



University of Chitral
BECOME WHAT YOU WANT TO BE

یونیورسٹی آف چترال

Scheme of Studies BS Commerce Fall 2025

*Additional Director Academics
University of Chitral*



**Department of Management Sciences
University of Chitral**



Program Description

The Bachelor of Studies in Commerce program is designed in accordance with the HEC Undergraduate Education Policy V 1.1 to provide students with a comprehensive understanding of the principles and practices of commerce, including accounting, audit, finance, marketing, management, economics, and business law. The curriculum offers a balanced and robust educational experience through core courses, specialized subjects, and interdisciplinary studies. The program also emphasizes practical learning through case studies, internships, capstone, and real-world business applications, allowing students to bridge the gap between academic knowledge and industry practices. This curriculum aims to develop critical thinking, ethical decision-making, leadership abilities, and a global perspective, enabling students to address contemporary challenges in commerce. Graduates of the BS Commerce program will be well-prepared for careers in areas such as entrepreneurship, financial analysis, marketing and corporate governance. They will also be equipped to pursue advanced studies in commerce and related fields, both nationally and internationally.

Standard Nomenclature

The scheme of study prescribed for the four-year undergraduate degree in Commerce is based on a total of 7 electives. Where these courses are opted from the general pool of electives, the degree will be titled Bachelor of Studies in Commerce in its generic form and without any specialization. Whereas, if all the electives are opted from within a single specialization domain, the degree will be titled Bachelor of Studies in Commerce with name of specialization in parenthesis in accordance with the National Qualifications Framework (2015).

Eligibility and Admission Criteria

- a) The basic eligibility requirement for admission to the Bachelor of Studies in Commerce program is a Higher Secondary School Certificate (HSSC), A-levels, or an equivalent qualification recognized by the IBCC, involving 12 years of schooling with min 45% marks.
- b) BS Commerce students are required to complete any relevant digital skill certification (equivalent to 3 credit hours in total) over the period of the four-year degree as a mandatory condition for degree completion. The respective department will guide students in selecting relevant certifications, ensuring alignment with current market needs and the program's objectives.
- c) Students are required to complete the EOTO and Digital Skills Certificate at any time during their four-year BS Commerce program. They may take it in any semester from the 1st to the 8th. This certificate is part of their overall degree requirements.



Program Structure

The Bachelor of Studies in Commerce is structured in accordance with the provisions of the HEC Undergraduate Education Policy V 1.1. and comprises of minimum **136** credit hours (including supervised internship) spread over 8 regular semesters. Universities may offer courses up to a maximum of 144 credit hours provided that the total number of credit hours are reasonably set to achieve the Program Learning Objectives (PLOs) without putting an undue burden on students.

PROGRAM STRUCTURE OF BS Commerce

The degree program follows HEC Undergraduate Education Policy 2023 V 1.1 and comprises a minimum of 08 regular semesters (04 years). Universities may offer courses consisting of a minimum of 138 credit hours, provided that the total number of credit hours is reasonably set to achieve the Program Learning Outcomes.

Total Credit Hours		137
General Education Courses		35 credit hours (16 courses)
Major	Compulsory	63 credit hours (21 courses)
	Specialization Electives	21 credit hours (07 courses)
	Total Major Requirement	84 credit hours (28 courses)
Interdisciplinary/ Allied Courses		12 credit hours (4 courses)
Supervised Internship		3 credit hours
Capstone Project		3 credit hours
Program duration		Minimum: 4 Years Maximum: 6 Years (Further extendable to another year, subject to the approval of the university's statutory body following the provisions of HEC Undergraduate Education Policy 2023 V 1.1)
Semester Duration		16-18 weeks for regular semesters (1-2 weeks for examination) 8-9 weeks for summer semesters (1 week for examination)
Course Load (per semester)		15-21 credit hours for regular semesters Credit hours to be offered in Summer/Winter semesters, as per HEC guidelines (For remedial/deficiency/failure/repetition courses only)
3 Credit Hours (Theory)		3 classes (1 hour each) OR 2 classes (1.5 hours each) OR 1 class (3 hours) per week throughout the semester.
1 Credit Hours (Practical Work)		1 Credit hour of practical work requires three contact hours per week throughout the semester.
Policy for Probation in Semester		As per the University rules



Semester-wise Breakup

1 st Semester		
Course Code	Course Title	Credit Hours
COM 111	Introduction to Commerce	3(3-0)
COM 112	Fundamentals of Accounting	3(3-0)
GE 111	Quantitative Reasoning-I	3(3-0)
GE 112	Functional English	3(3-0)
GE 113	Applications of Information and Communication Technologies	3(2-1)
GE 114	Natural Sciences	3(3-0)
Anyone from the following		
GE 115	Islamic Studies	2(2-0)
GE 116	Ethics	2(2-0)
Anyone from the following		
GE 117	Fahm e Quran-I	1(0-1)
GE 118	Ethics: A General Introduction	1(0-1)
Total Credit Hours		21(19-2)

2 nd Semester		
Course Code	Course Title	Credit Hours
COM 121	Financial Accounting	3(2-1)
COM 122	Principles of Management	3(3-0)
GE 121	Quantitative Reasoning-II	3(3-0)
GE 122	Expository Writing	3(3-0)
IDS 121	Microeconomics	3(3-0)
GE 123	Social Sciences	2(2-0)
Anyone from the following		
GE 124	Fahm e Quran-II	1(0-1)
GE 125	Cyber Ethics	1(0-1)
Total Credit Hours		18 (16-2)

3 rd Semester		
Course Code	Course Title	Credit Hours
COM 231	Introduction to Business Finance	3(3-0)
COM 232	Fundamentals of Cost Accounting	3(3-0)
GE 231	Entrepreneurship	2(2-0)
IDS 231	Macroeconomics	3(3-0)
GE 232	Pakistan Studies	2(2-0)
GE 233	Civics and Community Engagement	2(2-0)
GE 234	Seerat-un-Nabi	1(0-1)
GE 235	Arts and Humanities	2(2-0)
Total Credit Hours		18 (17-1)



4 th Semester		
Course Code	Course Title	Credit Hours
COM 241	Business Taxation	3(3-0)
COM 242	Digital Skills & Data Analytics in Commerce	3(1-2)
COM 243	Principles of Marketing	3(3-0)
COM 244	E-Commerce	3(2-1)
GE 241	Ideology & Constitution of Pakistan	2(2-0)
INT-245	Internship	3(0-3)
Total Credit Hours		17 (11-6)

5 th Semester		
Course Code	Course Title	Credit Hours
COM 351	Mercantile Law	3(3-0)
COM 352	Bank Operations & Practices	3(3-0)
COM 353	Supply Chain Management	3(3-0)
COM 354	Financial Management & Modeling	3(2-1)
COM 355	Principles of Auditing	3(3-0)
IDS 351	Business Proposal and Report Writing	3(3-0)
Total Credit Hours		18 (17-1)

6 th Semester		
Course Code	Course Title	Credit Hours
COM 361	Cost & Management Accounting	3(3-0)
COM 362	Research Methods in Commerce	3(3-0)
	Elective -I	3(3-0)
	Elective-II	3(3-0)
IDS 361	Public Policy & Administration	3(3-0)
Total Credit Hours		15 (15-0)



7 th Semester		
Course Code	Course Title	Credit Hours
COM 471	Islamic Banking & Finance	3(3-0)
COM 472	Trade Policies & Regulatory Framework	3(3-0)
	Elective-III	3(3-0)
	Elective-IV	3(3-0)
IDS 471	Corporate Social Responsibility	3(3-0)
Total Credit Hours		15 (15-0)

8 th Semester		
Course Code	Course Title	Credit Hours
COM 481	Enterprise Resource Planning & Business Technologies	3(1-2)
	Elective-V	3(3-0)
	Elective-VI	3(3-0)
	Elective-VII	3(3-0)
CP 485	Capstone Project	3(0-3)
Total Credit Hours		15 (10-5)
GRAND TOTAL (CREDIT HRS.)		137



MAJOR SPECIALIZATIONS FOR BS COMMERCE

The following are a few example specialization streams in case the Bachelor of Studies in Commerce is offered with specialization. Subject to approval of the relevant statutory body, the department may develop additional specializations other than those prescribed below. The department concerned may consider offering the degree program with specialization or otherwise, keeping in view availability of its academic, human and infrastructural resources

Specialization 1: Accounting & Finance

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
Fin 363	Accounting Information Systems	3+0
Fin 364	Advanced Auditing & Assurance Practices	3+0
Fin 365	Advanced Financial Accounting	3+0
Fin 366	Advanced Financial Planning & Analysis	3+0
Fin 474	Advanced Financial Reporting	3+0
Fin 475	Advanced Management Accounting	3+0
Fin 476	Behavioral Finance	3+0
Fin 477	Corporate Finance	3+0
Fin 478	Financial Markets & Institutions	3+0
Fin 474	Financial Modeling & Forecasting	3+0
Fin 483	Financial Statement Analysis	3+0
Fin 485	Forensic Accounting	3+0
Fin 486	Investment Analysis & Portfolio Management	3+0
Fin 487	Mergers & Acquisitions	3+0
Fin 488	Public Sector Accounting	3+0
Fin 489	Risk Management	3+0
Fin 490	Venture Capital	3+0



Specialization 2: Accounting, Audit & Assurance

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
AAA-363	Accounting for Mergers & Acquisitions	3+0
AAA-364	Accounting Information Systems	3+0
AAA-365	Advanced Financial Accounting	3+0
AAA-366	Advanced Financial Planning & Analysis	3+0
AAA-474	Advanced Financial Reporting	3+0
AAA-475	Advanced Financial Reporting	3+0
AAA-476	Advanced Management Accounting	3+0
AAA-477	Advanced Taxation Theory & Practice	3+0
AAA-478	Audit Practices & Risk Assessment	3+0
AAA-474	Auditing & Compliance in Public Sector Entities	3+0
AAA-483	Auditing Information Systems	3+0
AAA-485	Ethics in Accounting & Auditing	3+0
AAA-486	Financial Statement Analysis	3+0
AAA-487	Forensic Accounting	3+0
AAA-488	Forensic Audit	3+0
AAA-489	International Auditing Standards	3+0
AAA-490	Public Sector Accounting	3+0



Specialization 3: Banking & Finance

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
BF-363	AAOIFI Shariah Standards	3+0
BF-364	Asset Management & Portfolio Strategies	3+0
BF-365	Banking Law & Regulations	3+0
BF-366	Central Banking & Monetary Policy	3+0
BF-474	Commercial Banking	3+0
BF-475	Digital Banking	3+0
BF-476	Financial Derivatives	3+0
BF-477	Financial Markets & Institutions	3+0
BF-478	Financial Services & Product Development	3+0
BF-474	Financial Technology & Innovations	3+0
BF-483	International Banking	3+0
BF-485	Investment Banking & Capital Markets	3+0
BF-486	Islamic Banking & Finance	3+0
BF-487	Prudential Regulations of State Bank of Pakistan	3+0
BF-488	Shariah Governance	3+0
BF-489	SME Banking	3+0
BF-490	Treasury Management & Financial Risk Hedging	3+0



Specialization 4: E-Commerce

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
EC-363	Artificial Intelligence in Business	3+0
EC-364	Big Data & Analytics for E-Commerce	3+0
EC-365	Blockchain in E-Commerce	3+0
EC-366	Cybersecurity in Digital Commerce	3+0
EC-474	Data Privacy & Ethics in Digital Commerce	3+0
EC-475	Digital Content Marketing	3+0
EC-476	Digital Marketing Analytics	3+0
EC-477	Digital Payments & Transaction Systems	3+0
EC-478	Digital Product Management & Strategy	3+0
EC-474	E-Commerce Business Models & Monetization	3+0
EC-483	E-Commerce Strategies & Innovation	3+0
EC-485	E-Commerce Web Development	3+0
EC-486	Emerging Issues in E-Commerce	3+0
EC-487	E-Procurement & Regulations	3+0
EC-488	Online Consumer Behavior & Psychology	3+0
EC-489	SEO & SEM Strategies for E-Commerce	3+0
EC-490	Web Analytics & Conversion Optimization	3+0



