; Managing Performance through Job Design and Goal Setting; Behavioral Performance Management; Effective Leadership Processes; Great Leaders: Styles, Activities and Skills

Recommended Text:

1. Luthans Fred., *Organizational Behavior*, Latest Edition, McGraw-Hill.
2. Feldman, Robert S, *Understanding Psychology*, Latest Edition. McGraw Hill, Boston
3. John R. Schermerhorn, (Latest), *Management and Organizational Behavior Essentials*, Wiley & Sons.
4. Robbins P. Stephen. (Latest), *Organizational Behavior*, Latest Edition, Prentice Hall



SEMESTER IV

Sr. No.	Semester IV	Cr
GED-603	Introduction to Sociology	3
CMP-602	Information Technology in Business	3
COM-608	Cost Accounting	3
COM-625	Advanced Accounting-II	3
COM-601	Principles of Management	3
COM-626	Inferential Statistics	3



COM-603 INTRODUCTION TO SOCIOLOGY

Course	INTRODUCTION TO SOCIOLOGY	Credit Hours	3
Pre-Requisite	NONE	Semester	IV
Objectives	<p>This course has been formulated to:</p> <ul style="list-style-type: none"> • Build a confidence for Social Interaction and Relationship • Learn how they behave in Social Groups, Community, Social Institutions and with different Personalities. 		

COURSE OUTLINE

1. INTRODUCTION

Basics:

Nature, scope and subject matter of Sociology; Brief historical development of Sociology; Introduction to Qura'nic Sociology; Society and community; Relationship with other social Sciences

Evolution and Recent Thoughts:

Social Interaction Processes: The study of social life; Exploring the global village; Sociology as a science; The Sociological imagination; The development of Sociology; Pioneers of Sociology

2. SOCIAL GROUPS AND INSTITUTIONS

Groups:

Definition and functions; Types of social groups

Institutions:

Definition; Structure and function of social institutions; Inter-relationships among various social institutions

3. CULTURE, SOCIALIZATION, SOCIAL CONTROL AND STRATIFICATION

Culture and related concepts

Meaning/Definition and aspects of culture; Elements of culture; Organization of culture; Other concepts, cultural relativism, sub cultures, ethnocentrism, cultural lag

Socialization and personality

Role and status; Socialization; Culture and personality



Deviance and social control

Definition and types of deviance; Juvenile delinquency; Formal and Informal method of social control

Social stratification

Approach to study social stratification; Caste class and race as basics of social stratification

4. SOCIAL MOVEMENT, SOCIAL & CULTURAL CHANGE

Concept of social movement

Definition; Theories of social movement; Social and cultural change; Collective behavior; Characteristics; Causes; Types; Social movements; Mob and crowd behavior

Social and cultural change

Definition of social change; Dynamics of social change; Impact of globalization on society and culture; Resistance to Change

Recommended Texts:

1. Horton and Hungt, Sociology, Latest Edition, McGrawHill
2. Tischler, Hnry L, Introduction to Sociology, Latest Edition, Horcourt
3. Macionis, John J and Plummer, Ken, Sociology, A Global International, Latest Edition, PrenticeHall.



COM-602 INFORMATION TECHNOLOGY IN BUSINESS

Course	INFORMATION TECHNOLOGY IN BUSINESS	Credit Hours	3
Pre-Requisite	NONE	Semester	III
Objectives	<ul style="list-style-type: none">• This course introduces students to information and communication technology in a business environment and builds a foundation of digital literacy skills necessary for success in a technologically driven society.• Students will develop word processing, spreadsheet, database, desktop publishing, presentation software, and also, website design skills to some extent.• Throughout the course, there is an emphasis on digital literacy, effective electronic research and communication skills, and current issues related to the impact of information and communication technology.		

COURSE OUTLINE

1. INFORMATION TECHNOLOGY GROUNDWORK

In this unit students will create an electronic information technology reference manual of terms, and explain the key infrastructures related to information technology. Through investigation, students will develop an understanding of key information technology infrastructures, explore legal and ethical issues related to technology, understand the importance of ergonomics, navigate through the desktop, and have their data entry skills assessed.

The Challenges of Managing Information Systems and Technology

Understand how IT can add value; Determine the many components of IT management; Realization of the many stakeholders responsible to create IT success.

Information Technology Planning Process. Interview an organization for the purpose of documenting their I.T. planning process who what, where, why, when, how? If possible determine links to the organization's strategic plan.

2. APPLICATION SOFTWARE IN BUSINESS

In this unit students will enhance and/or develop their basic software application skills using specific application software, investigate web-page design software and Internet search engines, and assess their data entry skills on an ongoing basis. Each student will track his/her development using Software Competencies Checklists. Document production will focus



on the creation of correctly-formatted business documents in a culminating project that will require students to plan, make decisions, and create documents integrating the software applications. Documents created will be stored in files and folders that are logical and useful.

3. ELECTRONIC COMMUNICATION

In this unit students will complete readiness and remedial exercises and use electronic tools to enhance and/or develop their communication skills, develop an understanding of what e-mail is and how it works, investigate a variety of topics related to electronic communication, and apply their new, electronic-communication skills to create an electronic presentation.

4. GATHERING ELECTRONIC INFORMATION

In this unit students will enhance and/or develop their ability to gather information from a variety of electronic sources; develop evaluation criteria to evaluate the electronic information gathered with respect to validity, bias, usefulness, confidentiality, and the degree to which it is up to date; develop an understanding of Internet connections; investigate dangers that are associated with transmission of information; apply research and critical thinking skills in researching the business and communication etiquette of a designated culture; and apply their research findings to a variety of formats to be shared with classmates.

5. CHIEF INFORMATION OFFICER (CIO) AND THE INFORMATION SERVICES RESOURCE

CIO Reporting Model and CIO, IT staffing, organizing IT and risk management Access

Determine key skills, traits, levels of experience enabling the CIO to be successful. Understand the support area skills of the IT department, staff retention and overall management requirements, and how the IT organization structure is designed based on the type of industry, business use of IT, and strategy deployed. Critical assessment of sourcing IT support and technology and related decision making and outsourcing management.

General Overview of Management Information System; ERP Systems, Oracle and SAP, and their Use and Application.

Recommended Books:

1. Information Technology for Module-D of Chartered Accountancy, PBP Publications.
2. Computer tools for information age, Prentice Hall Publishers, Latest Edition.



COM-608 COST ACCOUNTING

	COST ACCOUNTING	Credit Hours	3
Pre-Requisite	Principles of Accounting, and Financial Accounting	Semester	IV
Objectives	<p>This course will enable students:</p> <ul style="list-style-type: none"> • Understand Cost Concepts, Objectives, Scope, Cost Flow and Classification, Cost Behavior and other associated Concepts • Understand and explain Material, Labor, Factory Overhead Costing and Control, • Accounting for Joint- and By-Products • Prepare Job-order Cost Sheet and Cost of Production Report 		

COURSE OUTLINE

1. CONCEPTS, AND SCOPE OF COST ACCOUNTING:

Definition and concept of cost, Cost object, Cost elements, Sources and uses of cost data, Cost accounting v / s financial accounting, Costing department and its relationship with other departments, Role of cost accounting in a management information system, Uses of cost data.

2. COST CLASSIFICATION, AND FLOWS:

Direct and Indirect cost, Product and Period cost, Controllable and Uncontrollable cost, Cost Behavior, Fixed and Variable cost, Semi- variable and Step Fixed Cost, Cost Accounting Cycle/Flow, Chart of account and coding for costing, Statement of Cost of Goods manufactured and sold.

3. MATERIAL COSTING AND CONTROL:

Procedure of material procurement, application of IAS-2. Two-bin system, The use of FIFO, and Weighted Average for Material Valuation and the pricing for material issue, Stock taking periodic and perpetual inventory, Treatment of differences between physical and book stock, Economic order quantity, Effect of quantity discount on EOQ, Reorder level, safety stock and maximum stock, ABC Control.

4. LABOUR COSTING AND CONTROL:

Objectives of payroll accounting. Calculations and recording of payroll, payroll taxes and deductions. Direct and Indirect Labour, Productivity and efficiency, Remuneration methods, Straight piece rate and differential piece rate, Incentive wage plan, Group bonus, Time sheet and job cards, Overtime and idle time; Labour turnover rate.



5. FACTORY OVERHEAD COSTING AND CONTROL:

Classification and collection of overhead, Predetermined overhead applied rate, Factory overhead cost: planned, applied and actual, Over and under applied factory overhead' and its disposal, Departmentalization of overhead, Allocation, apportionment and reapportionment of overhead costs, Repeated Distribution and Algebraic Method for reciprocal, service department costs.

6. TYPES OF COSTING SYSTEMS:

Establishment of cost accounting system, Integrated cost accounts, Introduction to process costing, Incomplete process and concept of equivalent units, Format of Process Account and Format of 'Cost of Production' Report, Job-order Costing, Costing for Joint- and By- products, Operation / service costing.

Recommended Book:

1. Cost Accounting by F. Usry, H. Hammer & Adolph Matz
2. Cost and Management Accounting Latest Edition by Collin Drury
3. Cost Accounting for CA Intermediate Stage student-Latest Edition by PBP (Professional business Publications)

Reference Books:

1. Costing Latest Edition by Emile Woolf
2. Cost Accounting by T. Lucy DP Publications, Aldyne Place 142-144 Uxbridge Road, Shepherds Bush Green, London W128AW
3. General Journals/Periodicals: Journal of Management Accounting, ICMAP



COM-625 ADVANCED ACCOUNTING-II

Course	ADVANCED ACCOUNTING – II	Credit Hours	3
Pre-Requisite	Advanced Accounting-I	Semester	IV
Objectives	<ul style="list-style-type: none"> • This course is designed to serve the needs of Modern Accounting Principles, Procedures and Methods that are applied in <i>preparation</i> and <i>presentation</i> of financial statements, and the proper uses that can be made of financial data. • This course will have different relationships with the requirements of the various Professional Accountancy Bodies like ICAP, ICMAP, PIPFA and other significant universities in Pakistan. • This course will enable students learn some advanced Accounting Treatments and Techniques pertaining to Corporate Sector including Banking Corporations and Specialized Ventures/Mechanisms including Construction Contracts and Leases 		

1. IASB FRAMEWORK, IFRS / IAS AND THEIR APPLICATION IN PAKISTAN

The IASB's framework and objectives of financial statements; International financial reporting standards (IFRS 1 First-Time Adoption on International Financial Reporting Standard) and related information; Format of Income statement; Reporting Irregular issues; and Special Reporting issues

2. COMPANY FINAL ACCOUNTS, AND SPECIAL TREATMENTS

Completion of accounting cycle – Process; Year-end Adjustments, and their Treatment in the Financial Statements; Closing Entries; Components of Financial Statements; Preparation and Presentation of Income Statement and Balance Sheet; 4th Schedule (Listed Companies) of Companies Ordinance 1984; Relevant Provisions pertaining to Accounting, Reporting and Audit; 5th Schedule (Non-listed Companies).

