

BS Commerce

(5th to 8th Semester)



HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB LAHORE

HAILEY COLLEGE OF COMMERCE
University of the Punjab
Curricula/Syllabi of BS Commerce Program

Program Title: BS Commerce Program
Department: Hailey College of Commerce
Faculty: Faculty of Commerce

1. Department Vision and Mission

Hailey College of Commerce (HCC) is committed to achieve its vision and mission.

1.1 Vision

To achieve academic, professional, and research excellence in business and commerce education

1.2 Mission

HCC aspires to serve the community by imparting professional, practical, and research-oriented knowledge and skills aligned with emerging business and commerce trends. We endure a meritorious culture with continuous improvement that encourages entrepreneurial spirit, professional excellence and commitment which will enable our business and commerce graduates to lead the market through ethical consciousness.

1.3 Core Values

- Research
- Innovation
- Integrity
- Entrepreneurship
- Good governance
- Industry academia linkage

1.4 Strategic Goals

1.	Community Service	To provide quality business and commerce education to all the segments of the society.
2.	Research Oriented Knowledge	To encourage, produce and promote research-based knowledge to implement viable solutions for the emerging problems.
3.	Continual Improvement	To improve continuously: the degree programs, curriculum, faculty, management, staff and facilities as per emerging market trends and needs of all the stakeholders.
4.	Business and Commerce Graduate Excellence	To promote entrepreneurial spirit and professional excellence among graduates by developing leadership qualities; ethical consciousness and creativity.

2. Introduction of Hailey College of Commerce

Hailey College of Commerce was established in 1927 to provide business and commerce education. HCC contributed a lot to the society by creating quality human capital since its inception and produced well-known personalities at National and International forums. It provides a friendly and enabling working environment that promotes learning and knowledge sharing opportunities for students through creative thinking. It has earned national and international repute for its teaching, research, and community services. Continuous improvement of programs and courses helps the HCC to be competitive by anticipation and reflection of evolving business and commerce trends. Faculty and management at HCC emphasized on projects and teamwork that make learning a challenging and stimulating experience to develop a sense of positive competition, personal initiative, and communication skills among graduates. Hailey College of Commerce offers following full-time degree programs according to HEC and NBEAC guidelines:

- Associate Degree in Commerce
- Associate Degree in Accounting and Finance
- B. Com (Hons.)
- BS Accounting and Finance
- M. Com
- M. Phil (Commerce)
- Ph. D (Commerce)

Moreover, professional diplomas and certificates are also offered in addition to various skill-oriented courses and training programs. It has diversified and qualified faculty almost 100% PhD faculty (commerce) along-with state of the art classrooms, a dedicated library, fully-equipped computer labs, and other facilities.

3. Program Introduction

BS Commerce program will provide in-depth knowledge of commerce and business domain by blending theoretical understanding and practical training to cope with the emerging challenges in a creative way. The program could help aspiring professionals to develop creative thinking for strategic decisions at various organizational levels.

3 (a) Program Alignment with University Mission

Proposed BS Commerce program is aligned with the University mission to produce quality human capital with appropriate knowledge and skills. The mission is to provide education for two-fold benefit including young people are nurtured to be sensitive, tolerant, skilled, and capable of thinking in a creative and critical way. It enables to meet the local, regional, and global emerging demand of professionals equipped with knowledge and leadership potential for individual and collective well-being. The program is directly associated with the mission and the vision of HCC that is consistent and aligned with the university mission; being complementary to each other.