Specialization 5: Entrepreneurship & Innovation

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
EI-363	Business Model Innovation & Design Thinking	3+0
EI-364	Digital Transformation & Entrepreneurship	3+0
EI-365	Emerging Issues in Entrepreneurship	3+0
EI-366	Entrepreneurial Ecosystems	3+0
EI-474	Entrepreneurial Finance	3+0
EI-475	Entrepreneurial Leadership	3+0
EI-476	Entrepreneurial Marketing & Branding	3+0
EI-477	Entrepreneurial Strategy	3+0
EI-478	Innovation Management & Disruptive Technologies	3+0
EI-474	Legal Aspects of Entrepreneurship	3+0
EI-483	Mergers, Acquisitions & Exit Strategies for Entrepreneurs	3+0
EI-485	New Product Development & Commercialization	3+0
EI-486	Social Entrepreneurship	3+0
EI-487	Strategic Alliances & Partnerships	3+0
EI-488	Strategic Management for Startups	3+0
EI-489	Sustainability in Entrepreneurship	3+0
EI-490	Venture Capital & Private Equity	3+0



Specialization 6: International Trade

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
IT-363	Custom Regulations & Compliance	3+0
IT-364	Emerging Markets & International Trade	3+0
IT-365	Export-Import Financing & Trade Instruments	3+0
IT-366	Global Financial Systems	3+0
IT-474	Global Sourcing & Procurement	3+0
IT-475	Global Trade & Economic Policy	3+0
IT-476	Global Trade Theories & Application	3+0
IT-477	International Business Law	3+0
IT-478	International Business Strategy	3+0
IT-474	International Financial Management	3+0
IT-483	International Human Resource Management	3+0
IT-485	International Marketing & Consumer Behavior	3+0
IT-486	International Risk Management & Currency Hedging	3+0
IT-487	International Supply Chain & Logistics Management	3+0
IT-488	International Taxation & Trade	3+0
IT-489	Trade Agreements & Regional Economic Integration	3+0
IT-490	Trade Negotiation & Policy Analysis	3+0



Specialization 7: Islamic Banking & Finance

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
IBF-363	AAOIFI Sharia Accounting & Audit Standards	3+0
IBF-364	AAOIFI Sharia Standards	3+0
IBF-365	Accounting & Reporting for Islamic Financial Institution (Specialized Standards AAOIFI)	3+0
IBF-366	Emerging Issues in IFIs	3+0
IBF-474	Emerging Issues in Islamic Banking & Finance	3+0
IBF-475	Islamic Capital Markets	3+0
IBF-476	Islamic Economic System	3+0
IBF-477	Islamic Financial Institutions	3+0
IBF-478	Islamic Microfinance	3+0
IBF-474	Islamic Principles of Business & Finance	3+0
IBF-483	Law of Contract in Islam	3+0
IBF-485	Product Development in Islamic Banking	3+0
IBF-486	Risk Management in Islamic Institutions	3+0
IBF-487	Sharia Governance & Regulation	3+0
IBF-488	Shariah Principles in Contemporary World	3+0
IBF-489	Takaful Management	3+0
IBF-490	Usul Al Fiqh	3+0



Specialization 8: Marketing & Retail Management

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
MRM-363	Advertising	3+0
MRM-364	Brand Management	3+0
MRM-365	Consumer Behavior	3+0
MRM-366	Customer Relationship Management	3+0
MRM-474	Digital Marketing & Social Media Strategy	3+0
MRM-475	Digital Retailing	3+0
MRM-476	Global Marketing & Retailing	3+0
MRM-477	Marketing Data Analytics	3+0
MRM-478	Marketing Management	3+0
MRM-474	Marketing Strategy & Competitive Analysis	3+0
MRM-483	Omni-channel Retailing & Customer Engagement	3+0
MRM-485	Pricing & Distribution Strategies	3+0
MRM-486	Retail Innovation & Technology Integration	3+0
MRM-487	Retail Operations & Technologies	3+0
MRM-488	Sales Force Management	3+0
MRM-489	Services Marketing	3+0
MRM-490	Strategic Product Management	3+0



Specialization 9: Supply Chain & Logistics Management

Below is the recommended list of courses within the given specialization. The department concerned may offer courses from the following list or any other course as elective(s) relevant to the given specialization, keeping in view its available academic, human and infrastructural resources:

Course Code	Course Name	Credit Hour
SLM-363	Demand Forecasting & Planning	3+0
SLM-364	E-Logistics & E-Supply Chain Management	3+0
SLM-365	End-to-End Supply Chain Integration	3+0
SLM-366	Freight & Transport Management	3+0
SLM-474	Global Freight Forwarding & Customs	3+0
SLM-475	Global Logistics & International Trade	3+0
SLM-476	Lean Supply Chain & Six Sigma	3+0
SLM-477	Operations & Production Management	3+0
SLM-478	Procurement	3+0
SLM-474	Reverse Logistics & Returns Management	3+0
SLM-483	Strategic Sourcing & Supplier Relationship Management	3+0
SLM-485	Supply Chain Analytics & Big Data	3+0
SLM-486	Supply Chain Analytics & Optimization	3+0
SLM-487	Supply Chain & Logistics Risk Mitigation	3+0
SLM-488	Supply Chain Finance & Cost Management	3+0
SLM-489	Supply Chain Risk & Resilience Management	3+0
SLM-490	Warehouse & Inventory Management	3+0



Note: The course contents for General Courses and Interdisciplinary/Allied Courses will be available in separate documents, titled "General Courses Cluster" and "Interdisciplinary Courses Cluster" on the University of Chitral website.

GE 111	Quantitative Reasoning-I	3(3-0)
GE 112	Functional English	3(3-0)
GE 113	Applications of Information and Communication Technologies	3(2-1)
GE 114	Fehm-e-Quran-I	1(0-1)
GE 115	Natural Sciences	3(3-0)
GE 116	Islamic Studies	2 (2-0)
GE 117	Ethics	2 (2-0)

GE 121	Quantitative Reasoning-II	3(3-0)
GE 122	Expository Writing	3(3-0)
GE 123	Fehm-e-Quran-II	1(0-1)
GE 124	Social Sciences	2(2-0)

GE 231	Pakistan Studies	2(2-0)
GE 232	Civics and Community Engagement	2(2-0)
GE 233	Seerat-un-Nabi	1(0-1)
GE 234	Arts & Humanities	2(2-0)
GE 235	Entrepreneurship	2(2-0)

GE 241	Ideology and Constitution of Pakistan	2(2-0)
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IDS 241	Introduction to Economics	3(3-0)
IDS 242	Data Analytics	3(3-0)

IDS 351	Corporate Social Responsibility	3(3-0)
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IDS 361	Introduction to AI Tools	3(3-0)
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COURSE CODE: COM 112

COURSE NAME: FUNDAMENTALS OF ACCOUNTING

Introduction:

Purpose and Nature of Accounting,
Various areas of accounting
Forms of Business enterprises,
Accounting Information users,
GAAP, Accounting Systems. Accounting Terminology

Recording Business Transactions:

Types of Accounts.
Debit & Credit Rules.
Journal, Ledger, Trial Balance;
Accounting equation.

Measuring of Business Income:

Preparation of Income Statement, Statement of Owner's Equity.
Adjusting Process.
Preparation of Balance Sheet,
Closing Entries.
Preparation of Work sheet,

Controlling Accounts & Subsidiary Ledger Accounts.

Special Journal for Purchase & Sales,
Purchase Returns & Sales Returns.
Cash Receipts and Cash Payment Journal
Accounts Receivables & Accounts Payables

Control of Cash Transactions and Bank Reconciliation Statement.

Cash Book.



Bank Reconciliation Statement.

Capital & Revenue:

Capital & Revenue Expenditures

Capital & Revenue Receipts

Capital & Revenue Profits

Capital & Revenue Losses.

Text Books:

- Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
 - Eric G. Flamholtz, Diana Troik Flamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York
 - Frankwood: Business Accounting-I, Business Accounting-II
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COURSE CODE: COM 111

COURSE NAME: INTRODUCTION TO COMMERCE

Course Objectives:

This course will enable the students to understand the nature and importance of business, the formation and the functions of various business organizations.

Week 1 Introduction to Business;

Week 2 Sole Proprietorship;

Week 3 Partnership;

Week 4 & 5 Joint Stock Company;

Week 6 Important Documents

of a joint stock

company

Week 7 Combinations;

Week 8 Insurance;

Week 9 Customs & Excise;



Week 10 Stock Exchange;

Week 11&12 Securities and Exchange Commission of Pakistan (SECP);

Week 13&14 Central Depository Company (CDC);

Week 15&16 Financial and capital markets

Recommended Texts:

Madura, J. (2010). Introduction to Business. Paradigm Pub.

Ali, M.H. (latest Edition). Business Organization. Lahore.

Nasir, M. S. (latest Edition). Introduction to Business. Lahore.

Companies Ordinance 1984.

Securities and Exchange Commission of Pakistan Act, 1997.

Central Depositors Act, 1997

COURSE CODE: COM 122

COURSE NAME: PRINCIPLES OF MANAGEMENT

An Overview of Management

Definitions of Management

Characteristics of Management

Different between Management and Administration

Functions of Management

Functions a brief Treatment

Planning, Organizing, Staffing

Directing, Controlling, Coordination

Principles of Management

Taylor's Principles

Fayol's Principles

General Principles



Importance and Scope of Management

Importance of Management

Scope of Management

Nature of Management

Management as an art

Management as a Science

Management as a Profession

Planning

Definition, Nature and Characteristics

Importance of Planning

Limitations of Planning

Essentials of a good Plan

Steps in Planning Process

Types of Planning

Decision Making

Meaning and Elements of Decision Making

Importance and Process of Decision Making

Salient Features of a good or an Effective Decision

An Effective Decision Making

Organizing

Nature and Importance of Organization

Steps in the Process of Organization

Formal and Informal Organization

Principles of Organization

Communication

Definition of Communication

Process of Communication



Importance of Communication

Types of Communication

Barriers to Communication

Over Coming the Barriers

Characteristics of a good Communication System

Staffing

Definition of Staffing, Sources of Recruitment

Steps in Selection Process

Orientation or Induction

Training and Education

Types and Methods of Training

Directing / Direction

Definition, Nature and Importance

Principles & Techniques

Leadership

Definition

Traits / Qualities of a Successful Leader

Leadership Styles, Function of Leader Ship

Motivation

Meaning and Importance

Financial and Non Financial Incentives

Theory X and Theory Y

Maslow's Need Priority Model

Controlling

Definition of Controlling

Characteristics of Controlling



Objectives of Controlling

Steps in the Process of Controlling

Essentials of an Effective Control System

RECOMMENDED BOOKS

1. Principles and Practice of Management 1998 Edition, Terry, Prentice Hall USA.
2. Practice of Management, 1997 Edition P.F. Duck Ker, Macmillan, London.
3. Fundamentals of Management 2004 Edition, Prof. Fazli Wahid IBMS/CS Agricultural University Peshawar.

COURSE CODE: COM 121

COURSE NAME: FINANCIAL ACCOUNTING

Accounting Concepts: (Review)

GAAP, The Consistency Principle,
The Disclosure Principle,
Materiality Principle,
Conservatism Principal,
International Accounting Standards-Overview.