3. CASH FLOW STATEMENT, AND STATEMENT OF CHANGES IN EQUITY, AND NOTES

Comprehensive Analysis of IAS – 7; Major Segments / Components of a Cash Flow Statement; Preparation and Presentation of a Cash Flow Statement as per IAS using both Direct and Indirect Method; Rigorous Analysis of a Cash Flow Statement from the Financial Statements of a Listed Company; Meanings and Use of a Statement of Changes in Equity; Major Segments / Components of the Statement of Changes in Equity; Rigorous Analysis of the Statement of Changes in Equity from the Financial Statements of a Listed Company; Nature, Meaning and Use of Notes to the Financial Statements

4. ANALYSIS OF FINANCIAL STATEMENTS (RATIO ANALYSIS)

Meanings of Analysis of Financial Statements; Major Classification of Analysis of Financial Statements Technical VS Financial Analysis; Dimensions of Financial Analysis of Financial Statements;



- Profitability
- Solvency /Debt
- Market
- Liquidity
- Activity

Calculating and Interpreting Ratios on the Data extracted from the Financial Statements of a Listed Company

5. PARTNERSHIP ACCOUNTING (Selected Topics-Capital, Retirement, Death & Dissolution)

Briefing about previous Topics covered in Advanced Accounting-I; Fixed and Fluctuating Capital; Retirement of a Partner, and its Accounting; Death of a Partner, and its Accounting; Dissolution of Partnership, and its Accounting

6. BASIC UNDERSTANDING ABOUT FINANCIAL STATEMENTS (REPORTING) OF A BANKING COMPANY

Reporting Framework of a Banking Company; Role of SBP in the Financial Reporting Framework of a Banking Company; Basic Know-how of Financial Statements of a Banking Company by use of an Annual Report of a Listed Commercial Bank

7. LONG TERM LIABILITIES

Nature, and Definition/Meaning of Long-term Liabilities; Nature and Forms/Classes of Long-term Liabilities; Description of Formal Procedure associated with the Issuance of Long-term Debts; Issue of Bonds at Par, Discount and Premium, and Associated Accounting; Amortization of Discount and Premium; Preparation of Loan Amortization Schedule; Journal Entries for Bonds, Long-term Notes and Bonds Payable; Determining Periodic Interest Expense, and its Reporting in Income Statement; Presentation (Reporting) in Financial Statements

8. CONSTRUCTION CONTRACTS (w.r.t.IAS-11)

Scope, and Definitions; Contract Revenue and Contract Costs; Recognition of Contract Revenue and Costs; Recognition of Expected Losses; Changes in Estimates; and Disclosure Requirements; Practical/Numerical Illustrations to understand all the necessary provisions associated.

9. LEASES (w.r.t.IAS-17)

Scope, and Definitions; Classification of Leases; Accounting Treatments in the Books of Lessor and Lessee; Disclosure Requirement; Practical/Numerical Illustrations to understand all the necessary provisions associated.

Recommended Books:

1. International Financial Reporting Standards (**IFRS**) and International Accounting Standards (**IAS**) Latest Edition by ICAP
2. Kieso, Weygant, and Warfield, Intermediate Accounting, Latest Edition Wiley higher education.



3. An Insight into IFRS by Mohyuddin Tahir Latest Edition
4. Javed H. Zuberi, “*Advanced Accounting*”, Latest Edition, *Petiwala Book Depot*.
5. Mukherjee A. Hanif, “*Modern Accountancy*”, Volume I-II. Latest Edition

Reference Books:

1. Gateway to IFRS Latest Edition
2. Past Papers by ICAP, ICMAP and PIPFA covering above-cited Topics.
3. Gupta, R.L. & Swamy, M. Radha, “*Advanced Accounting*”, Latest Edition, Sultan Chand & Sons
4. Shukla M.C & Grewal, T. S, “*Advanced Accounts*” Volume 1 and 2, Latest Edition. Sultan Chand & Sons.



COM-601 PRINCIPLES OF MANAGEMENT

Course	PRINCIPLES OF MANAGEMENT	Credit Hours	3
Pre-Requisite	NONE	Semester	IV
Objectives	<p>This course is intended to:</p> <ul style="list-style-type: none"> Expose students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective. Allow students to develop their own framework for analyzing and understanding management as well as exploring and developing their own personal philosophy of management. Communicate effectively, develop people, solve problems and making decisions, organize themselves and also would be able to work in team. 		

COURSE OUTLINE

1. INTRODUCTION TO MANAGEMENT: CONCEPTS AND THEORIES / EVOLUTION

Basic Concepts and Definitions: Efficiency, Effectiveness, Skills, Roles etc.; Foundation of Management Thinking and Evolution: Various Schools of Thought

2. ENVIRONMENTAL SCANNING AND CONSIDERATIONS

Environment, National Culture and Management Practices

3. MANAGEMENT FUNCTIONS: PLANNING, AND ORGANIZING

Planning and Planning Tools/Techniques; Strategic Management Process; The Escalation of Commitment: Step Toward an Organizational theory; Decision Making; Organizational Structure, and Culture; Human Resource Management; Change Management

4. MANAGEMENT FUNCTIONS: LEADING AND CONTROLLING

Motivation: Concept, Use and associated Theories; Leadership & Leader's styles: Concept, Use and associated Theories; Team and Teamwork Management; Management Skills and Competencies; Managing Organizational Conflict, Politics and Negotiation; Controlling – Meaning, Components/Process and Classification.

5. CONTEMPORARY MANAGEMENT FUNCTIONS / ISSUES / CHALLENGES

Communicating effectively; Technology, The market, Competition and the External environment; Internationalization and Globalization; Entrepreneurship; Stress Management; Professional Ethics



and Social Responsibility including CSR; Corporate Governance and Due Diligence; New Management Paradigms

Role of Accountants in Management Process especially in Decision- making;

Recommended Books:

1. Robbins, Coulter, Langton, *Management*, Latest Edition
2. Koontz O, Donnel. *Management*, Latest Edition
3. Introduction to Management by John R. Schermerhorn and John Wiley & Sons, Inc., UK
4. Accountants in Business F1 Paper of ACCA.

Reference Books:

1. Mejia, Balkin, Cardy., *Management*, Latest Edition, McGraw-Hill.
2. Morden Tony, *Principles of Management*, Latest Edition, Ashgate.
3. Bateman, Snell. *Management Competing in new era*, Latest Edition, McGraw-Hill.
4. Smith & Hitt A. Michael, *Great Minds in Management (The Process of Theory Development)*, Oxford University Press.
5. *Management* by James A.F. Stoner, R. Edward Daniel R. Gilbert



COM-626 INFERENCE STATISTICS

Course	INFERENCE STATISTICS	Credit Hours	3
Pre-Requisite	NONE	Semester	IV
Objectives	This course will enable students: <ul style="list-style-type: none">• Understand the terminology related to Inferential Statistics, and to understand the role of sampling theory in estimation of population parameters and testing of hypotheses concerning parameters.• Provide with the background in different Estimation Methods of population Parameters on the basis of a sample.• Develop an understanding about the set of rules that lead to a decision culminating in the acceptance or rejection of some statement or hypothesis about the population.• Provide with the necessary skills and competencies in using computer statistical package to assist in performing different inferential procedures required in a statistical analysis through practical application.		

COURSE OUTLINE

1. REVIEW OF SAMPLING THEORY, SAMPLING DISTRIBUTIONS AND DATA DESCRIPTIONS:

Introduction to Sampling Theory; Types of Sampling; Random Sampling; Some Important Statistics; Data Displays and Graphical Methods; Sampling Error; Sampling Distribution of Sample Means and Variance; Properties of Sampling Distribution of Sample Means; Uses of Central Limit Theorem; Uses of the Sampling Distribution of the Sample Mean; Sampling Distribution of Sample Proportion; Properties and Application; Software commands

2. ONE AND TWO SAMPLE ESTIMATION PROBLEMS

Introduction to Statistical Inference; Branches of Statistical Inference (Estimation and Testing of Hypothesis); Need and Significance of Estimation and Type of Estimation (Point and Interval Estimation); Confidence Interval Estimation for single population Mean; Confidence Interval estimation for two population Means; Standard Error of a Point Estimate; Prediction Interval; Tolerance Limits; Interval Estimation for single population Proportion; Interval estimation for two population Proportions; Finite Population Correction Factor; Deciding the Sample Size; Software Commands.



3. TESTING OF HYPOTHESIS

Introduction; Various types of Statistical Hypotheses; Type-I Error, Type-II Error; Probability of Type-I Error; One Tailed and Two Tailed Tests of Significance; Level of Significance and Concept of P-value; General Procedure for Testing Hypothesis

One-Sample Tests of Significance

Assumptions; Tests of Significance for Population Mean, Proportion and Variance; Testing Statistical Hypotheses; One Tailed and two tailed Tests of significances; The use of P-Values for Decision Making in Testing Hypotheses; Single Sample: Tests Concerning a single Mean (Variance Known); Relationship to Confidence Interval Estimation; Single Sample: Tests on a single Mean (Variance Unknown); Choice of Sample Size for Testing Means; One Sample: Test on a Single Proportion; One Sample Test concerning Variances; Goodness-of-Fit Test; Test for Independence (Categorical Data); Software Commands

Two-Sample Tests of Significance

Assumptions; Statistical Hypotheses; Testing a Statistical Hypotheses; Two Tailed Tests; The use of P-Values for Decision Making in Testing Hypotheses; Two Samples: Test on two Means; Relationship to Confidence Interval Estimation; Choice of Sample Size for Testing Means; Tests of Significance for Two Population Means under various assumptions; Tests of Significance for Two Population Proportions under various assumptions; Tests of Significance for Two Population Variances; Graphical Methods for Comparing Means; Two Samples Test for population proportions; Two sample Test Concerning Variances; Goodness-of-Fit Test; Test for Independence (Categorical Data); Test for several Proportions; Software Commands

4. CHI-SQUARE TESTS:

Tests for Association of Attributes; Chi-Square Procedure; Tests for Goodness of Fit (Uniform, Binomial, Poisson, Normal Distributions); Chi-Square Independence Tests

5. ANALYSIS OF VARIANCE:

Introduction; Basic Concept as Testing Equality of More Than Two Means; One-Way Analysis of Variance; Two-Way Analysis of Variance; ANOVA Assumptions - One way ANOVA and Two way ANOVA; Inference about Pairs of treatment means; Software Commands

6. COMPUTER COMPETENCY:

To achieve the practical proficiency, the computer package MINITAB and in some way the EXCEL will provide the computational assistance.

More importantly, a general overview about SPSS, or any other latest Software will be provided to students

Recommended Books:

1. Lind, D.A., W.G. Marchal, S.A. Wathen, Latest Edition, "Statistical Techniques in Business and Economics".
2. Bowen, E.K., and M.K. Starr, Latest Edition, "Basic Statistics Business and Economics".
3. Mcclave, J.T., Benson P.G. and Snitch, T., Latest Edition, "Statistics for Business & Economics" Prentice Hall New Jersey.
4. SPSS Software and other Latest Software



Reference Books:

1. Spiegel, M.R., Schiller, J.L. and Sirinivasan, R.L., Latest Edition, "Probability and Statistics", Schaums Outlines Series. McGraw Hill, NY.
2. Clark, G.M. and Cooke, D. Latest Edition, "A Basic Course in Statistics", Arnold, London.
3. Walpole, R.E., Myers, R.H. and Myers, S.L., "Probability and Statistics for Engineers and Scientists" Latest Edition, Prentice Hall, NY.
4. Weiss, N.A., "Introductory Statistics" Latest Edition, Addison-Wesley Pub. Company, Inc.
5. Chaudhry, S.M. and Kamal, S., "Introduction to Statistical Theory" Part I, II, Latest Edition, Ilmi Kitab Khana, Lahore, Pakistan.