4. Program Objectives

1. To equip the graduates with appropriate theoretical knowledge and practical skills by managing business and commerce issues at local, regional, and international fronts.
2. To develop creative, critical, and innovative thinking by exploring solutions for complex, dynamic and emerging business and commerce problems
3. To use emerging technology and digital devices for modern business and commerce practices
4. To promote entrepreneurial spirit and passion for innovative business and commerce models as market leader
5. To encourage research-oriented learning and knowledge sharing aptitude for market-driven initiatives
6. To promote ethical practices, socially responsible ventures and philosophy of individual and collective well-being
7. To enable graduates for accessing, analyzing, evaluating and processing relevant information for decision making

5. Market Need / Rationale of the Program

5(a) Potential Students for the Program

HCC aims to offer BS Commerce to meet emerging needs of business and corporate world due to digitization, competition and globalization. The proposed program is designed for aspiring professionals by offering customized and novel program comprising of appropriate conceptual, theoretical, skill-oriented and practical approach. It will provide a learning opportunity to students for theoretical understanding of contemporary knowledge in commerce and its application in the real life situations. The program will also provide an ample opportunity to build key management skills such as decision making, communication, rational thinking, analytical, intuitive and independent action through group activities, discussions, brainstorming sessions and individual presentations. It incorporates current and emerging trends in commerce covering both aspects i.e. theory and practice to provide the research-led knowledge and practical skills that are required by companies and employers.

5 (b) Potential Employers

Potential Employers of graduating students will be public sector and private sector organizations in addition to self-employment at local, regional and international levels. Graduates will be equally competent to meet the demands of job market at all forums and all levels due to built-in-skills and practical knowledge acquired at HCC. BS Commerce will attract a broad range of practitioners and academicians from the corporate world, allowing students to benefit from their expertise throughout their studies. The program could help to strengthen academia-industry linkages through variety of interactions and events of mutual interest for example guest speakers; individual and group interactions, workshops and site visits. Activities will be organized to allow the engagement of students with practitioners and to facilitate networking with industry experts to have strong relationships with companies. These relationships could help to design and deliver the requisite skill-set to provide opportunities for placements and employment. Moreover, this program could provide a platform and an opportunity to involve the people from chamber of Commerce and Industry.

5 (c) Academic Projections

BS Commerce could produce quality human capital to meet demands of local, regional and international job market. Moreover, it also aims to develop entrepreneurial skills and thinking among potential graduates to encourage self-employment and non-conventional starts-ups. It will prepare the individuals for a wide range of business and professional positions in public sector as well as private sector organization at various levels i.e. entry level, lower management, middle management and even at top management of the corporate entity. The potential graduates typically could take up roles as manager, analysts, facilitator, or company representative in addition to traditional roles and responsibilities. Moreover, professional career development support will be provided at campus through active and enthusiastic careers' services and career counseling. It could help to gain the 'competitive edge' by offering CVs writing, mock assessment, and interviews. The program shall be introduced to the leading employers to develop linkages who regularly recruit the graduates. Moreover, job fair and other initiatives may be used to seek career opportunities and advancement in the existing position for potential graduates.

5 (d) Faculty

HCC has competent, experienced, and capable faculty with diversified knowledge, exposure, and experience. It has full time PhD faculty members who are working at almost all the academic cadres. The faculty members at HCC have excellent capacity to deliver world-class knowledge, skills, and competencies to the students of undergraduate, graduate, and post-graduate program. Moreover, human, digital, technological, and other resources are sufficient at HCC to meet the emerging needs of the program.

5 (e) Physical Facilities

HCC has fully functional classrooms with appropriate facilities; beautiful and gracious ground along with sports facilities; parking facility; cafeteria; photocopier; dispensary and several allied facilities. It is worth mentioning here that college has sufficient library equipped with modern facilities and enriched with large number of books, journals, magazines, periodicals, and newspapers. Moreover, HCC has three fully functional computer labs for students include Lab 1 and Lab 2 having capacity of 70 PCs each and Lab 3 having 80 PCs. Similarly, digital and e-books section is also an added value at HCC that facilitates the students and have sufficient capacity for the upcoming students. HCC also have Executive Training and Development Center and Hailey College Media Cell to provide opportunities for professional excellence and career growth to the professionals and students.