Partnership Accounts:

Introduction,
Formation, Admission & Liquidation,
Division of Income,

Corporation Accounting:

Introduction,
Formation of Corporation,
Types of Capital
Types of Shares/Stock & Debentures/Bond,



Accounting process for issue of shares and Debentures,

Preparation of Corporation's Balance Sheet,

Statement of Cash Flow:

Introduction & Purpose,

Classification of Cash Flow,

Preparation of Cash Flow Statement

Plant Assets & Depreciation:

Categories of Plant Assets.

Depreciation Methods

MACRS Methods.

Amortization & Depletion Methods

Inventories:

Introduction, Types of Inventories.

Inventory costing Methods

LIFO, FIFO, AVERAGE.

Text Books:

- Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
- Eric G. Flamholtz, Diana Troik Flamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York
- Frankwood, Business Accounting-I and Business Accounting-II
- M.A.Ghani, Principles of Accounting.
- Fundamentals of Accounting, Aftab Ahmed



COURSE CODE: COM 231

COURSE NAME: INTRODUCTION TO BUSINESS FINANCE

Course Name: **BUSINESS FINANCE**

INTRODUCTION

- The concepts of Business and Finance
- An overview of Financial Management
- The Financial System and environment
- An overview of Financial Markets
- Interest Rates and its determinants
- An overview of Financial Statements

THE TIME VALUE OF MONEY

- Concepts of the Time Value of Money
- Relationship to the Capital Outlay Decision
- Future Value of a Single Cash Flow
- Future Value of an Annuity
- Present Value of a Single Cash Flow
- Present Value of an Annuity

MODE OF FINANCING

- Short term Financing
- Term Financing
- Long Term Financing
- Financial planning / forecasting
- Need for Financial Planning
- Steps in Financial Planning
- Limitations of Financial Planning

RISK AND RETURN

- The concept of Risk
- Risk Aversion
- The Risk - Return relationship
- The Types of Risks Firms Encounter

WORKING CAPITAL MANAGEMENT

- Overall Consideration of Working Capital
- Characteristics of Current Assets

FACTORS INFLUENCING WORKING CAPITAL REQUIREMENTS

- Nature of Business
- Seasonality of Operations
- Production Policy



Supply Conditions
Market Conditions
Working Capital Policy
Operating Cycle Analysis :

CASH MANAGEMENT

Cash in Narrow and Broad Sense

Motives for Holding Cash
Monitoring Cash Collections and Disbursements
Cash Management Strategies
Lock - Box System and Concentration Banking System

TERM LOANS AND LEASES

Term loans, provisions of loan agreements
Equipment financing, lease financing
Evaluating lease financing in relation to debt financing
Accounting treatment of leases.

RECOMMENDED BOOKS

1. FINANCIAL MANAGEMENT T.J Gahagher And J.D.Andrew, Jr, McGraw Hill 1997
2. FOUNDATION OF FINANCIAL MANAGEMENT--- Geoffrey A. Hirt, Richard D. Irwin, Inc. Stanley B. Block, 1997.
3. FUNDAMENTAL OF FINANCIAL MANAGEMENT, Eugene F. Brigham Seventh Edition.
4. FUNDAMENTAL OF FINANCIAL MANAGEMENT, James C.Vanhorne
5. FUNDAMENTAL OF FINANCIAL MANAGEMENT, Ramesh Rao

COURSE CODE: COM 231

COURSE NAME: FUNDAMENTAL COST ACCOUNTING

Course Objectives:

This course of cost Accounting deals with planning and controlling. The planning function is essentially a decision making process and controlling deals with management task of organization. The connecting link between the originating planning function and the terminating control function is the cost accounting information system, rightly termed as a tool of management that permits effective communication, continuous feedback,



responsibility accounting and managerial flexibility. This course will help the students to perform well and succeed at any level of management in both problem identification and problem solving.

Week 1&2 Introduction; The Nature and Concept of Cost Accounting ;

Classification of Cost and Financial Forecasting; Product Cost

Accumulation System; Absorption Costing, Master Budget;

Week 3&4 The cost accounting system: Design and operation. Fundamentals of a cost accounting information system. Chart of accounts, Data processing by means of the journal voucher control system. The manufacturing cost accounting cycle. The factory ledger.

Week 5 Job Order Costing System; Cost Accumulation Procedure; Job Order

Cost Accumulation Procedure; Cost Accounting Procedure for Material;

Week 6 Cost Accounting Procedure for Labour; Cost Accounting procedure for (F.O.H); Job order Cost Sheet;

Week 7&8 Process Costing; Characteristics of Process Costing; Procedure of

Process Costing; Cost of Production Report; Equivalent Production; Unit

Cost for Material, Labour and F.O.H;

Week 09 Normal Loss of Unit; Abnormal Loss of Unit; Procedure for the Material;

Procedure for Labour and F.O.H;

Week 10&11 By Product and Joint Product Costing; Difficulties in Costing by Product and

Joint Product; Nature of By Product; Methods of by Products and Joint

Products; Characteristics of Joint Products;

Week 12 Controlling and Costing Material; Procedure for Material

Procurement and Use; Material Costing Method; FIFO Method;

Week 13 LIFO, Average Methods; Perpetual Inventory System; Physical Inventory System;

Week 14 Costing and Controlling of factory overhead; Concept of

Departmentalization; Direct Departmental Expenses; Indirect Departmental

Expenses; Establishing Departmental overheads;

Week 15 Controlling and Costing for Labour; Basis for Labour Cost Control; Productivity



Measurement; Efficiency measurement;

COURSE CODE: 362

COURSE NAME: RESEARCH METHODS IN COMMERCE

INTRODUCTION

Business, Definition, Characteristics, Types, Factors Promoting Business, Research, Definition, Characteristics, Types, the Need for Research, Business Research, Definition, Characteristics, Types and Need of Research in Business, who does the Research? Where and why Study Research? Need for Better Business Research and its Criteria Hall Marks of Scientific Research

RESEARCH PROBLEM

Problem, research problem, definition, causes, types, formulation, importance. The Research Process, the Theoretical Framework, its Components. The Variables of research problem.

HYPOTHESIS

Definition and Types of Hypothesis, Definition, Features Types and Needs. The Development of Hypothesis. The Stages in its Development Hypothesis Testing with Quantities and Qualitative Data

RESEARCH DESIGN

The Research Process the Research Design, Definition, eatures, Functions and Components Difference B/W Research Design, Proposal & Plan. The Experimental, Design. Sampling and Sample Definition, Features Types and Needs Population, Universe, Element and Sample Types of Sample/Sampling the Probability and Non Probability Sampling



RESEARCH INSTRUMENTS

The Research Process: Research Instruments. Research Survey sample census Surveys and Pilot Surveys. Data Definition, Nature and Types Primary and Secondary Data. The Research Process Data Collection Sources, Methods and Settings. Interview Definition, Nature Features Types, Importance of Data Collection Methods Types of Interview and Their Respective Units and Demerits

DATA COLLECTION METHODS

Questionnaire, Definition, Nature and Importance. Types of Question and Their Respective Merits and Demerits. Data Collection Methods Observation, Definition, Features Types and Importance. Different Types of Observation and their Respective Merits and Demerits.

STATISTICAL TOOLS

Statistical Terms and Test Used in Business Research Description Statistics. Measures of Central Tendency and Dispersion Frequencies Data Analysis and Interpretation Data Completion, Processing Editing, Coding, Representation. Data Analysis, Programming Validity and Reliability Data Interpretation Research Report Definition Components, types Research Report Format Title, Table of Contents, Introduction, Executive Summary, Main Body, Summary and Conclusions, Plan of Action.

RECOMMENDED BOOKS

1. RESEARCH MYTHOLOGY FOR BUSINESS, --- Umma Sekaran,
2nd Edition John Wiley Sons Inc. New York Year 2000
2. BUSINESS RESEARCH --- William Emmoy 1980 Edition Richard D. Irwin Inc. Illinois USA.
3. INTRODUCTION TO BUSINESS RESEARCH--- Prof: Fazli Wahid, 2003 Additions, Research and Development Center Peshawar

COURSE CODE: IDS 121



COURSE NAME: MICROECONOMICS

Introduction

Basic Concept of economics

Definition of Economics

Factors of Production

Types of Economies

Scarcity Problem

The Economic Problem of Scarcity

Limited Resources and Goods

Goals of Market Oriented Economy

Concepts of Graph in Economics

Basic Elements of Supply and Demand

Definition of Demand, Law of Demand, Assumptions, Limitations, Shifts in Demand Curve, Individual and market Demand, Determinants of Demand

Elasticity of Demand, Income Elasticity, Price Elasticity, Cross Elasticity

Determinants of Elasticity

Definition of Supply

Law of Supply

Assumptions, Limitation, Shifts in Supply curve

Determinants of Supply

Market Equilibrium

The Effects of Demand Shift on Equilibrium

The Effect of Supply shifts on Equilibrium

Demand and Consumer Behavior

Introduction

Utility

Law of Diminishing Marginal Utility



Law of Equal and Marginal Utility

Indifference Curve Approach

It's Shape

Assumptions

Budget constraint

Income And Substitution Effects of a consumer

Analysis of Cost

Introduction

Total cost, Fixed Cost, Variable Cost

Marginal Cost, Average Cost

Average Fixed and Variable Cost

Behavior of Perfect Competitive Markets

Markets

Kinds of markets

Behavior of Perfectly Competitive Market

Conditions of Perfectly Competitive Market

Long and short Run Analysis and Short Comings

Monopolistic competition

Monopoly

Conditions of Monopoly

Long Run and Short Run Analysis

Monopolistic Competition

Oligopoly Markets

Duopoly Markets

Conditions of Oligopoly Markets and Duopoly Markets

Long Run and Short Run Analysis



Factor Pricing

Introduction

Marginal Productivity theory

Explanations and Assumptions

Factors of Production

Labor Market

Introduction

Efficiency of Labor

Demand for Labor, Supply of Labor

Land and Capital

Characteristics of Land, Productivity of Land

Extensive Cultivation, Intensive Cultivation

Capital, Forms of capital

Productivity of Capital

Capital Formation

Recommended Books:

1. Samuelson Pual and Nordhaus W.D “ Economics” Latest Edition, McGraw Hill
2. McConnel and Brue “Economics “Latest Edition” McRraw Hill.
3. G.P Gould and Ferguson “Microeconomics Theory” Latest Edition.
4. Habibullah Vaseer “Elements of Economics” Latest Edition.



Understanding Marketing and Marketing Process

- What is marketing?
- Marketplace and customers needs
- Basic functions of marketing
- Importance of marketing

Marketing Strategy: Building strong customers relationship

- Defining marketing role
- Marketing strategy and marketing Mix
- Managing the marketing efforts

Consumer Buying Behavior.

- What influence consumers behavior
- Types of buying decision behavior
- The buying decision process
- The buying decision process for new products

Business markets and Business Buyers' Behavior

- Business markets
- Business buying behavior
- Stages in business buying process
- Institutional and government markets

Market Segmentation, Targeting and positioning for competitive advantage

- Market Segmentation
- Market Targeting
- Differentiation and positioning

Product and Services Marketing Strategies.



What is product and service
Level of product and services
Product and services classification
Product and services decision
Services marketing

New Product Development and Product Life Cycle Strategies.

New product development strategies
New product development process
Product life cycle strategies

Developing pricing Strategies

What is price?, Setting price, Price adjustment strategies
New-product pricing strategies, Price changes

Marketing channels and Supply Chain Management.

Nature and importance of marketing channels
Various marketing channels
Channel design decision
Channel management decision

Retailing and Wholesaling

Types of retailers
Retailers marketing decision
The future of retailing
Types of wholesaling
Wholesalers marketing decision
Trends in wholesaling



Integrated Marketing Communication.