Sr. No.	Semester V	Cr. Hrs.
COM-607	Business Research Methods	3
COM-604	Managerial Economics	3
COM-610	Financial Management	3
COM-602	Principles of Marketing	3
COM-627	Business Ethics and CSR	3
COM-628	Leadership and Community Development	3



COM-607 BUSINESS RESEARCH METHODS

Course	BUSINESS RESEARCH METHODS	Credit Hours	3
Pre-Requisite	NONE	Semester	V
Objectives	<p>This course has been intended to:</p> <ul style="list-style-type: none"> • Meet the challenge of the fast pace decision making environment; • Acquaint students with Latest Research Methods and Techniques so as to enable them do the same in order to add value to the existing literature • Provide the knowledge and skills a manager needs to solve the problems. 		

COURSE OUTLINE

1. INTRODUCTION TO, AND ROLE OF BUSINESS RESEARCH:

Basic research and applied research; Managerial value of research; Types of business research; Decision alternatives in research process; Influences of uncertainty on type of research; Types of business research; Decision alternatives in research process; Influences of uncertainty on type of research; Scientific investigation; Hallmarks of scientific investigation; Obstacles in conducting scientific research

2. THEORY BUILDING:

Concepts and nature of proposition; Practical value of theory; Deduction and Induction

3. THE RESEARCH PROCESS:

Problem discovery and definition; Planning research design; Sampling; Data collection; Data processing and analysis; Conclusion and report presentation; Ethical issues in research

4. FORMULATING AND CLARIFYING THE RESEARCH TOPIC:

Attributes of good research topic; Importance of problem definition; Process of problem definition; Process of problem definition

5. UNDERTAKING RESEARCH: The

Research Proposal

Meanings

Components and Classification



The Research Strategy

Deciding the research approach and choosing a **research strategy**; Need for a clearer research strategy; Multi- method approaches; Preliminary data collection; **Literature review**; Planning the literature search; Obtaining and evaluating the literature

Exploratory research and qualitative analysis

Why conduct exploratory research; Categories of exploratory research Focus group interviews; Projective techniques

Primary Data

Research method for collecting **Primary Data**; Survey research; Errors in **survey research**; Classifying survey research methods; Basic methods for communication with respondents; **Observation methods Experimental research**; Basic issues; Internal and external validity; Types of experimental design and internal validity; Ethical issues in experimental design; Measurement of variables; Operational definitions and scales; Measurement: Scaling, reliability, and validity

Secondary data

Objective of secondary data research design; Classification of secondary data; Determining the **research design**; Overview of research design; Defining **research question** and **hypotheses**; Defining terms and variables; Identifying limitations and delimitations

Data Collection Methods

Questionnaire design; Overview of questionnaire designs; Sampling design and sampling procedures; Determining the sample size; Population distribution, sample distribution and sampling distribution; Fieldwork; Principles of good interviewing; Analyzing qualitative data; Overview of qualitative data analysis; Analyzing qualitative data; Editing and coding data

Research Report

Integral parts of a Research Report; Discussion on Research Projects; Drafting a Mini Research Report

6. RESEARCH AND ETHICS:

Ethical Issues and their Dimensions in Research; Plagiarism and like-wise Activities and the Legal Consequences

7. THE USE OF SPSS AND E-views

- a. Data Presentation in SPSS, Distributional Characteristics of data in SPSS
- b. One sample 'T' test, two sample 'T' test, Paired sample 'T' test, ANOVA, Post Hoc Tukey Test, Correlation, Regression and Non parametric Tests.

Recommended Books:

1. Zickmund, William G, *Business research methods*, Latest Edition.
2. Collins Jill & Hussey Roger, *Business research*, Latest Edition
3. Sekaran Umma, *Research Methods for Business/Applied Business Research*, Latest Edition.



4. *Business Research Methods* by Cooper and Schindler Latest Edition
5. P.P. Arya & Yesh Pal, *Research Methodology in Management: Theory and Case Studies*, New Delhi, Latest Edition.

Reference Books:

1. *Basic Business Research* by Umma Sekran Latest Edition
2. Straus & Corbin, *Basics of Qualitative Research*, Latest Edition.
3. Yin K Robert, *Case Study Research Design and Method* Latest Edition
4. Chris Hart, *Doing Literature Review*, Sage Publications Latest Edition
5. *Marketing Research* by Donald S. Tull and Dell I. Harokins Latest Edition



COM-604 MANAGERIAL ECONOMICS

Course	MANAGERIAL ECONOMICS	Credit Hours	3
Pre-Requisite	Micro Economics and Business Mathematics	Semester	V
Objectives	<p>This course will:</p> <ul style="list-style-type: none"> • Enable the students learn to implement the Economic and Quantitative Techniques in the world of Business and Finance • Enable them to make optimal decisions in real lifescenario • Enable them to collect, analysis and decipher data inreal lifesituations 		

COURSE OUTLINE

1. THE NATURE AND SCOPE OF MANAGERIALECONOMICS

The Scope of Managerial Economics, the Theory of the Firm, the Nature and Function of Profits, Business Ethics, the International Framework of Managerial Economics, Managerial Economics and the Internet.

2. OPTIMIZATION TECHNIQUES AND NEW MANAGEMENTTOOLS

Methods of Expressing Economics Relationships, Total, Average, and Marginal Relationships, Optimization Analysis, Differential Calculus; The Derivative and Rules of Differentiation, Optimization with Calculus, Multivariate Optimization, Constrained Optimization and unconstrained Optimization, New management Tools for Optimization

3. DEMANDTHEORY

The demand for a commodity, Price Elasticity of Demand, Income Elasticity of Demand, Cross- Price Elasticity of Demand, Using Elasticity in Managerial DecisionMaking.

4. DEMANDESTIMATION

The Identification Problem, Marketing Research Approaches to Demand Introduction to Regression Analysis, Simple Regression Analysis Multiple Regression Analysis, Problems in Regression Analysis, Demand Estimation by Regression Analysis.

5. DEMANDFORECASTING

Qualitative Forecasts, Time-Series Analysis Smoothing Techniques Barometric Methods, Economic Models



6. PRODUCTION AND COST ANALYSIS

Production Theory and Estimation, The Production Function with One Variable, Optimal Use of the Variable Input, The Production function with Two Variable, Optimal **Combination of Inputs**

7. COST THEORY AND ESTIMATION

The Nature of Costs, Short-Run cost Functions, Long-Run Cost Curves, opportunity Costs. Learning Curves Cost-Volume-Profit Analysis and Operating.

8. LINEAR PROGRAMMING

Meaning Assumptions, and Applications of Linear Programming, Some Basic Linear Programming Concepts, and Procedure used in Formulating and Solving Linear Programming: Profit Maximization, and Cost Minimization techniques in linear programming

9. RISK ANALYSIS

Risk and Uncertainty in Managerial Decision, Measuring Risk with Probability Distributions, Utility Theory and Risk Aversion, Adjusting the Valuation Model of Risk, Decision Making Under Uncertainty, Foreign- Exchange Risks and Hedging

10. STRATEGIC MARKET DECISIONS AND GAME THEORY

The Strategic Decisions and Strategic Market Decisions, The Nature, Use and Application of Game Theory, Evolution and Development of Game Theory.

Recommended Books:

1. Michael Baye, Managerial Economics Latest Edition
2. Dominick Salvatore, Managerial Economics in a Global Economy Latest Edition
3. Petersen H. Craig & Lewis. W. Chris. Managerial Economics. Macmillan Publishing Company, New York Latest Edition
4. Douglas, Evan J, 'Managerial Economics Theory', Practice and Problems: Prentice Hall Inc. New York Latest Edition
5. Sue. Managerial Economics. McGraw-Hill Latest Edition

Reference Books:

1. Thomas, Maurice. Managerial Economics. International Edition Latest Edition
2. Evan J. Douglas Managerial economics: theory, practice, and problems Latest Edition
3. Howard Davies, Pun-Lee Lam Managerial Economics: and Analysis of Business Issues Latest Edition
4. Mark Hirschey Managerial Economics Latest Edition
5. Journals /Periodicals:
6. World Wide Web:



COM-610 FINANCIAL MANAGEMENT

Course	FINANCIAL MANAGEMENT	Credit Hours	3
Pre-Requisite	Introduction to Business Finance Financial Accounting	Semester	V
Objectives	<p>This course is intended to:</p> <ul style="list-style-type: none"> • Equip the students with the latest knowledge of finance helping them to make rational financial decisions and thereby to maximize the wealth of the owners. • Develop understanding of the students in making decisions relating to special situations such as merger, acquisition etc. • Equip the students with latest tools and techniques in financial decision-making. 		

COURSE OUTLINE

1. RISK AND RETURN (REQUIRED RATE)

Risk and Return Fundamentals: Definition, and Meanings; Basic Model; Risk Preference, Risk Preferences / Behaviors

Risk of a Single Asset: (1) Risk Assessment including Scenario Analysis and Probability Distribution and (2) Risk Measurement including Standard Deviation and Coefficient of Variation

Risk of a Portfolio: Portfolio Return and Standard Deviation, Correlation, Diversification

The Capital Asset Pricing Model (CAPM): (1) Types of risk and (2) The CAPM Model covering Beta Coefficient, The Equation, The Graph, The security Market Line (SML) and Shifts in the security Market Line

3. SHORT-TERM FINANCING DECISIONS (Current Assets and Current Liabilities)

- **Current Asset Investment Policies**
- **Working Capital Management**
 - Working Capital Terminologies: Gross VS Net
 - Trade-off between Profitability and Risk
- **Cash Operating / Conversion Cycle**
 - Calculating Cash Conversion Cycle
 - Funding Requirement of the Cash Conversion Cycle
 - Cash Management Alternative Strategies
 - Cash Budget
- **Management of Marketable Securities**
- **Inventory Management**
 - Inventory Levels and Costs



- Common Techniques for managing Inventory
- **Receivables Management**
 - Credit Selection and Standards
 - Credit Terms and Policy
 - Credit Monitoring
- **Management of Receipts and Disbursements**
 - Float
 - Speeding-up Receipts and Slowing-down Payments
 - Cash Concentration
 - Zero-balance Accounts
- **Generic Current Assets' Management**
 - Financing Current Assets
 - Alternative Current Asset Financing Policies
 - Advantages and disadvantages of Short Term Financing
- **Management of Current Liabilities**
 - Sources of Short Term Financing
 - Spontaneous Liabilities
 - Accounts Payable Management
 - Accruals
 - Unsecured Sources of Short Term Financing
 - Bank Loans
 - Commercial Papers
 - Secured Sources of Short Term Financing
 - Accounts Receivables as Collaterals
 - Inventory as Collateral

4. LEVERAGE, AND CAPITAL STRUCTURE

- **Leverage:**
 - Meanings and Use of Leverage
 - Breakeven Analysis
 - Operating Leverage
 - Financing Leverage
- **Capital Structure:**
 - Types/Dimensions of Capital
 - External Assessment of Capital Structure
 - Theory of Capital Structure
 - Target/Optimal Capital Structure, and its Determination
 - EBIT – EPS Approaches to Capital Structure



- Variations in Capital Structures
- Comparing Alternative Capital Structures
- Capital Structure and Risk
- Value Estimation
- Maximizing Value VS Maximizing EPS