6. Admission Eligibility Criteria

- a. Eligibility
 - o Associate Degree in Commerce or equivalent
- b. Admission Criteria
 - o As specified by PU/ HEC
- c. Admission Formula
 - o As per basic criteria by PU

7. Duration of the Program

- a. 04 Semesters (5th to 8th Semester)
- b. 02 Years
- c. 65 Credit hours

8. Categorization of Courses as per HEC Recommendation and Difference

Semester	Courses	Category (Credit Hours)					Semester Load
		Core Courses	Basic Courses*	Major Electives	Minor Electives	Any Other	
5	5	-	2	3	-		15 credit hours
6	5	1	3	2	-		16 credit hours
7	5	-	-	3	2		15 credit hours
8	5	1	-	2	2		16 credit hours
Internship and Viva Voce							3 Credit Hours
Total Credit Hours							65 Credit Hours

Translation of Holy Quran (1 Credit Hours in 6th and 8th Semester respectively)

9. Scheme of Studies / Semester-wise workload

HAILEY COLLEGE OF COMMERCE Proposed Courses for BS Commerce 5 to 8 semesters

#	Code	Course Title	Course Type	Pre-req	Cr Hrs	Total
Semester V						
1.	BSC-301	Business Management	Compulsory		3(3,0)	
2	BSC-302	Business Research Methods	Compulsory		3(3,0)	
3	BSC-303	Financial Management	Compulsory		3(3,0)	
4	BSC-304	Principles of Marketing	Compulsory		3(3,0)	
5.	BSC-305	Logic and Critical Thinking	Compulsory		3(3,0)	
6.	HQ-005	Translation of Holy Quran	Compulsory		(0)	
Total Credit Hours						15
Semester VI						
1.	BSC-311	Banking Laws and Practices	Compulsory		3(3,0)	
2.	BSC-312	Electronic Commerce	Compulsory		3(3,0)	
3.	BSC-313	Operations and Production Management	Compulsory		3(3,0)	
4.	BSC-314	Managerial Accounting	Compulsory		3(3,0)	
5.	BSC-315	Insurance and Risk Management	Compulsory		3(3,0)	
6.	HQ-006	Translation of Holy Quran	Compulsory		1(1,0)	
Total Credit Hours						16
Semester VII						
1	BSC-401	Organizational Behavior and Human Resource Management	Compulsory		3(3,0)	
2	BSC-402	Islamic Principles of Business and Finance	Compulsory		3(3,0)	
3	BSC-403	Corporate Law	Compulsory		3(3,0)	
4	BSC-404	Elective I	Elective		3(3,0)	
5	BSC-405	Elective II	Elective		3(3,0)	
6.	HQ-007	Translation of Holy Quran	Compulsory		(0)	
Total Credit Hours						15
Semester VIII						
1.	BSC-411	Global Business and Finance	Compulsory		3(3,0)	
2	BSC-412	Professional Development	Compulsory		3(3,0)	
3	BSC-413	Business Ethics and CSR	Compulsory		3(0,3)	
4	BSC-414	Elective III *	Elective		3(3,0)	
5	BSC-415	Elective VI *	Elective		3(3,0)	
6.	HQ-008	Translation of Holy Quran	Compulsory		1(1,0)	

Total Credit Hours	16
Internship + Viva Voce	3
Grand Total (Credit Hours)	65

*Students can choose 06 credit Research Project/Industrial Project/Independent Studies instead of courses of specialization offered in 8th Semester based upon availability of resources/faculty with the permission of Principal.

Proposed Specializations for BS Commerce:

- 1. Accounting**
- 2. Finance**
- 3. Banking**
- 4. Marketing**
- 5. Microfinance**
- 6. Leadership and Management**
- 7. Supply Chain Management**

Assessment Criteria

Every course/Subject will be assessed/evaluated in the following parts:

Sr. #	Elements	%	Details
1.	Midterm Assessment	35%	It takes place at the mid-point of the semester.
2.	Formative Assessment	25%	It is continuous assessment including class participation, attendance, assignments and presentations, homework, attitude and behavior, hands-on-activities, short tests, quizzes, term project, research report or research paper etc.
3.	Final Assessment	40%	It takes place at the end of the semester in the form of a written exam. However, according to the nature of the course, it may be based on term paper, research proposal development, field work and report writing (research dissertation) etc.