- The marketing communication mix
- A view of communication process
- Steps in developing effective communication
- Socially responsible marketing communication

Advertising and Public Relations.

- Setting advertising objectives
- Types of advertising
- The advertising decision process
- The role and impact of public relation
- Major public relation tools

RECOMMENDED BOOKS

1. William J. Stanton and Charles Furtrell, Fundamentals of Marketing
2. The Principles of Marketing by Philip Kotler and Gray Arms
3. PRINCIPLES OF MARKETING --- Michael J. Etzel, Bruce J. Walker, William J. Stanton
Stanton, 11th Edition McGraw Hill-1997
4. PRINCIPLES OF MARKETING --- Thomas C. Kinnear, Kenneth L. Bern
Hardt, 4th Edition Kathleem A. Krentler, Honper Collin College Publishers



COURSE CODE: IDS 471

COURSE NAME: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

Learning Objective

This course is designed to develop an understanding of the underlying links in today's business environment between concepts of corporate governance, ethics and organizational sustainability. Students' capacity to critically analyze ethical issues that arise in business life will be enhanced by knowledge related to ethics and transparency in corporate governance, and how these issues impact on policy formulation and implementation as well as stakeholder's interests and rights. Current international approaches recently adopted to establish corporate citizenship best practice are related to ethical processes that affect organizations.

Learning Outcomes

1. To understand the nature of corporate governance and significance
2. Understand the concept of social responsibility
3. Different perspectives on business ethics
4. Corporate social responsibility & challenges for sustainable development

Brief contents

Weeks	Topics to cover
Week 1	Introduction: corporations, corporate governance A Changing World for Companies
Week 2	The World Is Getting Smaller Through Increased Connectivity 1. The corporate world and its global presence 2. Internationalization, globalization, and decentralized work environment 3. The emerging management styles, and working
Week 3	How Local Issues Become Global 1. The governance framework of states 2. External governance 3. Varying laws and regulatory framework



Week 4	Public Attitudes Drive Changing Rules of the Game for Businesses 1. The emergence of best practices 2. Codes of conduct 3. Behavioral norms and cultural impacts
Week 5	Problems for Companies 1. Internal controls 2. Accountability 3. Risk management
Week 6	Shareholders, Stakeholders (Employees, Consumers, Suppliers, Competitors Civil Society, and Government, Regulation) and Business Ethics 1. The stakeholders, markets and supervision 2. governance and financial market economics 3. system improvement, reporting, and audit Functions
Week 7	Corporate Social Responsibility: Fad or Reality? 1. The responsible organization 2. Society and its stakes 3. Emerging CSR dynamics
Week 8	Mid Exam
Week 9	A framework to understand corporate social responsibility 1. Thoughts of various scholars 2. Historical perspective 3. Contemporary challenges and thoughts
Week 10	Nature and types of white-collar crimes 1. Ethics and third world 2. Value system 3. Corruption and public sector
Week 11	Corporate ethical codes 1. Market ethics 2. Cultural norms 3. The legal system and internal controls
Week 12	Religious and philosophical views on business ethics 1. Concept of ethical behavior in philosophy 2. Religious views 3. The Islamic work ethics
Week 13	Detection and responding to white collar crimes 1. The penal code 2. The trial system and legal constraints 3. The state responsibility of punitive actions
Week 14	Criticisms against CSR



	1. Varying views 2. The Milton ideas 3. Capitalism and CSR
Week 15	Sustainable development 1. Understanding the sustainability 2. The eco system 3. The damage done so far
Week 16	Final Exam

Recommended Readings:

1. Blowfield, M. and Murray, A. (2011) *Corporate Responsibility*, Oxford University.
2. Malin. C. (2000) *Corporate Governance*, Oxford University Press.
3. Gottschalk, P. (2011) *Corporate social responsibility, governance and corporate reputation*. World Scientific Publishing company.

COURSE CODE: IDS 231

COURSE NAME: MACROECONOMICS

Introduction

Introduction to Macroeconomics

Principles of Macroeconomics

Objectives and Tools of Macroeconomics

National Income Accounting.

The Economy's Income and Expenditure.

Measuring Gross Domestic Product. (GDP).

The components of GDP/GNP.

Real Versus nominal GDP.

Keynesians Three Sector Macroeconomic Model.

Money and Interest.



Definition of Money.

Barter System and its difficulties.

Kinds of Money

Functions of Money.

Quantity Theory of Money.

Keynesian Theory of Money.

Aggregate Demand and Aggregate Supply.

Introduction.

Deriving the Aggregate Demand and supply Curve.

Movements and shifts along Demand and Supply Curve.

Market equilibrium.

Consumption, Investment and Savings.

Introduction

Keynes Consumption Function

Marginal propensity to consume

Average propensity to consume

Business fixed investment

Residential Investment

Inventory Investment.

Functions of savings.

Inflation and Unemployment.

Definition.

Measure of Inflation

Types of Inflation

Demand Pull Inflation.

Cost Push Inflation.

Identifying Unemployment.



Theory of Efficiency wages.

Taxation

Introduction

Canon of Taxes

Kinds of taxes

Sources of Govt. Revenue

Government Expenditure.

Business Cycle.

Introduction.

Trade Cycle Theories.

Monetary Policy

Definition of Monetary Policy.

Objectives of Monetary Policy

Tools of Monetary Policy.

Fiscal Policy.

Definition of Fiscal Policy.

Objectives of Fiscal Policy.

Tools of Fiscal Policy.

RECOMMENDED BOOKS

1. Shapiro Edward, latest edition, Macroeconomic Analysis.
2. Mankiw N. Gregory, fifth edition, Macroeconomics.
3. Mankiw N. Gregory, fourth Edition, Brief Principles of Macroeconomics.
4. Sumuelson, **Economics** Seventh Edition,
5. Shahid Hamid Macroeconomics.



COURSE CODE: COM 354

COURSE NAME: FINANCIAL MANAGEMENT & MODELING

The Role of Financial Management

Introduction, What is Financial Management?

The Goal of the Firm

Organization of the Financial Management Function

The Tax Environment, The Financial Environment

The Time Value of Money an Overview

The Interest Rate, Simple Interest, Compound Interest

Compounding More Than Once a Year

Amortizing a Loan

The Valuation of Long Term Securities

Distinctions Among Valuation Concepts

Bond Valuation, Bonds With a Finite Maturity

Preferred Stock Valuation, Common Stock Valuation

Rates of Return (or Yields)

Financial Statement Analysis

Financial Statements

A Possible Framework for Analysis

Balance Sheet Ratios

Financial Planning and Forecasting

Cash-Flow Forecasting

Range of Cash-Flow Estimates

Forecasting Financial Statements

Statement of Cashflows



Cash and Marketable Securities Management

Motives for Holding Cash, Speeding Up Cash Receipts
Slowing Down Cash Payouts, Electronic Commerce
Outsourcing, Cash Balances to Maintain
Investment in Marketable Securities

Accounts Receivable Management

Credit and Collection Policies
Analyzing the Credit Applicant

Capital Budgeting

The Basics of Capital Budgeting
The Concept of Capital Budgeting
Capital Budgeting Process
Capital Budgeting Decision Making
The Pay Back Method
The Net Present Value Method
The Internal Rate of Return Method

Cost of Capital/Capital Structure

Creation of Value, Overall Cost of Capital of the Firm
Project-Specific and Group-Specific Required Rate of Return

Operating and Financial Leverage

Operating Leverage, Financial Leverage, Total Leverage
Cash-flow Ability to Service Debt

Receivables Management

Credit Policy , Credit Policy Variables
Credit Standards, Credit Period



Cash Discount
Collection Programme
Credit Evaluation
The Three C's of a Credit Applicant
Analysis of the Three C's
Credit Granting Decisions,
Control of Receivables

RECOMMENDED BOOKS

1. FINANCIAL MANAGEMENT --- T.J Gahagher and J.D.Andrew, Jr, Mcgraw Hill 1997.
2. FOUNDATION OF FINANCIAL MANAGEMENT---
Geoffrey A. Hirt, Richard D. Irwin, Inc. Stanley B. Block, 1997.
3. FUNDAMENTALS OF FINANCIAL MANAGEMENT, Prasanna Chandra, Tata Mcgraw-Hill Publishing Company Limited, New Delhi
4. FUNDAMENTALS OF FINANCIAL MANAGEMENT James C. venhorne

COURSE CODE: COM 361

COURSE TITLE: COST AND MANAGEMENT ACCOUNTING

1. **Course Objectives:**
2. This course teaches students how to manage and show shares and debentures in the
3. accounts of a company. They will be able to understand and will be skilled to apply
4. accounting rules and techniques with respect to managing shares and debentures in the
5. books of accounting in corporations of any nature.
6. **Week 1&2** Accounting for Issue of Shares; Share – Defined; Difference between share
7. and debenture; Share Capital of a Company; Preference Shares;
8. **Week 3&4** Equity Shares; Issue of Shares (entries for only fully paid up shares as
9. required under the Companies Ordinance 1984 – section 91); Procedure
10. for Issue of Shares; Issue of Shares at Par; Issue of Share at Premium;
11. Issue of Share at Discount; Issue of Share for Consideration other than



12. Cash; Over subscription and Pro-rata Allotment;
13. **Week 5&6** Issue of Bonus and Right Shares; Bonus Shares; Objects of Bonus Shares;
14. Procedure of Bonus Issue; Sources of Bonus Issue; Determining the
15. maximum amount of Bonus Issue; Right Share Issue;
16. **Week 7** Issue and Redemption of Debentures; The Issue of Debentures;
17. Comparison between Debenture and Shares; Tax Advantage of Debenture
18. Financing; Types of Debenture;
19. Week 8 Authorization of Debenture Issue; Procedures for issue of Debenture;
20. Debenture issued at Par; Debenture issued at Premium; Debenture issued
21. at Discount; Treatment of Discount on issue of Debentures;
22. **Week 9&10** Debenture payable by installments; Issue of Debentures as Collateral
23. Security for a Loan; Issue of Debentures other than for Cash; Debenture
24. Interest; Redemption of Debentures; Where there is no sinking fund;
25. Purchase in the Open Market; Cum-interest and Ex-interest; Purchase of
26. Debenture as Investment; Where there is Sinking Fund; Definition of a
27. Sinking Fund; Insurance Policy Method;
28. **Week 9&11** Underwriting of Shares and Debentures; Sub-Underwriters;
29. Underwriting Commission; Underwriting Agreement; Market and
30. Unmarked Application; Full and Partial Underwriting; When the Issue is
31. Fully Underwritten [without Firm Underwriting]; When the Issue is Fully
32. Underwritten [with Firm Underwriting]; When the Issue is Partially
33. Underwritten [without Firm Underwriting]; When the Issue is Partially
34. Underwritten [with Firm Underwriting];
35. **Week 12&13** Company Final Accounts; Books of Accounts to be kept by a Company;
36. Statutory Books; Annual Accounts and Balance Sheet; Forms and
37. Contents of Balance Sheet and Profit & Loss Account; (under 4th and 5th
38. Schedule of Companies Ordinance, 1984); Requirements as to Profit and
39. Loss Account; Some Special Points regarding Profit & Loss Account of a
40. Company; Some General Points regarding Profit & Loss Account of a
41. Company; Typical Adjustments in Problems of Company Final Accounts;
42. **Week 14&16** Interest on Debentures; Tax Deducted at Source; Advance Payment of



43. Income Tax; Provision for Taxation; Dividend; Suspense Account; Profit
44. on Revaluation of Fixed Assets; Discount on Issue of Shares and
45. Debentures; Managerial Remuneration; Remuneration for Directors;
46. Remuneration to Manager; Overall Maximum Managerial Remuneration;
47. Calculation of Net Profit for Managerial Remuneration; Commission after
48. Charging such Commission; Divisible Profit; Transfer of Reserves; Profit
49. and Loss Appropriation Account
50. Recommended Texts:
51. Mukherjee, A., & Hanif, M. (2013). Modern Accountancy, (2nd Edition). New Dehli: Tata McGraw-Hill Publishing Company Limited.
52. Carl S. Warren, S. C., Reeve, M. J., & Duchac, J. (2013). Corporate Financial Accounting. Cengage Learning.
53. Carl S. Warren, S. C., Reeve, M. J., & Duchac, J. (2011). Corporate Financial Accounting. Cengage Learning.
54. Rajasekaran, V., & Lalitha, R. (2011). Corporate Accounting. India: Pearson Education.
55. Maheshwari, S. N., & Maheshwari, S. K. (2009). Corporate Accounting. Vikas Publishing House Pvt Ltd.
56. Mukherjee, A., & Hanif, M. (2005). Corporate Accounting. Tata McGraw-Hill Education.
57. Meigs, B. Walter., Johnson, E. Charles. & Meigs, F. Robert (2003). Accounting: the basis of Business decisions, (11th Edition). McGraw-Hill.
58. Javed H. Zuberi (2009). Advanced Accounting. Lahore: Petiwala Book Depot.
59. ICAP (2005). Financial Accounting, Module-C. Lahore: PBP Professional Education.
60. IFRS, IASs, International Accounting Standards Board, London.
61. International Accounting Standards Committee Foundation (IASCF) 2005, International Financial Reporting Standards (IFRSs), London United Kingdom.