5. PAYOUT POLICY

- **Basics of Payout Policy**
 - Elements of Payout Policy
 - Trends in Earnings and Dividends
 - Trends in Dividends and Repurchase
 - Dividends versus Capital Gains
 - Dividend Policy Issues
 - Dividend Stability
 - Establishing the Dividend Policy in Practice
 - Dividend Reinvestment Plans
 - Factors affecting Dividend Policy
- **Mechanics of Payout Policy**
 - Cash Dividend Payment Process in Pakistan (Legal)
 - Dividend Warrants
 - Share Repurchase/Buyback Procedure in Pakistan (Legal)
 - Tax Treatment of Dividends and Repurchase
 - Dividend Reinvestment
 - Effects of Corporate Payouts on Stock Price
- **Relevance of Payout Policy**
 - Residual Theory of Dividends
 - Dividend Irrelevance Theory
 - Other Arguments for Dividend Payout
- **Factors affecting Dividend Policy**
 - General, Contractual, Growth, Market and Legal etc.
- **Classification of Dividend Policies (General and w.r.t. Pakistan)**
 - Constant Payout Ratio Policy
 - Regular Dividend Payout Policy
 - Low-Regular-and-Extra Dividend Policy
 - Stock Dividends & Stock Splits
 - Other Forms/Types of Dividend around the world



6. LONG-TERM DEBT MANAGEMENT

- **Long-term Debt Considerations**
 - Standard Debt Provisions
 - Restrictive Debt Provisions
 - Cost of Long Term Debt
 - Characteristics of Term Loan Agreements
 - Term Lenders
- **Corporate Bonds**
 - Legal Aspects of Corporate Bonds
 - General Features of a Bond Issue
 - Bond Rating
- **Preferred Stock**
 - Basic rights of preferred stockholders
 - Features of preferred stock
 - Special types of preferred stock
 - Advantages & disadvantages of preferred stock
- **Leases**
 - Basic types of leases
 - Leasing agreements
 - The lease contract (IAS 17)
 - Lease VS Purchase Decisions
- **Mergers**
 - Definition of Mergers
 - Motives for Mergers
 - Types of Mergers
 - Leveraged Buyouts
- **Convertible Securities**
 - Types of Convertible Securities
 - General Features of Convertible Securities
 - Financing with Convertible Securities
- **Options**
 - Major Types of Options
 - Calls and Puts
 - Options Markets and Trading

Recommended Books:

1. Brigham F Eugene, Houston F Joel (Latest edition), Fundamentals of Financial Management, South Western Publishers, Ohio
2. Lawrence J. Gitman, Latest Edition, 'Principles of Managerial Finance'
3. Horne Van, Jr. Wackowicz (Latest Edition), Fundamentals of Financial Management, Apperitice Hall International Inc, New Jersey.

Reference Books:

1. Weston & Brigham: Essentials of Managerial Finance, the Dryden Press. (Latest Edition)
2. Jr. Scott Martin, Petty J. William (Latest edition), Basic Financial Management, Apperitice Hall International Inc, New Jersey.



COM-602 PRINCIPLES OF MARKETING

Course	PRINCIPLES OF MARKETING	Credit Hours	3
Pre-Requisite	NONE	Semester	V
Objectives	<p>This course is intended to:</p> <ul style="list-style-type: none"> • Introduce, to students, the key Marketing Ideas and Phenomena, especially the Core Theme of delivering Benefits to Customers. • Develop students' Skills in Marketing Analysis and Planning. • Familiarize students with the Tactics of the Marketing (Product and distribution [Place], and Price - 4P's), and other 3 Ps of services, and enhance problem solving and decision making abilities in these areas. • Evaluate the attractiveness of different markets. 		

COURSE OUTLINE

1. INTRODUCTION TO MARKETING

The Field of Marketing, Basic Concepts of Marketing; Definition and Need for Marketing as a proper Formal Process; Adapting Marketing Strategy to the New Economy; Positioning; Marketing as the Driver in the Digital Economy; Scope of Marketing Today

2. THE MARKETING ENVIRONMENTAL SCANNING

Marketing-oriented Strategic Planning; Scanning the Marketing Environment – Internal and External; Studying and Analyzing the Needs of all concerned Stakeholders including PESTEL

3. THE MARKETING RESEARCH

Marketing Research Process, and its Use; Marketing information systems; Identifying Marketing Opportunities

4. CONSUMER BEHAVIOR AND MARKET, AND PRODUCER'S BEHAVIOR AND MARKETS

Consumer Behavior; Consumer Purchase Decision Process: Influences on Consumer Behavior; Social Influences Producer Behavior; Producer Purchase Decision Process

5. MARKETING SEGMENTATION, TARGETING AND POSITIONING

Identifying Marketing Segments, and Selecting Target Markets; Product Positioning and Differentiating the Marketing Offering

The Product Life Cycle

6. MARKETING MIX FOR GOODS AND SERVICES (7Ps) The

Marketing Mix



Product; Meaning and Classification of product; Development of New Product; Determinants of Product Mix; Product Adoption-Diffusion process; Product Portfolio Classification; Product Deletion Strategy; Packaging.

Price; Nature and importance of pricing; Pricing objectives; Factors influencing pricing decision; Developing Price Strategies and Programs; Policy of Credit

Promotion Strategy; Role of promotion in business marketing; Developing and implementing the promotional mix; Advertising, sales promotion and public relations; Managing the SalesForce

Place; Designing distribution channel; Selecting the type of channel.

People; their Behaviors and Attitudes; People as Contributors/Sellers etc. and People as Beneficiaries/Buyers etc., Politics in Marketing (Internal and External)

Process; the way/mode services are rendered and received or exchanged; Differentiating among various Methods of rendering services

Physical Evidence; Artefacts, Norms, Values, Interior, Dress/Uniform, Structure, Managers' Appearance etc.

7. MARKETING RETAILING, WHOLESALING AND MARKET LOGISTICS, AND MARKETING PLAN

Managing Retailing, Wholesaling and Market Logistics; Their Types and respective Uses; Managing the Total Marketing Effort

Socially Responsible Marketing Communications, Marketing Plan Development and Analysis

8. MARKETING CHANNELS, SUPPLY CHAIN MANAGEMENT, ADVERTISING AND PUBLIC RELATIONS

Supply Chain: Nature, Need and Use

Marketing Channels: Nature, Need, Types and Use/Importance

Advertising: Objectives, Budgets and Strategy.

Public Relations: Role and Impact, and Major Tools

9. PERSONAL SELLING, DIRECT MARKETING, ONLINE MARKETING / E-MARKETING AND SERVICES MARKETING

Personal Selling: Nature, Use/Role and Process; Sales Force Management; Sales Promotion

Direct Marketing: Nature, Use/Role, Growth, Benefits, and various Forms of Direct Marketing;

E-Marketing: Nature, Use/Role, Growth, Benefits, and various Forms of E-Marketing;

Services Marketing: Nature and Scope of Services Marketing including Financial Services and their Marketing

10. CRAFTING STRATEGIES TO ATTAIN COMPETITIVE EDGE Competitor Analysis:

Identification, Assessment and Selection.

Competitive Strategies: Approaches, Forms, Positioning, Leadership and Challenge.

11. GLOBAL MARKET PLACE, MARKETING ETHICS AND SOCIAL RESPONSIBILITY

Global Marketing: Considerations, Forms/Approaches, and Global Marketing Mix.

Marketing Ethics and Social Responsibility: Meanings and Need/Rationale for Ethics, Social Criticism, Citizenship in Marketing



Recommended Books:

1. Kotler, Philip. *“Marketing Management”*. Latest Edition, PrenticeHall.
2. Stanton, Etzel, Walker. *Marketing*, Latest Edition, McGraw-Hill.
3. Marketing by Evens and Berman
4. Krishnamacharyulu, Ramakrishan. *Rural Marketing Text and Cases*, Pearson Education.
5. Harvard Business Review w.r.t. Marketing Periodic for Latest Research and Development
6. Cases in Marketing by Prof. Dr. Khawaja Amjad Saeed

Reference Books:

1. W. D. Perreault, Jr., J.P Cannon, and E. J. McCarthy, *Basic Marketing: A Marketing Strategy and Planning Approach*, Latest Edition, Irwin/McGraw-Hill.
2. C. H. Mason and W. D. Perreault, Jr. *The Marketing Game!* Latest Edition, McGraw-Hill, New York.
3. Kotler, Philip, and Jain C Dipak, *Marketing Moves (A New Approach to Profits, Growth, and Renewal)*, Harvard Business School Press.



COM-627 BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY (CSR)

Course	BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY (CSR)	Credit Hours	3
Pre-Requisite	NONE	Semester	V
Objectives	<p>The objectives of this course are:</p> <ul style="list-style-type: none"> • To sensitize the students to the ethical dimensions of business and to train them to identify ethical dilemmas, analyze them systematically and resolve them based on ethical principles and moral theory. • To examine the ethical dimensions of business from different perspectives (American/British, European/Japanese, etc) and to introduce tools of ethical analysis of management decisions involving difficult choices between right and right and wrong and wrong. • To convey the importance and functionality of core values, codes of conduct and a culture of ethical behavior as powerful management tools in the workplace and sources of trust and reputation in the marketplace • To differentiate between responsive and strategic CSR in terms of shareholder and social value, competitive advantage and sustainability. • To help participants evaluate the CSR standards of their own companies, identify CSR initiatives and convey competencies for their effective implementation and evaluation. 		

COURSE OUTLINE

Social Responsibility; Basic Principles, Use/Scope etc. of everyday ethical dilemmas

1. INTRODUCTION

Meanings/Definitions of Ethics and Social Responsibility; Basic Principles, Use/Scope etc. of everyday ethical dilemmas



2. WHY BE ETHICAL?

Who cares? Who bothers? The “amoral” majority, Unconscious biases

3. BUSINESS/PROFESSIONAL ETHICS

Definitions, The case for and against ethics in business, Why the law cannot do it? Do Business Ethics make economic sense? The invisible hand and market failures; Distinction between Social Ethics and Professional/Business Ethics

4. COMMON ETHICAL DILEMMAS IN BUSINESS

Human resource issues, Conflict of interest issues, Customer confidence issues, Use of corporate resources, Blowing the whistle

5. ETHICAL THEORIES

Consequentialist or teleological theories (ethical egoism and utilitarianism), Non-consequentialist or deontological theories (normative ethical relativism, golden rule and Kantianism), Virtue ethics and defining moments, Rawlsian Theory of Justice, Stakeholder theory of management

6. ETHICAL DECISION MAKING AND GOVERNANCE

Eight steps to resolving ethical dilemmas and conflicts, Applications to Ethical dilemmas of managers - Ethical dilemmas of organizations

7. CORE VALUES AND CODES OF CONDUCT AS MANAGEMENT AND BRANDING TOOLS

Asymmetry of information and adverse selection, Principal-agent problems and imperfect contracts, the market value of trust and reputation.

8. FUNCTIONAL AREA APPLICATION OF BUSINESS ETHICS

Ethics in finance and accounting, Ethics in marketing and advertising, Ethics in human resource management, Ethics in governance and

9. ETHICS IN THE GLOBAL BUSINESS ENVIRONMENT

10. CORPORATE SOCIAL RESPONSIBILITY

CSR as an ethical responsibility of business towards society, Responsive vs. strategic CSR, Choosing the right CSR initiatives to create shared social and business value, Implementing, evaluating and scaling up CSR to maximize shared value.