10. Award of Degree

As per policy

11. NOC from Professional Councils (if applicable)

Not applicable. However, roadmap and courses are designed as per guidelines of NCRC (NBEAC-HEC) for BS Commerce Program

12. Faculty Strength

	Area/Specialization	Total
1. Prof. Dr. Zulfqar Ahmad	HRM, Business Mathematics and Statistics, Organizational Behavior	
2. Prof. Dr. Mubasher Munawar Khan	Advertising and Marketing	
3. Prof. Dr. Sayyid Salman Rizavi	Econometric Modeling and Financial Econometrics	
4. Dr. Hafiz Zafar Ahmad	Cost and Management Accounting	
5. Dr. Ashfaq Ahmad	Banking, Finance, Accounting, Islamic Finance & Banking, Corporate Governance, Research Methods, Project Management	
6. Dr. Ishfaq Ahmed	Organizational Behavior, Leadership, Strategic Analysis, Entrepreneurship	
7. Dr. Ch. Abdul Khaliq	Entrepreneurial Leadership	
8. Dr. Sadia Farooq	Business Finance, Operational Research	
9. Dr. Fouzia Ali	Research Methods, Quantitative Techniques	
10. Dr. Nisar Ahmad	Finance and Accounting	
11. Dr. Muhammad Aamir	Financial Accounting, Financial Reporting and Corporate Auditing	
12. Dr. Muhammad Ramzan	Business Management, Taxation, Audit	
13. Dr. Hafiz Abdur Rashid	Cost and Management Accounting, Finance	
14. Dr. Majid Ali	Business Computing, E Commerce	
15. Dr. Muhammad Usman	Investment, Financial Accounting, Corporate Finance	
16. Dr. Zia ur Rehman	Finance	
17. Dr. Arslan Umer	Marketing	
18. Lubna Uzair	Microeconomic, Management Economic	
19. Attiq ur Rehman	English	
20. Dr. Haleema Tariq	Business Law	
21. Tayyab Yousaf	Finance	
22. Ammara Khan	Islamic studies	

13. Present Student Teacher Ratio in the Department

Present Student Teacher Ratio in the Department is 1:28.

Course Outlines

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: Business Management

Course Code: BSC- 301

Credit Hours: 03

Program: BS Commerce

Semester: 5th

1.0 Introduction of the Course

Business organizations are becoming more and more complex in their structures, functions, and operations. In this context, it is imperative to understand how business organizations are managed to ensure efficiency and effectiveness. This course provides a basic overview of principles of management in this regard.

2.0 Pre-Requisites Course or Other Requirements/Skills:

Accounting, Business, and Society

3.0 Course Learning Outcomes:

1. Understanding scope and functions of business management
2. Learning to conduct external and internal strategic analysis
3. Understanding organizational and cultural factors within the scope of business management
4. Understanding organizational behaviors and their implications for business management

4.0 Course Contents:

Management and Organizations	Introduction to Management, Importance, Managerial Levels, Management Functions, Management Roles, Management Skills
History of Management Thought	Industrial Revolution, Scientific Management, General Administrative theories, Quantitative Approach to management, Behavioral Approach, Systems Approach, Contingency Approach, Current Trends (Diversity, Entrepreneurship, Ethics, Social Responsibility, Knowledge Management, Quality Management). Organizational Culture and Environment, Managing in a global Environment.
Planning	Introduction, Importance, Types of plans, Establishing goals, decision making process, planning tools (environment scanning, forecasting, benchmarking, budgeting, scheduling)
Organizing	Introduction to organizations, organizational structure, elements of organizational structure, organizational design. Organizational culture and its ingredients
Leading	Understanding groups, group development, group structure, groups vs. teams, motivation, early theories of motivation (Maslow, Herzberg, McGregor's), and introduction to leadership.
Controlling	Introduction to control, importance of controlling for organizations, the control process,