COURSE CODE: 363

COURSE NAME: TOTAL QUALITY MANAGEMENT

Learning Objective

The course has been designed by keeping in view the significance of standard and Quality requirement in the Global trade. It covers the principles and concepts of Quality systems along with their application to manufacturing and service industries.

Learning Outcomes

Upon completion of the subject, students will be able to select and apply appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies; measure the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement; understand proven methodologies to enhance management processes, such as benchmarking and business process reengineering; understanding of key principles and techniques of TQM and quality management system as well awareness of international standards of quality ISO.

Brief Contents

Weeks	Topics to cover
Week 1	Introduction: Definition; Basic Approach Gurus of TQM; TQM framework; Awareness
Week 2	Defining Quality; Historical Review; Obstacles Benefits of TQM
Week 3	Definitions: Characteristics of Quality Leaders



	Leadership Concepts
Week 4	The 7 Habits of Highly Effective People
Week 5	The Deming Philosophy Role of TQM Leaders
Week 6	Who is the Customer: Customer perception of quality Feedback
Week 7	Translating Needs into Requirements Customer Retention
Week 8	Mid Term Exam
Week 9	Motivation: Empowerment: Teams; Definition & characteristics of successful teams
Week 10	Suggestion System; Recognition and Reward; Gain sharing Benefits of Employee Involvement
Week 11	Introduction; Process; The Juran Trilogy: Improvement Strategies
Week 12	Types of Problems; The PDSA Cycle; Problem-Solving Method Kaizen; Reengineering; Six-Sigma
Week 13	Principles of Customer/Supplier Relations: Partnering Sourcing; Supplier Selection Relationship Development
Week 14	Performance Measures: Basic Concepts; Objectives; Typical management; Criteria; Strategy Categories & Elements; Quality Costs; Criteria for performance Excellence; Key characteristics of the criteria Malcolm Baldrige National Quality Award
Week 15	The Plan, Learning new Philosophy: Improvement Needs, Problems Benefits of ISO Registration; ISO 9000 Series of Standards:



	ISO 14000
Week 16	Final Term Exam

Recommended Readings:

1. Dale H. Bestter field (2011), Total Quality Management” Revised Edition’
2. Thompson Fr, Arthur A. A. d. Strickland III; *Strategic Management: Concepts and cases*, 10th Edition, Irwin McGraw-Hill.
3. Omachonu, Vincent K. and Ross, Joel E., 1995, *Principles of Total Quality*, New Delhi: S. Chand & Co. Sarkar, Debashis, 2001. *The Managers’ Handbook for Total Quality Management*, New Delhi: Beacon Books
4. Brocka, Bruce and Brocka, M. Suzanne *Essentials of Quality Management*, Homeword, Illinois

COURSE CODE: COM 364

COURSE NAME: ORGANIZATION THEORY AND BEHAVIOR

INTRODUCTION TO ORGANIZATION BEHAVIOR

The Challenges to the Modern Management

Undergoing a Paradigm Shift

The new Perspective of Management

Theoretical Framework of OB

Organizational Behavior Model

REVIEW OF PERCEPTION PROCESS

The Nature and Impact of Perception

Sensation versus Perception

Sub Processes of Perception

Perceptual Selectivity



External Attention Factors

Internal set Factors

PERCEPTUAL ORGANIZATION

Impression Management

The Process of Impression Management

Employee Impression Management, Strategies

PERSONALITY AND ATTITUDES

The Development of Personality and Socialization

The Nature and Dimensions of Attitudes

Components of Attitudes

Antecedents of Work-Related Attitudes

Functions of Attitudes, Changing Attitudes

JOB SATISFACTION

Organizational Commitment

Meaning and the Outcomes of Organizational Commitment

MOTIVATION NEEDS & PROCESSES

The Meaning of Motivation

Primary Motives

Secondary Motives

General Motives

Content Theories of Motivation

Maslow's Need Hierarchy Theory

Herzberg's Two Factors Theory

Adlerfer's ERG Theory

LEARNING PROCESS

The Theoretical Processes of Learning

Behaviorist Theories

Social Learning Theories



Principles of Learning, Punishment and
Reinforcement

POWER AND POLITICS

The Meaning of Power
Classification of Power
Political implications of Power

CHANGE MANAGEMENT

Introduction
What do you mean by Change?
Change Models
Guidelines for Change Management

STRESS

The Meaning of Stress
Causes of Stress, Extra Organizational Stressors
Organizational Stressors
Group Stressors
Individual Stressors

GROUPS AND TEAMS

The nature of groups
Teams in the work place

THE GREAT LEADERS /LEADERSHIP

Leadership in the Environment
Leadership Styles

RECOMMENDED BOOKS:-

1. ORGANIZATIONAL BEHAVIOR—Fred Luthans, 8th Edition Irwin , McGraw Hill Publishers, (Latest Edition).
2. ORGANIZATIONAL BHEAVIOR— Robert Kriether, and Annlgelo Kinick , Irwin McGraw Hill Publisher,



COURSE CODE: COM 363

COURSE NAME: CONSUMER BEHAVIOUR

Introduction:

Definition and objectives of Consumer Behavior, Application of CB to Marketing

Consumer and Market Segmentation:

Alternative Market Strategies, Demographic Segmentation, Usage Segmentation

Benefits Segmentation, Product Positioning

Environmental Influence on CB:

Family, Culture and Sub-culture, Social class, Reference group, Adoption and Diffusion of Innovation

Individual Determinants of CB:

Personality and Self Concept, Motivation and Involvement, Consumer Learning and Memory, Information Processing, Attitudes

Consumer Decision of CB:

Problem Recognition, Information Search and Evaluation, Purchase Process, Post purchase Behavior

Organizational Buying Behavior:

Nature of Organizational Buying, Influence on Organizational Buying Behavior, Organizational Buying Decision



RECOMMENDED BOOKS:

1. Shiffman, Leon G. and Kannk, Leslie Lazer: Consumer Behavior
2. Wilkie William: Consumer Behavior,
3. Loudon David L. and Della Bitta, Albert J.: Consumer Behavior **STRATEGIC**

COURSE CODE: 473

COURSE TITLE: CORPORATE ACCOUNTING

Course Objectives:

This course is designed to help students to understand the accounting techniques and methods used for planning and control. Standard costs are the vital part of budgeting process and variance analysis. The students will be able, after successfully completing this course to apply the accounting skills to undertake the budgeting and standard costing (used for recording of material, labour, overhead) operations in the organizations.

Week 1&3 Budgeting: Profits, Sales, Costs, and Expenses; Human Behavior

Profit Planning; Principles of Budgeting; the Complete Periodic Budget.

Computerized Budgeting

Week 4&7 Budgeting: Expenditure and Cash; Non-Manufacturing Businesses and Non Profit Organizations; Capital Expenditure Budget; Research & Development Budget; Cash Budget; Projected or Forecast Income Statement

Projected or Forecast Balance Sheet; Financial Forecast for External Users

Planning and Budgeting for Non-Manufacturing Business and Non Profit Organizations; Zero Base Budgeting; PERT and PERT/Cost – Systems for Planning and Control; Probabilistic Budgets

Week 8&11 Standard Costing: Setting of Standards and Analysis of Variances; Purposes of

Standard Cost; Comparisons of Budgets and Standards; Setting Standards; Material Cost Standards; Labor Cost Standards; FOH Cost Standards (using two, three & four variance method); Mixed and Yield Variances; Managerial Usefulness of Variance Analysis

Week 12&14 Gross profit, procedures for Analysing Gross profit :



Week 15-16 Break-even and cost volume profit analysis. The nature of Break- even Analysis. Applying cost- volume Profit Analysis

Recommended Texts:

COST Accounting Planning and control (Adolph Matz, & Milton F. usry) seventh Edition Cengage Learning College.

Izhar, R., & Honotoir, J. (2001). Accounting, Costing and Management. Oxford University Press.

Milton, F. U., & Usry. (1997). Cost Accounting: Planning and Control, (12th Edition). Cengage Learning College.

COURSE CODE: COM 474

COURSE NAME: FINANCIAL INSTITUTIONS AND MARKETS

Course Objectives

This course provides students with aim overview of the basic contributions in the modern theory of corporate finance and financial institutions.

Introduction:

- The Field of Finance
- The role of the finance Manager
- The basic financial goals of the firm

The Financial System

- Surplus Economic Units
- Deficit Economic Units
- Securities/ Financial Assets
- The Major Economic Systems
- Capitalism
- Communism
- The Islamic Economic System

Types of Financial institutions

- Commercial Bank
- Importance of Commercial Banks
- Functions of Commercial Banks

Financial Markets

- Debt & Equity Market
- Money and Capital Market



The Primary Market
The Secondary Market
The Money Market
The Capital Market
Security Exchanges
The Over- The- Counter (OTC) Market
Market Efficiency
Securities in the financial market place
Securities in the money market
Treasury bills
Commercial paper
Future Markets
Euro Dollars
Bankers' acceptance
Stocks ,Bonds
Bond terminologies and types
Treasury notes and bonds
Corporate bonds
Corporate stock
Common stock
Preferred stock

Non Banking Financial Intermediaries

Investment Bankers
Brokers
Dealers
Mutual Fund Companies

Central Bank

Functions of Central Bank
Credit control
State Bank of Pakistan
Constitution
Function of State Bank
Principles of Note Issue



Specialized Financial Institutions in Pakistan

Small Medium Enterprises

Industrial development Bank of Pakistan

Investment Corporation of Pakistan

National investment trust

International Financial Institutions

World Bank

IMF

RECOMMENDED BOOKS

1. FINANCIAL MANAGEMENT (PRINCIPLES AND PRACTICE), Timothy J. Gallagher & Joseph D. Andrew, Jr., Prentice Hall (Latest Edition).
2. MONEY AND BANKING IN PAKISTAN, S.A.Meenai, Oxford University Press Karachi. (Latest Edition).
3. PRINCIPLES OF MONEY, BANKING AND FINANCIAL INSTITUTIONS Lawrence-S- Ritter and Willion-L-Silber (8th Edition) Harper Collins Publishers, New York.
4. FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Fredericl-S-Mishken (5th Edition) Harper Collins Publisher, New York.