11. DOES IT PAY TO BE ETHICAL AND SOCIALLY RESPONSIBLE?

The time horizon: short term vs. long term, Empirical evidence

12. CASES

Enron
Procter & Gamble Co. Aluminium
Co of America Nestle
Hooker Chemical Company NYEC
The Wall Street effect McDonald's
Polysterene Case Philip Morris



The Markin Mining Company Texaco
Other old and latest Cases from Pakistan's Corporate Sector etc.

Recommended Books:

1. Code of Corporate Governance 2013 or Latest, issued by SECP
2. Business and Society: Ethics, Sustainability, and Stakeholder Management, Latest Edition Archie B. Carroll, Ann K. Buchholtz South- Western College Publications, Cengage Learning
3. Business and Society: Stakeholders, Ethics, Public Policy, Latest Edition Anne T Lawrence and James Weber McGraw-Hill/Irwin
4. Business Ethics and Corporate Social Responsibility, Latest Edition, Paul Griseri and Nina Seppala CENGAGE Learning Business Press



COM-628 LEADERSHIP AND COMMUNITY DEVELOPMENT

Course	LEADERSHIP AND COMMUNITY DEVELOPMENT	Credit Hours	3
Pre-Requisite	Principles of Management	Semester	V
Objectives	<p>This course is meant to:</p> <ul style="list-style-type: none"> • To provide a conceptual and theoretical knowledge of Leadership • To examine the motives for and meanings of “community development” and the pros and cons of various community development approaches • To understand various intervention measures in solving social problems in a society • To use local resources to empower the societies in order to become self-reliant • Social Action Projects will enable students to harmonize the knowledge and skills gained through these projects with CSR in their professional lives, which is one of the major concerns for future leaders, managers and organizations globally. Start career as Auditor at initial level 		

COURSE OUTLINE

- 1. Fundamentals of Leadership and Servant Leadership**
 - What is leadership
 - Leadership Traits
 - Servant Leadership

- 2. Foundations of Community Development**
 - The frame work for community and economic development
 - Seven theories for seven community developers
 - Bases of community development
 - Process of community development
 - Challenges of the process

- 3. Social Capital, Community Building and Community Development Practices**
 - Social capital
 - Community social capacity and how does it influence development
 - Intentional action to increase social capacity
 - Factors that influence the success of community-building efforts
 - Principles and process of practicing community development
 - How does community development practice relate to economic development
 - Professional standards of ethical practices in community development



4. Entrepreneurship as a Community Development Strategy

- Introduction to Entrepreneurship
- Understanding an Entrepreneur
- Opportunity recognition and role of creativity

5. Community development assessment, Community Asset mapping and surveys, Assessing local economy.

- Community Mapping
- Surveys Forms
- The importance of asset mapping.

6. Building Powerful Community Organizations

- Bringing a group together
- Scanning the functions of Community Organizations present in the market
- The idea generation
- Developing Vision, Mission and Goals
- Structuring the Organization
- Defining SOPs

7. Marketing your Organization

- Marketing a Community Organization
- Effective role and guidelines for conducting meetings

8. Mobilizing Resources: Raising Money

- Community development finance
- Finding sources of money
- Securing grants for community development projects
- Preparing grant proposals

9. Measuring Progress

Community development indicators, Best practices & Benchmarking

Recommended Books:

1. The heart of leadership: A leader people want to follow by Mark Miller, Berret-Kohler Publisher 2013.
2. Leadership and Art of Struggle by Steven Snyder & B. Geage Berret Kohler Publisher 2013.
3. Strategic Leadership: How to think and plan by John Adair, Kogan Page Ltd 2010.



SEMESTER VI

Sr. No.	Semester VI	Cr. Hrs.
COM-629	Logic and Critical Thinking	3
COM-630	Principles of Auditing	3
COM-613	Human Resource Management	3
COM-631	Managerial Accounting	3
COM-606	Entrepreneurship and SMEs Management	3
COM-619	Corporate Laws and Secretarial Practices	3



COM-629 LOGICAL AND CRITICAL THINKING

Course	LOGIC AND CRITICAL THINKING	Credit Hours	3
Pre-Requisite	NONE	Semester	VI
Objectives	<p>This course has been formulated to:</p> <ul style="list-style-type: none"> • Improve the Reasoning Ability among the students. • Make students capable to Demarcate Fallacious and Valid Arguments. • Introduce to students application of Logic in Administrative Sciences. • Develop Decision Making Ability based on Logical Reasoning, which is a crucial pre-requisite for successful managers. 		

COURSE OUTLINE

1. INTRODUCTION TO PHILOSOPHY AND LOGIC

Historical Introduction to Logic; Aristotelian Logic; Modern Mathematical/ Symbolic Logical; Recent Developments in Logic; Modal Logic; Fuzzy Logic; Free Logic; Critical Thinking; Critical Thinking and Validity of Thought; Other Basic Logical Concepts

2. PROPOSITION, ARGUMENT, PREMISES, VALIDITY ETC.

Proposition & Sentence; Proposition & its Analysis; What is an argument?; Argument Forms; Argument & Non Argument; Well Crafted Argument; Premises; Deduction & Validity; Induction & Probability; Validity, Truth, Soundness, Strength, Cogency & Reasoning.

3. LANGUAGE, DISCOURSE, PUNCTUATION, NEGATION, IMPLICATION, EQUIVALENCE ETC.

Three Basic Functions of Language; Forms of Discourse; Introduction to Symbolic Logic; Translating Statement and Punctuation; Negation, Conjunction & Disjunction; Conditional Statement & Implication; Material Equivalence & Logical; Equivalence

4. ARGUMENT FORMS, PROPOSITION, INDUCTION ETC.

Argument Forms; Some Common Valid Argument Forms; Some Common Invalid Argument Forms; Categorical Proposition & Classes; Quality, Quantity and Distribution; Paradox, Dilemma & Fallacy; General Schema of Standard Form; Categorical Proposition; Standard Form Categorical Syllogisms; Major, Minor & Middle terms; Mood; Figure; Method of Deduction; Formal Proof of Validity; Proof of Invalidity; Introduction to Quantification Theory; Quantification; Traditional Subject Predicate



Proposition; Nature of Inductive Argument; Science & Induction; Argument by Analogy;
Refutation by Analogy; Essay Analysis; Presentation

Recommended Text:

1. Restall, G. *Logic: An Introduction*, Taylor & Francis Group, Latest Edition, New York.
2. Hurlez, P.J. *A Concise Introduction to Logic*, Woods worth/Thomason Learning Incorporation, Belmont, Latest Edition,.
3. Copi, I.M. (2002) *Introduction to Logic*, Latest Edition, Pearson Education Inc, Delhi.
4. Vaughn, L. *The Power of Critical Thinking*, Oxford University, Latest Edition,



COM-630 PRINCIPLES OF AUDITING

Course	PRINCIPLES OF AUDITING	Credit Hours	3
Pre-requisite	Financial Accounting, Advanced Accounting–I, and Cost Accounting	Semester	VI
Objectives	<p>This course is meant to:</p> <ul style="list-style-type: none"> • Comprehend and Interpret Audit Reports of any organization • Comprehend the Auditing Principles, Techniques, and Generic Auditing Process • Assess the risk of material misstatements • Assess the strengths and weaknesses of internal control systems • Start career as Auditor at initial level • Start higher professional studies. 		

COURSE OUTLINE

1. NATURE AND PURPOSE OF AUDITING:

Nature, definition, scope, objective and principles of an audit, Classification (kinds/types) of an audit, the need and usefulness of an audit, distinction between accounting and auditing, concepts of reasonable assurance, audit risk and materiality, true and fair view, recurring audit, management responsibility for preparation and presentation of financial statements, regulatory framework for Auditing in Pakistan, responsibility of an auditor (external) and role of auditor as detector of error/mistake and fraud, Postulates of Auditing, Glossary of Terms for Auditing attached with ISAs issued by IAASB/IFAC.

2. INTERNAL CONTROLS:

Definition, meaning objectives, types, principles and techniques of internal control, difference between internal check and internal control, categories of internal control, systems of internal control, key components and important elements of internal control, limitations on the effectiveness of internal control/audit, evaluation of internal controls and accounting systems, substantive procedure, and analytical procedure, tests of controls: purchase system, sales system, payroll system, inventory system, cash system, capital and expenditure, controls in small entities, internal control in an EDP environment

3. INTERNAL AUDIT:

Scope and limitations and types of internal audit, responsibilities of internal auditor, internal audit and corporate governance, internal audit assignments, outsourcing the internal audit function, impact of internal controls and audit work, issuance of management letter, relationship between internal and external audit, audit working papers, functions of chief internal auditor, reporting by internal auditors, difference between internal audit and external audit, reliance of external auditor on internal auditor's report.

4. LEGAL AND PROFESSIONAL CONSIDERATIONS:

Appointment, remuneration, resignation, removal, rights, powers, duties and liabilities, qualifications and dis-qualifications etc., of auditor, procedure for appointment of first and



subsequent auditors under Companies Ordinance, 1984, provisions related to appointment of auditor by a listed company and appointment of sole proprietor chartered accountants as auditors by business name, international standards on auditing (ISAs) and guidelines, statements of standard accounting and auditing practices and technical releases issued by local professional institute of Pakistan, professional ethics.

5. AUDIT PLANNING AND CONTROL (w.r.t. ISA 300,320):

Concept of audit planning, benefits and factors of audit planning, planning procedure overall audit strategy, Review of the client's business and accounting requirements, systems and procedures, preceding year's financial statements, client generated information, determining the audit risk and materiality level, audit planning memorandum, preparation of audit plans, preparation of detailed audit programmes, documentation of audit plan, audit timetable, changes in audit plan during the course of an audit, direction, controlling, supervision and review of audit work, monitoring time and costs.

6. AUDIT PROCEDURES AND TECHNIQUES (w.r.t. ISA 210, 315, 330): Terms of audit engagement, engagement letter and its contents, acceptance of and amendments in engagement letter, techniques of commencement of audit work, procedures affecting audit work, cut-off procedure. Definition of audit technique, kinds of audit techniques, tests of control and substantive procedures, management representation, vouching and verification of assets and liabilities, scrutiny of trading, profit and loss account, sampling techniques, compliance techniques, substantive testing, analytical review, use of computer assisted audit techniques (CAATs), reliance on other auditors, and reliance on experts.

7. AUDIT EVIDENCE AND DOCUMENTATION (w.r.t. ISA 500, 230): Concept of audit evidence, use of assertion in obtaining audit evidence, audit procedure for obtaining audit evidence, inspection of records and tangible assets, observation inquiry, confirmation from third party, recalculation, re-performance, analytical procedure, Need for documentation of work done, audit notebook, nature and types of working papers, contents of working papers, ownership and retention of working papers, recording of significant points, audit files.

8. PERFORMANCE OF AUDIT AND UNDERSTANDING THE RISK:

Assessment of Audit Risk, Materiality Assessment, and Audits Sampling Definition of risk, liquidity risk, management risk, operational risk, credit risk, market risk, compliance /legal or regulatory risk, reputation risk, risk management, board and senior management oversight.

9. COMPLETION OF AN AUDIT:

Completion procedures, events after reporting period, events occurring up to the date of audit report, letter of representation, letter to management, points carried to next period, summary record of errors, contingent liabilities and commitments, review of audit work and company's financial statements, conclusions drawn and action taken.