Weekly Lecture Plan

Weeks	Topics	OBJECTIVE
1ST WEEK	Management and Organizations: why managers are important, who are managers and where they do work? What do managers do? Management functions, Mintzberg's Roles and management skills, Why study management? Concept of Universality of management, How is manager's job changing today?	To develop conceptual skills so that students are able to integrate previously learned aspects of corporations. To develop a better understanding of the present and future environments in which corporations must function To develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner
2ND WEEK	Management History: Industrial Revolution, Scientific Management, General Administrative theories, Quantitative Approach to management, Behavioral Approach, Systems Approach, Contingency Approach, Current Trends: Diversity, Entrepreneurship, Ethics, Social Responsibility, Quality Management	
3RD WEEK	Organizational Culture and Environment: Omnipotent and symbolic views of management, components of external environment, how environment affects managers, organizational stakeholders, why manage stakeholders relationship? Organizational culture and its dimensions, strong v/s. weak culture, sources of organizational culture, how employees learn culture, how managerial decisions affected by culture, Current issues: creating an innovative culture, ethical culture, creating a customer responsive culture, work place spirituality	
4TH WEEK	Managing in a global Environment: understanding the global environment, different types of international organizations, how organizations go international?	
5TH WEEK	Managing diversity: what is work place diversity? Why it's important to manage diversity? Types of workplace diversity, challenges in managing diversity, workplace diversity initiatives	
6TH WEEK	Managing social responsibility and ethics: what is social responsibility? Green management and sustainability, managers and ethical behavior and its factors, ethics in an international context, encouraging ethical behavior, social responsibility and ethics issues in Today's world	
7TH WEEK	Overview of the covered course/ Quiz	Revision
8TH WEEK	PRESENTATIONS	Student's evaluation, how they perceive the subject. building confidence level of students
	MID TERM EXAMINATION	
9TH WEEK	Planning; managers as Decision Makers: Decision making process, managers making decisions, types and conditions of decision making, decision making styles, effective decision making in today's world	To develop a framework of analysis to enable students to identify central
10TH WEEK	Foundations of planning: what and why of planning, goals and	

	plans and their types, approaches of goal setting and plan development, planning tools (environment scanning, forecasting, benchmarking, budgeting, scheduling), contemporary issues in planning, concept of strategic management	issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action
11 TH WEEK	Organizing; basic organizational Design: designing organizational structure (work specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization)	
12 TH WEEK	Mechanistic and organic structure, contingency factors affecting structural choice , an overview of traditional organizational designs, Managing teams: groups and group development, work group performance and satisfaction, turning groups in effective teams, current issues	
13 TH WEEK	Leading: Motivating Employees: what is motivation? Early and contemporary theories of motivation ((Maslow, Herzberg, McGregor's, goal setting, reinforcement, equity), managers as leaders.	
14 TH WEEK	Controlling: what is controlling and why is it important? What is organizational performance? Measures of organizational performance and tools of measuring organizational performance	
15 TH WEEK	Overview of the covered course/ Quiz	Revision
16 TH WEEK	PRESENTATIONS	Student's evaluation, how they perceive the subject. building confidence level of students
FINAL TERM EXAMINATION		

5.0 Teaching-Learning Strategies:

Lectures, discussions, presentations, quiz & assignments

6.0 Assignments:

Students would submit assignments on regular basis throughout semester.