COURSE CODE: COM 474

COURSE NAME: STRATEGIC FINANCE

Learning Objectives

This course is designed to equip students with the skills that would be expected from a finance manager responsible for the finance function of a business. The course starts by introducing the role and purpose of the financial management function within a business. Before looking at the three key financial management decisions of investing, financing, and dividend policy, the syllabus explores the economic environment in which such decisions are made. The next section of the syllabus is the introduction of investing decisions

Learning Outcomes

At the end of this course, students should be able to:

1. Identify the objectives of the business in financial terms and evaluate their attainment
2. Learn role of financial information in financial control process
3. Identify various financial techniques and describe their applications
4. Suggest optimal capital structure

COURSE CONTENT

Week 1	• Role of Finance in Business • Introduction to Corporate Finance • Major areas and functions of Financial Management • Goals of the firm • Introduction to Corporate Governance • Organization of Financial Management Function
Week 2	• Financial Markets • Analysis of Financial Statements
Week 3	• Cash Flow Analysis and Financial Planning



	• An Introduction to Financial Strategy • Strategic Objectives of an Organization • Importance of Financial Strategy to the Organization
Week 4	• Performance Measurement in Strategic Finance • Overview of Working Capital Management
Week 5-6	• Cash and Marketable Securities Management • Receivables Payables and Inventory Management
Week 7	• Short Term Financing
Week 8	• Mid Term
Week 9-10	• Returns, Spreads and Yields • The Valuation of Long-Term Securities • Risk and Return • Assignment
Week 11	• Operating and Financial Leverage • Capital Structure • Cost of Capital
Week 12	• Financing Equity Finance • Financing Debt Finance • Financing Capital Structure Decisions
Week 13	• Business Valuation • Financial and Strategic Implications of Mergers and Acquisitions • Dividend Policy and Decision Making: Theory and Practice
Week 14	• Treasury -An Introduction • The Mathematics of Treasury Management • Financial Derivatives • Accounts and Audit of Treasury Operations
Week 15	Project Presentations
Week 16	Project Presentations

COURSE CODE: 482

COURSE NAME: CORPORATE FINANCE

Learning Objective

1. Understand the role of capital market in resource allocation, basic functions of corporate financial managers and the agency issues,



2. Compute the yearly cash flows of an expansion capital project and of a replacement capital project, and evaluate how the choice of depreciation method affects those cash flows;
3. Understand how sensitivity analysis, scenario analysis, and Monte Carlo simulation can be used to assess the stand-alone risk of a capital project;
4. Characterize the operating leverage, financial leverage, and total leverage of a company given a description of it;
5. Understand capital structure theories and their effect on firm value and risk
6. Understand dividend theories and their implications on firm value
7. Lease financing and its impact on financial statements
8. Merger and other corporate restructuring effects

Learning Outcomes

1. Understand the conflicts between shareholders and managers and its application in corporate finance
2. Describe and analyze the basic features of financial markets
3. Apply time value of money concepts to different and complex streams of cash flows
4. Use alternative capital budgeting techniques for analyzing project cash flows and apply these techniques of make investment decisions
5. Determine a firm's weighted average cost of capital of a firm and apply it to capital budgeting process and value real assets
6. determine the fundamental value of stock using versions of dividend growth models and other value multiples



7. compare the implications of the MM propositions, the pecking order theory of capital structure, and the static trade-off theory of capital structure;

Weekly breakdown of Course Contents

Weeks	Topics to cover
Week 1	Role of Capital Market The Capital Market, Public issue, Privileged subscription, Regulation of security offerings, Private placement,
Week 2	Risk and Managerial Options in Capital Budgeting What is Risk and Managerial Options in Capital Budgeting, The problem of project risk, Total project risk, Contribution to total firm risk: Firm-portfolio approach, Managerial options,
Week 3	Cash Flow estimation and Risk analysis Estimating the relevant cash flows, Analysis of the cash flows, Sensitivity analysis, Scenario analysis, Monte Carlo Simulation,
Week 4	Capital Structure Application Capital Structure and Leverage, The Target Capital Structure, Business and Financial Risk
Week 5	Determining Optimal Capital Structure, The Hamada Equation
Week 6	Capital Structure Theories MM theory, The Effect of Taxes, Bankruptcy costs, Trade-Off Theory, Signaling Theory, Using Debt financing to constrain managers,
Week 7	Dividend Policy Theory Dividends versus Capital gains, Dividend Irrelevance Theories, Bird-in-hand theory,
Week 8	Mid Exam
Week 9	Tax Preference theory, Signaling hypothesis, Cliental Effect, The Residual dividend model



Week 10	Earnings, Cash flows and Dividends Dividend reinvestment plans Factors influencing Dividend policy
Week 11	Stock dividends and stock splits Stock repurchases
Week 12	The Loans and Leases Term loan, Provisions of loan agreements Equipment financing
Week 13	Lease Financing Evaluating lease financing in relation to debt financing
Week 14	Merges and Other Forms of Corporate Restructuring Mergers and Other Forms of Corporate Restructuring Strategic acquisitions involving Acquisitions and capital budgeting Closing the deal
Week 15	Takeovers, tender offers and defenses Strategic alliances Leveraged buyouts Bankruptcy and Liquidation



Week 16	Final Exam

Recommended Readings:

1. Stephen A. Ross, Randolph Wester field, Jeffery Jaffe. *Corporate Finance*.
2. Brealey, Meyers, *Principles of Corporate Finance* (Latest Edition).
3. James C. Van Home, *Fundamentals of Financial Management* (13th edition).
4. Eugene F. Brigham and Lou s C. Gapenski, *Financial Management- Theory and Practice* (Latest Edition)

COURSE CODE: 482

COURSE NAME: SALES MANAGEMENT

Learning Objectives

The aim of his course is to develop skills in managing the sales function effectively. Key topics include linkages between sales management and marketing strategy, selling process and strategies, sales force organization, leadership, morale and motivation, recruitment, compensation, sales forecasting, sales forces quantification and performance evaluation.

Learning Outcomes

The course is designed to provide students with an understanding of the processes involved in personal selling and sales management. The course examines the elements that enable a sales force to be an effective component of an organization's overall marketing strategy. The course will extend students' understanding of: the sales process, the relationship between sales and other organizational functions, the various types of sales force structures, the use of technology to improve sales force effectiveness, and issues concerning recruiting, selecting, training, motivating, compensating, and retaining salespeople.

Contents

Week 1 :	Introduction to Personal Selling and Sales Management The Nature of Personal Selling
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	Changes in Selling Personal Selling in the Marketing Mix
Week 2:	Dimensions of Sales Management The Field Sales Manager Sales Management Training and Development
Week3:	Preliminary Steps in the Selling Process Prospecting Identifying Prospects Qualifying Prospects Preparing
Week4:	Advanced Steps in the Selling Process Approach Probing for Needs Convincing the Prospect Handling Objections Closing Follow-up
Week5:	Territory Development and Time Management The Nature of Territory Management Sales Territory Design Procedures for Developing Territories A Model of Territory Management
Week 6:	Operating the Territory Management System Time Management The Challenge of Sales Productivity



Week7:	Sales Management Environment The Internal Environment The External Environment
Week 8:	Mid Semester Examination
Week 9:	Coping with Environmental Changes The Social and Cultural Environment The Technological Environment The Economic Environment The Competitive Environment The Political and Legal Environment
Week10:	Sales Management Planning The Nature and Importance of Sales Planning The Sales Management Planning Process The Analysis Phase Setting Sales Objectives
Week 11:	Formulating Sales Strategies Tactical Decisions Sales Plan Implementation The Control Phase
Week12:	Sales Forecasting Importance of Sales Forecasting Sales Quotas and Budgets Sales Forecasting Concepts



Week 13:	Estimating Market and Sales Potentials The Product Life Cycle Information Sources Sales Forecasting Procedures Qualitative Methods Quantitative Methods
Week14:	Sales Incentives Types of Incentives Sales Contests Sales Meetings and Conventions
Week 15:	Sales Compensation Criteria for a Sound Compensation Plan Sales Compensation Trends Developing a Compensation Plan Fringe Benefits Compensation for Sales Managers
Week 16:	Final Examination

Recommended Readings

Eugene M. Johnson, David L. Kurtz, Eberhard E. Scheuing.(1986) *Sale Management: Concepts, Practices, and Cases*, Second Edition McGraw Hill Companies.



COURSE CODE: 483

COURSE NAME: STRATEGIC MANAGEMENT

Learning objectives

This course is designed to develop a thorough understanding of the business strategy and policy framework by studying various and matrices and applying different tools to identify various problems and provide solutions in real world scenario. The main objective of this course is to evaluate and anticipate the impact of environmental variables (both Macro and Industry) and extract pertinent opportunities or threats from it.

Learning outcomes

1. It helps in understanding the nature & philosophy of corporate intent (vision, mission, goals & objectives) and learns the art of strategy formulation, implementation, and control procedures in light with the company policy and in accordance with changing competitive environment.
2. It helps in recognizing the importance of policy, structure and the financial attributes of the firm and their role in overall strategic plan.

Weekly breakdown of Course Contents

Weeks	Topics to cover
Week 1	Basic Concepts of Strategic Management • The Study of Strategic Management • Phases of Strategic Management • Benefits of Strategic Management



Week 2	• Globalization and Electronic Commerce • Basic Model of Strategic Management • Initiating a Strategy • Strategic Management • What Makes a Decision Strategic?
Week 3	• Mintzberg's Modes of Strategic Decision Making • Strategic Decision Making Process • Impact of the Internet on Strategic Decision
Week 4	Corporate Governance: Role of the Board of Directors • Responsibilities of the Board • Members of a Board of Directors • Nomination and Election of Board Members • Organization of the Board • Trends in Corporate Governance
Week 5	• Corporate Governance: The Role of Top Management • Social Responsibilities of Strategic Decision Makers • Ethical Decision Making • Impact of Internet on Corporate Governance and Social Responsibilities
Week 6	Environmental Scanning and Industrial Analysis



	• Environmental Scanning • Identifying External Environmental Variables • International Societal Considerations
Week 7	• Scanning the Task Environment • Identifying External Strategic Factors • Industry Analysis: Analyzing the Task Environment • Porter's Approach to Industry Analysis
Week 8	Mid Exam
Week 9	• Industry Evolution • Categorizing International Industries • International Risk Assessment • Strategic Groups • Strategic Types • Hyper-competition
Week 10	• Using Key Success Factors to Create Industry Matrix • Competitive Intelligence • Forecasting • Useful Forecasting Techniques
Week 11	• Synthesis of External Factors: EFAS • Impact of Internet on Environmental Scanning and Industry Analysis



Week 12	Internal Scanning: Organizational Analysis • Resource Based Approach to Organizational Analysis • Using Resource to Gain Competitive Advantage • Determining the Sustainability of an Advantage
Week 13	• Value Chain Analysis • Corporate Value Chain Analysis • Scanning Functional Resources • Corporate Value Chain Analysis
Week 14	• Scanning Functional Resources • Corporate Culture • Strategic Marketing Issues • Strategic Financial Issues • Strategic Research and Development Issues • Strategic Operation Issues
Week 15	• Strategic Human Resource Management Issues • Strategic Information System and Technology Issues • The Strategic Audit • Synthesis of Internal Factors



	Impact of Internet on Internal Scanning and Organizational Analysis
Week 16	Final Exam

Recommended Readings:

Thomas L Wheelen J. David Hunger (2011), *Concepts in Strategic Management and Business Policy* Pearson Education.