10. THE REPORTING OF AN AUDIT:

Audit Reports, their contents and qualifications, forms of qualifications, statement of compliance, dating and signatories of the auditors' report, other information in report containing audited financial statements, reports on accounts of association of persons and sole traders, special purpose reports, requisites of code of corporate governance.



Recommended Books:

1. Auditing by A.H. Millichamp published by British Library Continuum
2. International Standards on Auditing (ISAs), issued by IFAC, and published by ICAP
3. Auditing by Basu, Latest Edition
4. Auditing by Depaula, Latest Edition
5. Advanced Auditing by Prof. Dr. Khawaja Amjad Saeed.
6. Practical Auditing by Spicer & Pegler's by Butterworth & Co. Ltd., Latest Edition

Reference Books:

1. Auditing, CA Examination Study Text (Latest Edition) Professional Business Publication, Lahore.
2. Contemporary Auditing, Gupta, Kamal (Latest Edition) Tata McGraw Hills, Delhi.
3. Journals/Periodicals: The Pakistan Accountant and other Publications by ICAP
4. Journals / Periodicals: Journal of Management Accounting, ICMAP



COM-613 HUMAN RESOURCE MANAGEMENT

Course	HUMAN RESOURCE MANAGEMENT	Credit Hours	3
Pre-Requisite	Principles of Management	Semester	VI
Objectives	<p>This course has been designed to:</p> <ul style="list-style-type: none"> Recognize and appreciate importance of effective Human Resource Management Understand the key functions of the Human Resource Management Become familiar with systems and structures that support effective Human Resource Management Review systems and tools used in Human Resource Management 		

COURSE OUTLINE

1. INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Human Resource management - What and Why; Model of Human Resource Management; Strategic Human Resource Management; Human Resource Management – the only active factor of production; Management and Leadership; Organization of Human Resource Management; Evolutionary Development in HR

2. THE HR FUNCTION/DEPARTMENT

Terminology; Who does personnel work?; Staff role of the personnel department; Personnel (Human Resource) functions; Line, Staff and Functional Authority.

3. HR PLANNING

Job Design and Analysis; Job information and personnel management; Analyzing jobs-obtaining job information; Functional job analysis; Administration of the job analysis program; Human Resource Planning Process; Reasons for human resource planning; The planning process.

4. HR RECRUITMENT AND SELECTION

Recruitment and Selections/Testing and Interview; Recruitment and selection policy issues; Labor market considerations; The employment process; Sources of people; The selection process; The selection procedure; Testing; Interview; Induction and Orientation

5. HR TRAINING AND DEVELOPMENT

Defining and understanding HRD; Need for constructive Education and Training on consistent basis; Meaning and Dimensions of HRD; Training, and Forms & Methods of Training; The rationale for Training: Deliverables from Training; Coaching, and its Forms & Methods; Basic understanding about Performance Appraisal and Management; Various Methods of Performance Appraisal; The need/rationale for Performance Appraisal

6. HR LEADERSHIP, MOTIVATION, AND TEAMWORK

Role of a Manager as a Leader for Employees; Parameters for Leadership Evaluation; Motivation,



its Use / Scope, and Theories; Leader Vs Manager; Significant Contemporary Leadership Theories

7. HR PAY, COMPENSATION, REWARDS AND BENEFITS

Defining and understanding; Basic difference between Compensation and Pay; Strategic Plans for Pay/Wages/Salaries; Monetary Vs Non-monetary Rewards; Various Forms/Types of Pay and Benefits; Motivation for Employees via Rewards/Benefits; Pay for Performance

8. EMPLOYEE RELATIONS AND CONFLICT MANAGEMENT:

The need to manage Relations among Employees; Categories, and Forms of Relations among Employees; Biasness, Conflicts, Disputes and other discrepancies among Employees, and between Boss and Employees; Conflict/Dispute Resolution Techniques including Collective Bargaining, Negotiation, Avoidance/Concentration etc. Labor Unions, and their Management

9. ETHICS, CODE OF CONDUCT AND LAWS FOR LABOUR /EMPLOYEES:

Meanings and Understanding of Code of Ethics/Conduct; Justice and Fair Play; Overview of Labour Code (Laws) in Pakistan; Comprehension of Significant Provisions of Selected Labor Laws in Pakistan

10. CONTEMPORARY ISSUES

Information Technology; Union and management; Health and safety and other Contemporary Issues

Recommended Books:

1. Human Resource Management, Latest Edition, by Gary Dessler
2. Decenzo, David A. & Robbins, S.P. Human Resource Management. John Wiley, Latest Edition
3. Human Resource Management, Latest Edition, by Alan Price, Latest Edition

Reference Books:

1. Flippo E D, Principles of personnel management McGraw-Hill Latest Edition
2. Keith Davis, Human resource management Latest Edition
3. Bernardin H J, Human resource management McGraw-Hill Latest Edition
4. Essential of Human Resource Management, Latest Edition, by Shaun Tyson



COM-631 MANAGERIAL ACCOUNTING

Course	MANAGERIAL ACCOUNTING	Credit Hours	3
Pre-Requisite	Financial Accounting and Cost Accounting	Semester	VI
Objectives	<p>This course is meant to:</p> <ul style="list-style-type: none"> • Develop the skills in students so that are be able to make proper distinction between different Types of Costs, and their respective Uses. • Equip the students with Emerging New Concepts and its application in the field of managerial accounting. • Develop the skills in students to design the costing system that help in Optimal Decision Making 		

COURSE OUTLINES

1. THE CHANGING ROLE OF MANAGERIAL ACCOUNTING IN A DYNAMIC BUSINESS

Managerial Accounting; Managerial VS Financial Accounting, Managerial Accounting in different Types of Organizations, Evolution and Adaptation in Managerial Accounting, Cost Behavior.

Service VS Manufacturing firm, emergence of new industries, global competition, focus on customer, cross functional team, computer integrated manufacturing, product life cycle and diversity, time-based competition.

2. ACTIVITY BASED COSTING

Some key issues about cost drivers; Activity dictionary and bill of activities, direct VS indirect costs, when is new product –costing system needed; Cost management systems.

Activity based management and Cost Management Tools: Two Dimensional ABC, Customer Profitability Analysis, Target costing, Kaizen costing, Benchmarking and Reengineering, Theory of Constraints,

3. MARGINAL / DIRECT AND ABSORPTION COSTING

Meaning of Direct and Absorption Costing, Direct (variable) costing income Statements, reconciling income under direct and absorption costing change in inventory, evaluation of direct and absorption costing effect of the volume variance.

4. COST-VOLUME-PROFIT ANALYSIS / BREAK-EVEN ANALYSIS

Meaning of Cost-Volume-profit, Break-even Point, Contribution Margin Approach, Equation Approach, Graphic Approach, Safety Margin, Angle of Incidence, PV Ratio and its uses cost structure and operating leverage, Effect of Income Taxes.

5. DECISION MAKING AND OPTIMAL MIX OF PRODUCTS

Relevant and irrelevant costs make or buy decisions, addition and deletion of a product, lease or buy steps in the decision – making process, quantitative versus qualitative analysis, obtaining information, pitfalls to avoid i.e. common errors in decision making.

6. PRICING DECISIONS

Major influences on pricing decision, open market pricing cost plus pricing full cost based pricing, contribution based pricing.



7. RESPONSIBILITY ACCOUNTING AND COST ALLOCATION

Responsibility centers, performance reports, cost allocation based on budget activity based, activity based responsibility accounting and behavioral effects of responsibility accounting.

8. BUDGETING

Function and master budget-The Master Budget overall plan and a planning assumptions and predictions underlying the master budget, Sales Budget, Cash Budget and Financing Budget with negative Cash Flow, Production and Stock Budget, Flexible Budget definition and meaning advantages, fixed overhead treatment, revised budget.

9. STANDARDS COSTING AND VARIANCE ANALYSIS

Basic concept of standard costing, preparation of standard cost, types of production capacities, material price and usage variances, labor rate and efficiency variances, variable overhead expenditure and efficiency variances, Fixed overhead budget and volume variances.

10. QUALITY CONTROL, AND ENVIRONMENTAL COST MANAGEMENT Behavioural effects of responsibility accounting; Segmented reporting, total quality management.

11. PERFORMANCE MANAGEMENT AND TRANSFER PRICING

Meaning and Techniques of Performance Analysis/Measurement and Management, use of Contribution Margin, ROI and Residual Income as Measures of Performance, concept and Definition of Profit Centre and Transfer pricing, general transfer-pricing rule Transfer pricing based on the external market price, Negotiated transfer price, cost based transfer prices, standard versus actual costs.

Recommended Books:

1. Cost and Management Accounting by Collin Drury - Latest Edition
2. Cost and Management Accounting by Matz & Usury - Latest Edition
3. Garrison H. Ray, Noreen W. Eric., Latest Edition, Managerial Accounting Irwin publishers

Reference Books:

1. Introduction to Management Accounting, Horngren Charles T; Prentice Hall Inc. Latest Edition
2. Managerial Accounting; Q. Compel & Ronald M. Dascher, Paul E John Wiley & Sons Latest Edition
3. Hilton W. Ronald Managerial Accounting, Latest Edition, McGraw-Hill Irwin



COM-606 ENTREPRENEURSHIP & SME MANAGEMENT

Course	ENTREPRENEURSHIP & SME MANAGEMENT	Credit Hours	3
Pre-Requisite	Introduction to Business and Principles of Management	Semester	VI
Objectives	<p>To provide students with an understanding of the nature of business formation, growth & execution with particular reference to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> To develop in students an understanding of the theoretical and practical aspects of Entrepreneurship literature. <input type="checkbox"/> To develop in students the skills of analysis, synthesis and evaluation in context of Pakistani business environment. 		

COURSE OUTLINE

1. INTRODUCTION TO ENTREPRENEURSHIP

The Nature and Importance of Entrepreneurship: Nature and Development of Entrepreneurship; Entrepreneurial Decision Process; Role of Entrepreneurs in Economic development; Ethics and Social Responsibility of Entrepreneurship; The Future of Entrepreneurship. The Entrepreneur and Entrepreneurial Mind: The Entrepreneurship process; Myths of Entrepreneurs, Managerial VS Entrepreneurial Decision Making; Entrepreneurial Leadership Characteristics. The Nature and Importance of **SMEs**: Nature and Scope of Entrepreneurship; SMEs Definitions / Understanding by various Regulatory Authorities in Pakistan; SMEs contribution to GDP of any country, and of Pakistan; SMEDA's Role in promoting and developing SMEs

2. IDEAGENERATION

The Individual Entrepreneur, and Techniques for Idea Generation Process; Entrepreneur VS Intrapreneur. Inside the Entrepreneurial Mind: From Ideas to reality: Creativity, Innovation and Entrepreneurship; Creativity A necessity for survival; Creative Thinking; Barriers to creativity; How to enhance creativity; The creative Process; Techniques for improving the creative process; Protecting your ideas.