7.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

8.0 Textbooks:

1. CAF-04 Business Management and Behavioural studies by ICAP
2. Daft, R. L., & Marcic, D. (2016). Understanding management. Cengage Learning.
3. Robbins, S. P., & Coulter, M. (2017). Management 13E. Pearson India.
4. Robbins, S. P. (2021). organizational-behavior.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Business Research Methods**

Proposed Course Code: BSC-302

Credit Hours: 03

Program: BS Commerce

Semester: 5th

1.0 Introduction of the Course

There is now an increased emphasis on the relationship between the scientific and the pragmatic approaches to research, while the key concepts are explored and applied to real-life research in the business scenario. This course helps to explain and understand the principles and practices of using a systematic, organized method for solving problematic issues in business organizations. Moreover, this course is designed to help students view research from the perspective of management, through the entire business research process. The course is organized into six main themes—Introduction, Defining the Management and the Research Problem, Theory, Collecting Information, Drawing Conclusions, and Writing and Presenting the Research Report—that will enable the students to develop the skills and knowledge required to successfully create, conduct, and analyze a research project.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

This is an introductory (prerequisite) course in Research Methods in Business and the first in a series of required core courses for the BS Commerce Program

3.0 The Course carries following objectives:

The following objectives are set for the course:

1. The students should be able to acquaint themselves with what is research and why it is needed in business.
2. The students should learn the steps of the research process.
3. The students should be able to write a research report.

4.0 Course Learning Outcomes

After the completion of this course the students should be able to:

1. Understand the steps involved in the research process.
2. Be able to conduct a research and prepare a research report.

5.0 Course Contents:

Unit-I

1.1 Introduction

1.1.1 What is research?

1.1.2 Understanding the nature

1.1.3 Approaches in Research

1.1.4 Classification of Research

1.1.5 Prelude to Research

1.2 Research

- 1.2.1 Definitions
- 1.2.2 Types of Research
- 1.2.3 What is a Good Research?
- 1.2.4 Factors of Research
- 1.2.5 Types of Data
- 1.2.6 Why Research is conducted?
- 1.2.7 Characteristics of Research
- 1.2.8 Elements of Scientific Research
- 1.2.9 Guidelines of Scientific Research
- 1.2.10 Important points regarding business research
- 1.2.11 Application of business research in business settings
- 1.2.12 Peculiarities in business research
- 1.2.13 Characteristics of business research
- 1.2.14 The element of scientific method in business research
- 1.2.15 Major kinds of business research.
- 1.3 Knowledge --- Knowing the Unknown**
 - 1.3.1 Methods of knowing
 - 1.3.2 Basic characteristics of scientific method
 - 1.3.3 The role of knowledge
 - 1.3.4 Forms of knowledge
 - 1.3.5 Basic tools of acquiring knowledge
- 1.4 Need and Necessities of Research—By managers and organizations**
 - 1.4.1 Steps to improve decision-making
 - 1.4.2 Decision-making Process
- 1.5 Research and Managers**
 - 1.5.1 Why should a manager know research?
 - 1.5.2 The manager---researcher relationship
 - 1.5.3 Internal Researchers
 - 1.5.4 External Researchers
- 1.6 Utility of Research process in Business**
 - 1.6.1 Accounting
 - 1.6.2 Finance
 - 1.6.3 Marketing
 - 1.6.4 Management
- 1.7 Hypothetico-Deductive Model**
 - 1.7.1 The Process of Deduction
 - 1.7.2 Observation
 - 1.7.3 Essential Elements of HD Model
 - 1.7.4 Utility of HD Model
- 1.8 Research Ethics**
 - 1.8.1 What is ethics?
 - 1.8.2 General Ethical Values
 - 1.8.3 Basic Values
 - 1.8.4 Types of Ethics
 - 1.8.5 Questionable Research Practices (QRP)
 - 1.8.6 Ethical Guidelines For Research Practices
 - 1.8.7 Ethics in Business Research
 - 1.8.8 Parties involved in Research