COURSE CODE: COM 471

Islamic Banking and Finance

Learning Objectives

1. To understand the basic principles of Islamic banking and finance
2. To understand the nature and scope of Islamic finance and its relationship with conventional finance
3. To explore the range of Islamic financial products available for investors and corporations

Learning Outcomes

1. Acquire a sound in-depth understanding of the principles of Islamic banking and finance
2. Identify a range of commonly used Islamic financial products and services

Brief Contents

Weeks	Topics to cover
Week 1	Introduction to Islamic banking Belief in divine guidance Capitalist Vs Islamic economy
Week 2	Asset Backed Financing Capital and Entrepreneur Present practices of Islamic Banks
Week 3	Musharakah The concept of Musharakah Basic Rules of Musharakah



	Distribution of profit
Week 4	Ratio of profit Sharing of Loss The nature of capital
Week 5	Management of Musharakah Termination of Musharakah
Week 6	Mudarabah Business of Mudarabah Distribution of Profit Termination of Mudarabah
Week 7	Combination of Musharakah and Mudarabah Musharakah and Mudarabah as modes of Financing Conclusions
Week 8	Mid Exam
Week 9	Ijarah Basic rules of Leasing Determination of rental
Week 10	Lease as mood of financing The commencement of lease Termination of Lease
Week 11	Insurance of Lease The residual value of leases asset Securitization of Ijarah
Week 12	Salam The concept of Salam Meaning of Salam Condition of Salam
Week 13	Salam as mood of Financing Some rules of parallel Salam
Week 14	Istisna The concept of Istisna Salam Versus Istisna
Week 15	Istisna Versus Ijarah



	Time of Delivery Istisna as mode of financing
Week 16	Final Exam

Recommended Reading:

1. Mufti Muhammad TaqiUsmani (2019). *An Introduction to Islamic Finance*, Quranic Studies Publishers, Karachi Pakistan.

COURSE CODE: 484

COURSE NAME: TOTAL QUALITY MANAGEMENT

Learning Objective

The course has been designed by keeping in view the significance of standard and Quality requirement in the Global trade. It covers the principles and concepts of Quality systems along with their application to manufacturing and service industries.

Learning Outcomes

Upon completion of the subject, students will be able to select and apply appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies; measure the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement; understand proven methodologies to enhance management processes, such as benchmarking and business process reengineering; understanding of key principles and techniques of TQM and quality management system as well awareness of international standards of quality ISO.

Brief Contents

Weeks	Topics to cover
Week 1	Introduction:



	Definition; Basic Approach Gurus of TQM; TQM framework; Awareness
Week 2	Defining Quality; Historical Review; Obstacles Benefits of TQM
Week 3	Definitions: Characteristics of Quality Leaders Leadership Concepts
Week 4	The 7 Habits of Highly Effective People
Week 5	The Deming Philosophy Role of TQM Leaders
Week 6	Who is the Customer: Customer perception of quality Feedback
Week 7	Translating Needs into Requirements Customer Retention
Week 8	Mid Term Exam
Week 9	Motivation: Empowerment: Teams; Definition & characteristics of successful teams
Week 10	Suggestion System; Recognition and Reward; Gain sharing Benefits of Employee Involvement
Week 11	Introduction; Process; The Juran Trilogy: Improvement Strategies
Week 12	Types of Problems; The PDCA Cycle; Problem-Solving Method Kaizen; Reengineering; Six-Sigma
Week 13	Principles of Customer/Supplier Relations: Partnering Sourcing; Supplier Selection



	Relationship Development
Week 14	Performance Measures: Basic Concepts; Objectives; Typical management; Criteria; Strategy Categories & Elements; Quality Costs; Criteria for performance Excellence; Key characteristics of the criteria Malcolm Baldrige National Quality Award
Week 15	The Plan, Learning new Philosophy: Improvement Needs, Problems Benefits of ISO Registration; ISO 9000 Series of Standards: ISO 14000
Week 16	Final Term Exam

Recommended Readings:

5. Dale H. Bestter field (2011), Total Quality Management” Revised Edition’
6. Thompson Fr, Arthur A. A. d. Strickland III; *Strategic Management: Concepts and cases*, 10th Edition, Irwin McGraw-Hill.
7. Omachonu, Vincent K. and Ross, Joel E., 1995, *Principles of Total Quality*, New Delhi: S. Chand & Co. Sarkar, Debashis, 2001. *The Managers’ Handbook for Total Quality Management*, New Delhi: Beacon Books
8. Brocka, Bruce and Brocka, M. Suzanne *Essentials of Quality Management*, Homeword, Illinois



COURSE CODE: COM 244

COURSE NAME: E-COMMERCE

Learning Objectives

The objective is to introduce the application of information technology for business/commerce purposes.

Learning Outcomes

On completion of the course, students should be able to:

1. Discuss modern computing infrastructures from the perspective of the internet and organizations
2. Discuss and explain theoretical and practical issues of conducting business over the internet and the Web
3. Reflect on general principles revealed through practical exploration of specific tools, techniques and methods in e-commerce.

Brief contents

Weeks	Topics to cover
Week 1	Introduction to E-Commerce Digital Economy Ecommerce Fundamentals Introduction to Ecommerce Technology
Week 2	The Ecommerce Consumers



	Legal and Ethical issues for E-Commerce Business to Business Ecommerce
Week 3	Introduction Ecommerce industry structure Alliances, Partners, Outsourcing Portals and Search Engines
Week 4	Governmental Structures and Resources Keeping track of innovation and and Changes
Week 5	Electronic Retailing E-Commerce Transactions: Shopping Carts and Payment Options Tracking customers Security issues, strategies and resources
Week 6	Interactive communication with Customers and Partners Customer Pleasing Eservice Know your competition
Week 7	Web Design Strategies and Concepts Web design architecture and Infrastructure Web Design languages introduction
Week 8	Mid Exam



Week 9	Introduction to E-Marketing E-Marketing Strategies and Options E-Marketing Recourses Encouraging Customer participation
Week 10	Creating online Communities Customer Service and Marketing Advertisement in E-Commerce Describe the objectives of web advertisement, its types and characteristics Describe the major advertisement methods used on web
Week 11	Describe various web advertisement strategies Describe various types of promotions on the web Discuss the benefits of PUSH technology and intelligent Agents
Week 12	E-Commerce in Service Industries Understand how broker based services are performed online Describe online travel tourism services and their benefits
Week 13	Describe the electronic real estate market Discuss Cyber banking, its driver and capabilities Describe electronic Auctions, their benefits, implementations and impacts



Week 14	Electronic Payment System and Security Describe the typical electronic payment system for EC Identify the security requirements for safe electronic payments Describe the typical security schemes use to make security requirements Identify the players and procedures of electronic credit card system Discuss the relationship between SSL and SET Protocol
Week 15	Discuss the relation between EFT and Debit cards Describe the characteristics of Stores –value cards. Classify and describe the types of IC Cards used for payments Discuss the characteristics of electronic check systems.
Week 16	Final Exam

Recommended Readings:

1. Daniel Amor (2000). *The E business ® Evolution: living and Working in an interconnected world*. Upper Saddle River, NJ: Prentice Hall.
2. Turban, E., lee, J., King, D., & Chung, H. (2018). *Electronic Commerce: A Managerial Perspective*.

COURSE CODE: 484

COURSE NAME: PORTFOLIO MANAGEMENT

Learning Objectives

The Learning objective of this course is to acquaint students with the theoretical foundation of modern portfolio theory, the major groups of investors and their investment objectives and constraints, and to master practical skills in investment management, forming capital market expectations and forecasting markets activity to justify major investment portfolio management strategy for equity and fixed-income instruments.



Learning Outcomes

After completing the course, all students will be able to:

1. Calculate and interpret expected and historical risk and return measures for individual securities and a portfolio of securities.
2. Describe the steps in the portfolio management process and formulate an investment policy statement.
3. Calculate the covariance and correlation between securities and explain how correlation affects the standard deviation of a portfolio.
4. Describe the implications of the major findings of behavioral finance research on the efficient market hypothesis.
5. Construct equity portfolios using passive and active equity portfolio management techniques.
6. Understand equity investment styles.
7. Describe how to monitor and rebalance an equity portfolio.
8. Assess portfolio performance.
9. Evaluate a portfolio manager's market timing and security selection skills through attribution analysis.
10. Describe basic fixed income portfolio strategies.

Course Contents

Weeks	Topics to cover
Week 1	The investment process, milestones portfolio management Planning, Implementation
Week 2	Monitoring and rebalancing



Week 3	Managing Portfolio: Investment objectives and constraints of the different groups, Private investors, Pension funds
Week 4	Insurance companies Foundations and endowments Banks
Week 5	Assessment of market expectations The analytical process Limitations of economic data and analysis methods
Week 6	Psychological Traps Basic model group Economic analysis and market forecasts
Week 7	Asset/Capital Allocations The importance of asset allocation Asset and Liability Management
Week 8	Mid Exam
Week 9	Financial Psychology Selection of asset classes Optimization
Week 10	Portfolio management, fixed income Bond Portfolio Management Strategies



Week 11	Active and passive portfolio management Sources of income from fixed-income instruments Investing in foreign bond markets
Week 12	Portfolio management, variable income Active and passive management of a portfolio of stocks Equity Indices
Week 13	Tools passive investing Investment Styles Analysis of investment styles based on portfolio and income A market-neutral investment
Week 14	Portfolio Construction Building a Portfolio Types of Assets
Week 15	Bonds, Equities, Derivatives, Properties, Overseas Assets Passive Vs Active Funds Management Optimization
Week 16	Final Exam

Recommended Readings

1. Brentani, Christine. (2004). *Portfolio Management in Practice*. Elsevier Ltd.
2. Maginn, John L., Tuttle, Donald L., McLeavey, Dennis W., Pinto, Jerald E. (2007). *Managing Investment Portfolios: A Dynamic Process*, (3rd Ed). John Wiley & Sons, Inc.



COURSE CODE: 483

COURSE NAME: INVESTMENT AND PORTFOLIO MANAGEMENT

Learning Objective

1. Understand the investment process, internal and external factors affecting the investment decisions process,
2. Understand the securities trading process on stock exchanges and other markets
3. Understand the valuation of debt and equity securities, industry, fundament and technical analysis,
4. Understand the concept of efficient markets and their implication in investment process
5. Understand the portfolio theories and their implications for investment decision processes

Learning Outcomes

1. Demonstrate knowledge of contemporary theory and practice in finance particularly in investment and analysis
2. Understand the complexities of financial markets such as bond market, stock market, stock exchanges, and derivatives markets
3. Do industry analysis, and use stock valuation techniques such as DCF valuation, CAPM models to estimate stock values
4. Perform fundamental and technical analysis of securities to recommend purchase or sale of such securities for portfolio managers
5. Understand efficient market hypothesis and its implication for security analysis and portfolio selection
6. Apply portfolio selection models for portfolio management

Brief Contents



Weeks	Topics to cover
Week 1	Introduction Understanding the Investment Process, External factors affecting the decision process, Organizing Financial Assets, Non marketable Financial Assets
Week 2	Money Market Securities, Capital Market Securities, Debt and equity Markets, The Primary Markets
Week 3	Secondary Markets. The Emerging Securities Markets, Globalization of Securities Market
Week 4	How Securities are traded How orders work, Investor protection in the securities markets, Short sales
Week 5	Bond returns and risks, Bond price changes, Bond yields The level of market interest rates, Important consideration in managing a bond portfolio
Week 6	Common Stock Analysis and Valuation Common Stock valuation, The present value approach The PIE ratio approach
Week 7	Analyzing Common Stock Asset allocation, The passive strategy, The active strategy Approaches for analyzing and selecting stocks
Week 8	Mid Exam



Week 9	Derivative Securities and Markets Understanding options, Payoffs and profits from basic option position, Option valuation
Week 10	Understanding futures market, The structure of future markets The mechanics of trading
Week 11	Concept of efficient market Why the market can be expected to be efficient, Evidence on market efficiency, Implication of efficient market hypothesis, Evidences of market anomalies
Week 12	Forecasting changes in the market/economy Industry Analysis, Performance of Industries over time, Analyzing Industries
Week 13	Technical analysis, Aggregate market analysis, Individual stock analysis, Testing technical analysis strategies, Conclusions about technical analysis
Week 14	Portfolio management as a process, Markowitz portfolio selection model, Capital Market Theory, The assumption of CAPM
Week 15	The market portfolio, Equilibrium Risk-Return trade off Estimating the SML, Arbitrage pricing theory
Week 16	Final Exam

Recommended Readings

1. Jones, Charles P. (2012). *Investment Analysis and Management*, (12th Ed). John Wiley & Sons, Inc.



2. Reily, Frank K. Brown, Keith C. Leeds, Sanford J. (2019). *Investment Analysis and Portfolio Management, (11th Ed)*. Cengage Learning Inc.
- Bodie, Z. Kane, A. Marcus, A. (2020). *Investments, (12th Ed)*. McGraw-Hill Education

COURSE CODE: 482

COURSE NAME: International Marketing

Learning Objective

On completion of this module, students will be able to analyze the development of international trade and the concepts of comparative and relative advantages in world trade patterns. In addition, they must critically evaluate how the diversity of environment impacts on the decision-making processes of international or multinational organizations and demonstrate ability to analyze and evaluate the appropriateness of alternative international marketing techniques.