3. PLANNING

The Customer and Product Plan/Feasibility: Understanding of Customer through Demand and Desire, and of Product (Good and/or Service)

The Industry and Marketing Plan/Feasibility: Understanding of Marketing Plan, Characteristics of Marketing Plan; and Environment Analysis and Steps in preparing the Marketing Plan

The Financial Plan/Feasibility: Operating and Capital Budgets, Break Even Analysis; Cash Flows and Balance Sheets

The Organizational Plan/Feasibility: Developing the management team; Building the successful Organization, The Role of BODs

4. BUSINESS PLANS AND BUSINESS MODEL



Business Plan: Components, and Classification of Business Plans

Financing Options: e.g. Leveraged Buyouts;

5. PRODUCT LIFECYCLE

Preparing for the new Launch; Execution & Growth; Managing early growth of the New Venture

6. ENVIRONMENTAL ISSUES / TRENDS AND THEIR IMPACT

PESTEL Analysis, and Competitive Environment Analysis

7. STRATEGIC OPTIONS FOR GROWTH

Growth Options: Joint Venture; Franchising; Acquisitions; Synergy; Mergers; Hostile Takeovers; Licencing etc. Sustainability Analysis and Maintenance

8. INTERNATIONAL ENTREPRENEURSHIP OPPORTUNITIES

The Nature of International Entrepreneurship; Importance of International Entrepreneurship; Entrepreneurial Entry into International Business

9. CONTEMPORARY ISSUES

- Management of SMEs in today's world
- Promotion and Development of SMEs in Pakistan
- SMEs' contribution towards Income, Employment and other Macroeconomic Variables
- Management succession and continuity: A family Business Perspective
- Woman and Minority Entrepreneurship
- Social Entrepreneurship (Social Responsibility)
- Latest Theories/Research Work on SMEs and Entrepreneurship
- Any other ancillary topic/issue/research/article

Recommended Books:

1. Entrepreneurship: Successfully Launching New Ventures by Bruce R. Barringer, Duane Ireland, Latest Edition
2. Entrepreneurship new venture creation by **David H. Holt** - Latest Edition
3. Pitts R.A. and Snow C.C., Strategies for Competitive Success, Johan Willy - Latest Edition
4. Barlett, Christopher A., and Sumantra Goshal. Strategy & Leadership - Latest Edition
5. Hisrich and Peters, Entrepreneurship, McGraw-Hill – Latest Edition
6. Carrier, Camille., Entrepreneurship in Large Firms and SMEs. A Comparative Study – Latest Edition

Reference Books:

1. Kagan, Daniel. (Latest Edition), Why Entrepreneurs ignore good advice: A study in non-linearity and Ego. Human System Management Vol 14, no 4, pp327-33.
2. Thomas W. Zimmer, Norman M, Essentials of entrepreneurship and small business management, Prentice Hall - Latest Edition
3. Donald F. Kuratko, Richard M. Hodegetts, Entrepreneurship, Theory, Process and Practise - Latest Edition
4. Essentials of Entrepreneurship and Small Business Management, **Norman M. Scarborough**, Latest Edition



COM-619 CORPORATE LAW & SECRETARIAL PRACTICES

Course	CORPORATE LAW AND SECRETARIAL PRACTICES	Credit Hours	3
Pre-Requisite	Business Law	Semester	VI
Objectives	This course deals with the theoretical and practical approach to the Companies Ordinance 1984, the Securities and Exchange Commission of Pakistan Act 1997, Securities and Exchange Commission of Pakistan Regulations 2000, Companies (Issuance of Capital) Rules, 1996, Single Member Companies Rules 2003, Code of Corporate Governance, Companies (Corporate Social Responsibility) General Order, 2009 and Voluntary Guidelines, 2012, <i>Modaraba</i> Companies and <i>Modaraba</i> (Floatations and Control) Ordinance, 1980, and Secretarial Practices & brief overview of Companies Act, 2017..		

1. INTRODUCTION TO THE COMPANIES ORDINANCE, 1984

Section 1-51

Part I; Preliminary (concepts and terms defined under section-2) Part II; Jurisdiction of courts

Part III; Section 12 and Section 13

Part IV; Incorporation of companies and matters incidental thereto and First schedule to the Companies Ordinance, 1984

Classification of Companies

2. THE SECURITIES AND EXCHANGE COMMISSION OF PAKISTAN ACT, 1997

Certain relevant provisions

3. THE COMPANIES ORDINANCE, 1984

Section 52-136

Part V; Prospectus, allotment, issue and transfer of shares and debentures, deposits, etc.

Part VI; Share capital and debentures.

Part VII; Registration of mortgages, charges etc.

4. THE COMPANIES ORDINANCE, 1984

Section 142-262

Part VIII Management and Administration (excluding investigation & related matters)

Doctrines of Corporate Law

Third Schedule to the Companies Ordinance, 1984.



5. INTRODUCTION TO COMPANIES ACT, 2017 (Brief overview)

6. THE SECRETARIAL PRACTICES

Meaning, Nature, Role, and Use/Scope of Secretarial Practices; Relevant provisions of Companies Ordinance and other Laws concerning Secretarial Practices; Major and Minor Functions of a Company Secretary; Practices, Responsibilities, Rights and Role of a Company Secretary of a Public Company (both Listed and Unlisted); Any other relevant Topic / Issue / Research etc.

7. KSE LISTING REGULATIONS

Overview of KSE Listing Regulations

Recommended Books:

1. The Companies Ordinance along with relevant Rules and Schedules issued by SECP
2. KSE Listing Regulations issued by Karachi Stock Exchange
3. Practical Approach to the Companies Ordinance and Secretarial Practices by Nazir Ahmed Shaheen (Latest Edition)
4. Introduction to Company Law by Mirza Munawar Hussain (Latest Edition)
5. Company Law by – PBP Publications (Latest Edition)

Reference Books:

1. Company Law by A T Foulks Lynch (Latest Edition)
2. Company Law by Khalid Mehmood Cheema (Latest Edition)
3. Company Law by Luqman Baig (Latest Edition)
4. Corporate Law by Rehan Aziz Sherwani (Latest Edition)

CASE READINGS:

Salomon vs. A. Salomon & Co. Ltd (1897)



SEMESTER VII

Sr. No.	Semester VII	Cr. Hrs.
COM-618	Strategic Management	3
COM-632	Business Taxation	3
CMP-603	E-commerce	3
XXXX	Elective-I	3
XXXX	Elective-II	3



COM-618 STRATEGIC MANAGEMENT

Course	STRATEGIC MANAGEMENT	Credit Hours	3
Pre-Requisite	Principles of Management Principles of Marketing Human Resource Management Financial Management	Semester	VII
Objectives	This course gives a student the knowledge about the changing environment, it build up the skill to solve many business problems, it also changes the attitude to become the generalist rather than to become specialist. Its basic objective is to know about the opportunity and threats in the environment as well as to detect the strength and weakness within themselves		

COURSE OUTLINE

1. INTRODUCTION TO STRATEGIC MANAGEMENT

Concept and Meaning of Strategic Management; the Nature and Importance of Business Policy/Strategy; What is Strategy? And what is Strategic Management?; The Four key Attributes of Strategic Management; The Role of Policy/Strategy in Organization; Organizational Vision, Mission and Objectives; The changing Social Role of Business; Managerial & Organizational Style; Strategic Management Elements

2. ENVIRONMENTAL ANALYSIS

Environmental Analysis (both Internal and External) and Diagnosis; SWOT Analysis; The General Environment; The competitive environment; Value chain Analysis (VCA); Application of VCA in Service Sector; Resource based view; Evaluating Firm's Performance; Strategic Advantage Analysis and Diagnosis

3. STRATEGY FORMULATION, STRATEGIC OPTIONS AND CHOICE

Considering Strategic Alternatives/Options at all Levels of Management:
(1) Generic Corporate Level Strategies; (2) Business/Competitive Strategies, and Forces; (3) Functional and/or Operational Strategies and their Dimensions

4. STRATEGIC IMPLEMENTATION

Implementing Strategy; Implementation VS Formulation and their Implications/Contrasts; Critical Success Factors

5. EVALUATION AND CONTROL

Evaluating the Strategy through various Methods/Techniques of Evaluation and Analysis

6. APPLICATION OF STRATEGIC MANAGEMENT PROCESS

Applying the Strategic Management Process – The Case Methods; The Importance of Strategic Management Process; International Edge: (1) International Expansions - Motivators and Risks, and



(2) Entry Modes of International Expansion

7. STRATEGIC LEADERSHIP: CREATING A LEARNING ORGANIZATION

Element of effective Leadership; Emotional Intelligence; Learning Organization etc.

8. CASE STUDIES

At least **two** International Case Studies and **four** National Case Studies.

Recommended Books:

1. Fred R. David Strategic Management, Concepts and Cases, Prentice Hall
- Latest Edition
2. George A. Steinar & John B. Miner Management Policy & Strategy: McMillan Pub. Co. N.Y.
- Latest Edition Strategic Management – A Process Approach, Cetro Peter
- Latest Edition
3. William F. Clueck, Lawrence R. Jauch, Business Policy and Strategic Management, Latest Edition, McGraw-Hill (Kogakusha) Ltd., Tokyo.

Reference Books:

1. Thomas L. Wheelen, J. David Hunger, Strategic Management and Business Policy, Prentice Hall – Latest Edition
2. Newmann & Logan, Business Policy in Central Management - Latest Edition)
3. Thompson Strikland, Strategic Management, Concepts and Cases McGraw-Hill (Latest Edition)
4. Journals/Periodicals: National and International Journals/Newspapers-
Business Recorder/Dawn
5. Case Studies
6. World Wide Web



COM-632 BUSINESS TAXATION

Course	BUSINESS TAXATION	Credit Hours	3
Pre-Requisite	Financial Accounting	Semester	VII
Objectives	<p>This course is intended to:</p> <ul style="list-style-type: none"> • Familiarize the students with the Income and Sales Tax Laws in Pakistan. • Introduce to students the important elements and aspects of tax system and authorities and their limits. • Equip the students with necessary skills to deal with the situations concerning the field of taxation. 		

1. INTRODUCTION AND SCOPE OF INCOME TAX LAW IN PAKISTAN. Definitions and Terminologies; Exclusions from total income; Reduction in tax liability; Exemption from specific provisions of income tax ordinance 2001.
Distinction between capital and revenue items of expenditures; Tests for differentiating between capital and revenue receipts and expenditures; Capital loss.

2. INCOME FROM SALARY, SCOPE OF SALARY INCOME.

Allowances and relieves under the Ordinance; Types of provident fund, treatment of provident fund, the sixth schedule, employer's contribution of approved gratuity fund deduction from income, gratuity fund deduction from income, gratuity fund and schemes; Computation of income tax payable from salaried persons.

3. INCOME FROM BUSINESS AND PROFESSION

Terms used; Considerations governing taxation of business profits; Maintenance of accounts on mercantile or cash basis; Income chargeability under income tax law on income from business; Principles of computation of taxable profits, allowable deductions; Deduction for computing business income, significant changes introduced by the ordinance; Non-admissible expense; Bad-debts etc.

4. INCOME FROM PROPERTY TAX ON AGRICULTURE INCOME.

Income from property tax on agriculture income; Calculation of ALV; Allowable deduction from income from property; Set-off and carry forward of losses; Types of Losses; Rules for set-off and carry forward; Penalties, offenses, appeals and prosecutions; Income tax authorities their appointments, adducties and the limitation and powers.

5. INCOME FROM OTHER SOURCES

Deduction for computing income from other sources; Capital gains; Exchange gain/losses, income deemed to accrue or arise

6. OTHER ANCILLARY PROVISIONS

Tax accountings and assessment cycle, procedure filling of return; Power to grant extension of time for filling the return, assessment procedure, provisional assessment, notes for production of books of accounts, evidence, etc.; Assessment on the basis of return, wealth statement,



simplification of assessment of procedure, payment of tax before assessment, changes in tax withholding and collection of tax; Withholding tax rates under section 50(6) collection of tax on demand, recovery of tax; Recovery of arrears/ refunds demand, refund and tax credit, persons entitled to claim refund in certain case, income tax refunds, penalties, enhanced tax rates for higher slabs of income, first schedule rates of income tax for individuals, unregistered firms, association of persons and Hindu individuals.