Learning Outcomes

Upon completion of the course, the students would be able:

To understand the scope and function of international marketing theory and practice

Gain knowledge and skills to help in developing international market entry strategies

Contents

Weeks	Topics to cover
Week 1	Introduction to International Marketing Definitions Marketing environments Consumer welfare issues and business ethics.
Week 2	International Marketing Strategy Necessity of adopting a global business perspective
Week 3	Major decisions while going global Importance of marketing orientation



	Difference between a multinational and a global approach Marketing standardization and individualization
Week 4	Effects of country's population, Natural environment and technical resources on international marketers Indicators of economic wealth Social and cultural environment Political and legal environment Firms competitive position Determination of attractive markets
Week 5	World Economy Electronic Marketing Impact of management system on strategy implementation Organizational structures Leadership and planning
Week 6	Tools of international market research Steps of international marketing research projects Interpretation of research results
Week 7	Strategic alternatives international marketing Types of confrontations with competitors Indicators of successful international competition Consequences of chosen resource allocations Importance of strategic position
Week 8	Mid Exam
Week 9	Market entry strategy Major decisions Local positioning Market entry mode Different forms of International Business Expansion



Week 10	Product management processes Product innovation Quality assurance Brand name Packaging
Week 11	Distribution channels Marketing logistics Transportation modes Warehousing decisions and inventory management
Week 12	Local Initiatives for International Marketing Unit
Week 13	International market communication Integrated international marketing communication International advertising Sales promotion
Week 14	Pricing strategies Factors influencing final price Methods of payment and counter trade
Week 15	International marketing plan Components of Marketing Plan
Week 16	Final Exam

Recommended Readings

1. Cateora, P. R. (2008). *International Marketing 13E (Sie)*, Tata McGraw-Hill
2. Education Czinkota, M., & Ronkainen, I. (2012). *International marketing*, Cengage Learning.



COURSE CODE: COM 363

COURSE NAME: STRATEGIC BRAND MANAGEMENT

Learning Objectives

This course is a combination of both the theoretical concepts of brand management and their application to marketing strategies and decision making in the private, public, and non-profit sectors. At the conceptual level, it seeks to present an integrated framework around which the major areas of brand knowledge can be discussed. Rather than just paying token attention, this course thoroughly incorporates marketing realism in several ways. First, throughout the course frequent reference is made to actual or potential applications of the concepts being discussed. Second, questions, case studies, and projects throughout the semester offer opportunities for experiential learning.

Learning Outcomes

1. In general, to enable the students to develop skills with respect to manage brands strategically
2. Establish the ability to elicit and analyze brand associations, and derive strategic implications for positioning, brand elements, and the usage of secondary brand associations.
3. Establish basic understanding of different methods for brand valuation
4. Establish skills enabling the students to assess growth-opportunities for brands, e.g., brand extension strategies
5. Understand and apply principles for brand portfolio-management, including the challenges inherent in the continuum from corporate brands to branded articles, from house of brands to branded house.

Contents

Weeks	Topic to Cover
Week 1:	Brands and Brand management What is Brand? Why do Brand matter?



	Can anything be branded?
Week 2:	Branding Challenges and opportunities The brand equity concept Strategic Brand Management concept.
Week3:	Customer Based Brand Equity Customer-Based Brand Equity Making a Brand Strong: Brand Knowledge Sources of Brand Equity
Week 4:	Brand Positioning Identifying and Establishing Brand Positioning Positioning Guidelines
Week5:	Choosing Brand Elements to Build Brand Equity Criteria for Choosing Brand Elements Options and Tactics for Brand Elements
Week6:	Leveraging Secondary Brand Associations to build Brand Equity Conceptualizing the Leveraging Process Company Country of Origin Channels of Distribution
Week 7	Co-Branding Celebrity Endorsements Sports, Culture and other events.
Week 8:	Mid Semester Examination



Week9:	Designing Marketing Programs to Build Brand Equity Integrating Marketing Product Place Promotion Pricing
Week10:	Integrating Marketing Communications to Build Brand Equity The New Media Environment Four Major Marketing Communication Options Developing Integrated Marketing Communication Programs
Week11:	Developing a Brand Equity Measurement and Management System Conducting Brand Audits Designing Brand Tracking Studies Establishing a Brand Equity Management System
Week12:	Designing and Implementing Branding Strategies Deigning branding strategies Implementing branding strategy.
Week13:	Measuring Sources of Brand Equity Qualitative techniques Quantitative Techniques
Week 14:	Introducing and Naming New Products and Brand Extensions Brand naming Guidelines for naming a brand
Week 15:	Managing Brands over Time



	Reinforcing Brands Revitalizing Brands
Week 16:	Final Examination

Recommended Readings

1. Kevin Lane Keller (2019), *“Strategic Brand Management”*, 4th Edition, Pearson.

COURSE CODE: COM 473

COURSE NAME: FINANCIAL STATEMENTS ANALYSIS

Learning Objectives

1. Understand the roles of financial reporting and financial statement analysis,
2. Discuss the role of key financial statements in evaluating a company's performance and financial position,
3. Describe the International Financial Reporting Standards (IFRS) framework in preparing financial statements;

Learning Outcomes

1. Read a financial statement and identify and find relevant information for analysis
2. Summarize, interpret and compare financial data
3. Compute standard financial ratios and other financial analysis techniques
4. Conduct financial analysis in a systematic and structured way



5. Integrate concepts from previous accounting and finance courses to advance robust and insightful analysis.
6. Make informed and supported business decisions and recommendations

Contents

Weeks	Topics To Cover
Week 1	Introduction to Financial Statements : parties for analysis
Week 2	Balance Sheet, elements, major components ,formats
Week 3	Income Statement , major components
Week 4	Basics of Analysis
Week 5	Liquidity of Short-Term Assets; Related Debt-Paying Ability
Week 6	Long-Term Debt-Paying Ability
Week 7	Profitability analysis
Week 8	MID SEMESTER EXAMINATIONS
Week 9	For the Investor analysis
Week10	Statement of Cash Flows and analysis
Week 11	Special Industries: Banks, ,
Week12	Utilities, Oil and Gas
Week 13	Transportation, Insurance, and Real Estate Companies
Week 14	Personal Financial Statements and Accounting for Governments and Not-for-Profit Organizations
Week 15	Personal Financial Statements and Accounting for Governments and Not-for-Profit organizations
Week 16	Final semester examinations

Recommended Readings

1. **Charles H Gibson**, *Financial Statement Analysis-using accounting information* 12th Edition.
2. **George Foster**, *Financial Statement Analysis*, Latest Edition, by (Pearson)



COURSE NAME: COM 474

COURSE NAME: ACCOUNTING FOR SPECIALIZED CONCERNS

Course Objectives:

To impart knowledge to students about the latest tools and techniques in accounting for specialized concern. After studying the course, the student will be able to understand advance accounting, its characteristics, and application pertaining to branch accounting, departmental accounts, royalty accounts, hire purchase and insolvency accounting in accordance with latest International standard on accounting.

Week 1&2 Branch Accounting; Need for Branch Accounting; Difference between Branch and Departmental Accounts; Types of Branch; Home Branches; Dependent Branches; Dependent Branches - Types; Service Branches; Retail Selling Branches.

Week 3&6 Dependent Branches – Accounting Arrangements; Debtor System; Stock and Debtor System; Sale of Goods Above/Below Invoice Price; Final Accounts System; Wholesale and Retail Profit at Branch; Independent Branch; Definition; Accounting System; Treatment of some Special Items; Goods-in-Transit; Cash-in-Transit; Head Offices Expenses Chargeable to Branch; Depreciation on Branch Fixed Assets; Inter-Branch Transfers; Incorporation of Branch Trial Balance in the Head Office Books; Incorporation of Profit and Loss; Incorporation of Branch Assets and Liabilities; Closing the Books of Account of the Branch; Foreign Branches (Theoretical Description Only)

Week 7&10 Departmental Accounts; Advantages of Departmental Accounting; Methods of Departmental Accounts; Where Separate Set of Books are Kept for Each Department; Where Accounts of All Departments are Kept Together in Col. Books; Allocation of Departmental Expenses; Technique of Departmental Accounts; Columnar Purchase and Sales Books etc. (Manual System); Computerized System; Distinction between Departmental and Branch Accounts; Inter-Departmental Transfer; Cost-based Transfer Price; Market-base Transfer Price; Dual



Pricing; Accounting Arrangement.

Week 11-13 Royalty Accounts; Minimum Rent/Dead Rent; Short- workings/Redeemable

Dead Rent; Excess Workings/Surplus; Ground Rent/Surface Rent;

Recoupment of Short-workings; Creation of Provision against ShortWorkings; Purpose of Fixing Minimum Rent; How does Minimum Rent

and Short-workings Arise?; Strike and Lockout etc; Accounting Entries

in the Book of User[Lessee/Licensee/Publisher/ Accounting Entries in the

Books of Landlord [Lessor/Authors]; Sub-lease; Accounting

Arrangements

Week 14-16 Hire Purchase Accounts; Nature of Hire Purchase Agreement; Legal

Position;

Accounting Arrangements of Hire Purchase Transaction; Books of the

Hire Purchaser; Books of the Hire Vendor; Ascertainment of Total Cash

Price; Ascertainment of Interest; Repossession; Hire Purchase

Arrangement for Goods of Small Value; Installment Payment System.

Recommended Texts:

Mukherjee, A., & Hanif, M. (2003). Modern Accountancy, (Vol II, 2/E, Volume 2).

New Dehli: Tata McGraw-Hill Publishing Company Limited.

Shukla, M.C. & Grewal, T.S. (Revised by Gupta, S. C.) (2008). Advanced Accounts, (Vol-2). New Dehli: S. Chand Limited.

Hoyle, J. B., Schaefer, T., & Douppnik, T. (2012). Advanced Accounting. McGraw-Hill Education.

Fischer, P., Tayler, W., & Cheng, R. (2015). Advanced Accounting, (12th Edition). Cengage Learning.

Hoyle, J. B., Schaefer, T., & Douppnik, T. (2007). Fundamentals of Advanced Accounting, (2nd Edition). McGraw-Hill Irwin.

Baker, R. E., Lembke, V.C., King, T.E., & Jeffrey, C. (2008). Advanced Financial Accounting, (8th Edition). McGraw-Hill.

Baker, R. E., Lembke, V.C., & King, T.E. (1996). Advanced Financial Accounting, (3rd Edition). New York: McGraw-Hill