Assessment of individual salaried and non-salaried person; Self- assessment scheme; Appeals; Practical Problems

7. INTRODUCTION AND SCOPE OF SALESTAX.

Definitions and Terminologies; Sales Tax Authorities; Registration in Sale Tax; Book Keeping and Invoicing Requirements; Furnishing of Return of Sales Tax; Appeals; Practical Problems.

Recommended Books / Texts:

1. Income Tax Ordinance, 2001 issued by FBR
2. Sales Tax Act, 1990 issued by FBR
3. Income Tax Ordinance, 2001 published by Mehboob, A. Sheikh, Taxation, latest edition – current year.
4. Sales Tax Act, 1990 published by Mehboob, A. Sheikh, Taxation, latest edition – current year.
5. Synopsis of Taxes by Mirza Munawwar Hussain, Latest Edition – current year

Reference Books:

1. Mughal, Muhammad Muazzam, Income Tax-Principles and Practice, Syed Mobin & Co., Lahore.
2. Mughal, Muhammad Muazaam, Sales Tax, Syed Mobin & Co. Lahore.

PRE-NOTE: The respective University will opt either (1) E-commerce or (2) Computerized Accounting



COM-603 E-COMMERCE

Course	E-COMMERCE	Credit Hours	3
Pre-Requisite	Computer Applications in Business and Information Technology in Business	Semester	VII
Objectives	<ul style="list-style-type: none"> • Explore, examine, and apply Commerce concepts and principles by reading the modules, by answering the self- tests, exercises, and assignments, and by participating in the onlinediscussions. • Decide what level of Commerce activity to pursue, and provide appropriate supportingevidence. • Determine the means, methods and strategies appropriate for establishing an e-commercebusiness. • Decide whether to in-source or outsource your project design, development, installation, and/or operation, based on an increased understanding of Commerce set-up requirements. • Write a comprehensive Commerce Business Plan focused either on adding Commerce to your existing business or on implementing a new Commercebusiness. • Receive feedback from the facilitator and from experts on the quality of your BusinessPlan. 		

COURSE OUTLINE

1. INTRODUCTION TO E-COMMERCE

Defining E-Commerce and E-business, Reasons for going Online, Differentiating between E-Business Categories/Orientations, using the new Paradigm of E-business, Pure and Partial E-Commerce, Case Study of Amazon, Napster and any other Latest International CaseStudy

2. PREPARING THE ONLINE BUSINESS

Competitor Analysis on the Internet, the Fourth Channel, Paradigms in the New Economy, Driving Business Process Re-engineering, Designing, Developing and Deploying the System, Supply Chain Management

3. TECHNICAL INFRASTRUCTURE

Exploring the IT Infrastructure, Deciding on the Enterprise Middleware, Choosing the Right Enterprise Application, Building the E-business applications, Choosing the Right Web Server

4. MARKETING STRATEGIES ON THE WEB

Internet Marketing Technologies, Web Design, Attracting Visitors to your Site, Virtual Societies, Localization, Promoting your E-business, Banner and Campaigning, Online Measurement, Direct Marketing, Search Engine Optimization Techniques



5. INTERACTIVE COMMUNICATION EXPERIENCES

The Basics, Moderating Online Meetings, Internet Chat Solutions, Internet-based Trainings, Discussion Forums

6. INTERNET INFORMATION SECURITY

Creating a Security Strategy, Cryptographic Tools, Applications of Cryptology, Privacy on the Internet, Fighting Virus and Hoax Virus Warnings, Conflicts in the Information Age. Security Threats in E-Commerce, Use of Third Party Security Services,

7. PAYING VIA INTERNET

The Payment Business, Post-Paid Payment System, Instant-paid Payment System, Pre-paid Payment Systems, Merchant Accounts, Use of Third Party Payment Services, The Future of Payment

8. SHOPPING AND ORMS SOLUTIONS

Online Shopping, Shopping Solutions, Implications of the new Economy Electronic Software Distribution, Operational Resources Management

9. POLICIES, STANDARDS AND LAWS

Internet Security Policies, Standards for E-Commerce Infrastructure, Cyber Laws for Secure E-Commerce Transactions, Privacy and Information Rights, Social, Legal and Ethical Issues in E-commerce

Recommended Books:

1. Kenneth C. Laudon, Carol Guercio Traver (Latest Edition), E-Commerce: Business Technology, Society, Pearson Education Marilyn Greenstein, Miklos Vasarhelyi (Latest Edition), Electronic Commerce: Security, Risk Management, and Control
2. The E-business (R) Evolution By Daniel Amor



SEMESTER VIII

Sr. No.	Semester VIII	Cr. Hrs.
COM-633	Corporate Governance	3
XXX	Elective-III	3
XXX	Elective-IV	3
XXX	Research Project and Viva Voce	6



COM-633 CORPORATE GOVERNANCE

Course	CORPORATE GOVERNANCE	Credit Hours	3
Pre-Requisite	NONE	Semester	VIII
Objectives	<ol style="list-style-type: none"> 1. Apply theory to application, demonstrating an understanding of the theoretical knowledge base of organizational behavior 2. Analyze how individual and group behaviors act as building blocks to organizational behavior 3. Research and analyze aspects of organizational behavior 4. Analyze team behavior and its effect on productivity 5. Communicate and interact with team members 		

COURSE OUTLINE

SECTION – I

Introduction, Meaning / Understanding, Role / Functions of Corporate Governance Practices / Culture, The corporate Governance Problem, The conflict between managers and shareholders, Agency Theory: The implications of the conflict, The Principal – Principal Conflict, Transparency and conflicts of interest, Legal approach to corporate governance

SECTION - II

The Impact of Ownership Structure; Ownership and agency theory; Institutional ownership; Inside Ownership; Family Ownership; Pyramidal Ownership and Business Groups; Enlarging the Stakeholder Perspective; Scope of Corporate Governance

Key Issues of CG including Financial Reporting, Directors Remuneration, Company-Stakeholders Relations, Risk Management and Communication

Approaches to CG including Shareholders Approach, Enlightened Shareholders Approach, Integrated/Pluralist Approach and Any other

SECTION - III

Different Board Types: The Good, Bad, and Ugly

Responsibilities of the Board including The Oversight Function, The Directional Functions, The Advisory Function and Any other. Classification of Directors: Executive and Non-executive / Independent Director; Responsibilities of CEO & Senior Management; Resolving the Agency Problem; Board of directors; and Executive Compensation

SECTION - IV

Corporate Governance – Broader Issues

Additional Influences on Corporate Governance
Convergence & divergence – Issues in Corporate Governance



Convergence across corporate governance systems: an interest group theory of financial development

Moral Hazard and performance incentives Any other

Issue / Topic / Case / Dimension

SECTION - V

Ethics and the Role of CG Officer

Reputation and Reputational Risk; Ethics and Code of Ethics; Corporate Social Responsibility; CSR and Reputation Risk; Shades of CSR

Formulating CSR Policy

- a) CSR Policy
- b) Bench Marking in CSR
- c) Sustainability Report

Whistleblowers

- d) WB – Best Practice
- e) Disclosure
- f) Recommended Guide on WB
- g) CG Officer

SECTION - VI

- Real World Corporate Governance Cases – Domestic and International

Recommended Text Books:

1. Companies Ordinance 1984 issued by SECP
2. Code of Corporate Governance, 2013 or Latest, issued by SECP
3. Corporate Governance, Latest Edition, Christine A. Mallin, Oxford University Press
4. Corporate Governance and Chairmanship a personal view by Adrian Cadbury by Oxford University Press

PRE-NOTE:

The respective university may take another (second one) course in the Semester-VIII if it deems that fit to their respective Program.

Given below is an Option with the Course Title “International Business”



Course	INTERNATIONAL BUSINESS		3
Pre-Requisite	Introduction to Business	Semester	VIII
Objectives	<ul style="list-style-type: none"> ✓ Understanding the historical, social, cultural and political influences shaping national and international systems and on understanding the effects of such influences on international political and commercial events. ✓ Specifically, we will look at national and international political influences on economies, the economic foundation of markets, the cultural fabric holding business systems together, and the technological and other forces pulling them apart. ✓ Students will see how these concepts apply in the context of real business world through the study of how fundamental government, society, business and technological changes affect different industry segments and MNCs. ✓ Students will come to understand how and why firms in different industries choose different organizational modalities (FDI, Licensing, Joint Ventures, and Strategic Alliances etc) in different parts of the world to gain and maintain competitive advantage. 		

1. INTRODUCTION

Concept and Meaning of international business; The Nature and Importance (why) of doing business internationally; The challenges of International Business; Process of internationalization, a multinational enterprise VS international enterprise; Globalization and forces driving globalization; Modes of operations in international business; major differences between international business and domestic business.

2. BROAD ENVIRONMENTAL ANALYSIS i.e. PESTEL

Concept and Meaning of PESTEL and need to go through it; Political economy and its implications in business; International political and governmental issues; international culture (social, religious, demographic etc.) and its implications in business; international economic environment and its implications in business; international ecology and its implications in business; international legislative environment and agencies, and its implications in business; international technological (both production and information) environment and its implications in business; Ethics, CSR and international Business.

3. THEORIES, MODELS AND INSTITUTIONS: TRADE AND INVESTMENT

International trade theories; Laissez-faire VS Interventionist Approaches to Export; Theories of trade patterns; Free trade theories; Factors-mobility theory; Contemporary theories; Trade agreements, economic integrations, Strategic alliances, Acquisition, Mergers etc.; Hofstede Model.

4. GLOBAL FINANCIAL SYSTEMS (INTERNATIONAL MONETARY SYSTEMS)



5. FOREIGN DIRECT INVESTMENT

Foreign Direct Investment – meanings, factors and reasons; Balance of Payments; Balance of Trade;

6. FOREIGN EXCHANGE MARKET

Foreign Exchange Market – meanings and factors; Major Foreign Exchange Markets; the determinants of Foreign Exchange Rates; the role of IMF; Exchange rate arrangements; business implications of exchange rate changes; Exchange rate in practices and financial crisis:

7. GLOBAL STRATEGY AND STRUCTURE, COUNTRY EVALUATION AND SELECTION

Industry, strategy and firm performance; the firm as value chain; types of strategies; country comparison tools and techniques, and the respective selection; export and import strategies; Global Marketing Strategy; Global Operations Management; Human Resource Management Strategy; Entrepreneurship; The Globalization of Technology; international financial regulatory bodies/institutions.

8. GLOBAL DIVERSIFIED BUSINESS SCENARIOS

Doing Business in Europe; Doing Business in North America; Doing Business in Asia (Particular focus on China, India and Pakistan). Domestic and International

Case Studies w.r.t. any of the above-mentioned perspective should form integral part of the course.

Recommended Text:

1. International Business, Environment and Operations, by John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan and Prashant Salwan – Latest Edition
2. Rugman & Hodgetts. (Latest Edition), *International Business, A strategic management approach*, McGraw-Hill.
3. Hill W.L. Charles. (Latest Edition), *International Business*, McGraw-Hill.