1.8.9 Rights and Obligations of Concerned parties

1.9. The Research Process for Applied and Basic Research

Unit-II

2.1. The Broad Problem Area and Preliminary Data Gathering

2.1.1. Nature of Data to be Gathered

2.1.2. Literature Review (Purpose, a good review

2.1.3. Problem Definition

2.2. Theoretical Framework and Variables

2.2.1. Definition

2.2.2. Kinds/ Types Of Variables

2.3 Hypothesis

2.3.1 DefinitionTypes of Hypothesis (directional, non-directional, null and alternate)

2.3.2 The Role of Hypothesis

2.3.3 What is a Good Hypothesis?

2.3.4 The steps Involved in Hypothesis Testing

2.3.5 Criteria of a Useable Hypothesis

2.4. Research Design

2.4.1. Definition of research design

2.4.2. Issues in Research Design

2.4.3. The Purpose of the Study

2.4.4. Type of Investigation

2.4.5. Extent of Research Interferences

2.4.6. Study Setting

2.4.7. Unit of Analysis

2.4.8. Time Horizon

2.5. Operational Definition

2.5.1. Definition of Operational Definition

2.5.2. What is Operationalizing?

2.5.3. Why Operationalizing?

2.5.4. Steps Involved in Operationalizing

2.5.5. Operationalizing The Concept Of “Learning”

2.5.6. Breaking Dimensions Into Elements

2.5.7. What An Operational Definition Is Not?

2.5.8. Measurement

2.5.9. Measurement Problems

2.5.10. Scales (nominal, ordinal, interval and ratio)

2.5.11. Use of different scales

2.5.12. Ratio Scale The Most Powerful Among All Scales

2.5.13. Scaling For Various Cultures

2.6. Scaling, Validity and Reliability

2.6.1. Definition

2.6.2. Rating Scale and its types

2.6.3. Ranking Scale and its types

2.6.4. Goodness of Measures (reliability and validity)

2.6.5. Recovering from the effects of failure

2.7. Sampling

2.7.1. Sampling Process

2.7.2. Key Terms

2.7.3. Sampling Design Selection

2.7.4. Major Sampling Designs

2.7.5. Types of Sampling Design

2.7.6. Issues of Precision and Confidence in Determining Sample Size

2.7.7. What do precision and confidence mean?

2.7.8. Tradeoff Between Confidence and Precision

2.7.9. Rules for Determining Sampling Design

2.7.10. Efficiency in Sampling

2.7.11. Factors Affecting Sampling Size Designs

2.8. Data Collection Methods

2.8.1. Purpose

2.8.2. Environment

2.8.3. Ethics in data collection\Choice of Method

2.8.4. Plan for Data Collection

2.8.5. Methods

2.8.6. Credibility/ Rapport

2.8.7. Interview

2.8.8. Questionnaires

2.8.9. Survey

2.8.10. Observation

2.8.11. Cross-cultural Research

2.9. Goodness of Measure

2.9.1. Reliability

2.9.2. Validity

2.10. Research Report/ Written Report

2.10.1. Definition

2.10.2. Contents/ Modules

2.10.3. Importance of a Research Report

2.10.4. Purpose of Report

2.10.5. Characteristics of A Good Report

6.0 Teaching-Learning Strategies

- Class Lectures,
- Assignments,
- Presentations,
- Group discussions,

7.0 Assignments- Types and Number with the calendar

Write 5 problem statements relating to business issues then identify and label the variables.	Week 4
Develop hypotheses for the problem statements.	Week 8
Operationalize the concept of “Stress” and identify its dimensions and elements.	Week 10
Develop a survey instrument and gather data.	Week 12
Test reliability and validity of the data.	Week 14
Write a research report of a topic selected earlier for data was gathered.	Week 16

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

Sekaran, U. “Research Methods for Business”7th Edition

10. Suggested Readings**10.1 Books**

1. . Cooper, D. R.. “Business Research Methods”12th Edition.
2. . Zikmund, W. G. “Business Research Methods”,7th Edition

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Financial Management**

Proposed Course Code: BSC-303

Credit Hours: 03

Program: BS Commerce

Semester: 5th**1.0 Introduction of the Course**

This is an introductory course and first in the series of finance courses. After studying this course, the students would be able to develop a basic understanding of financial decision making by a financial manager in a business organization. This course will also provide the students to learn about financial markets mechanism, cash flows of business firms, financial planning and budgeting. The students would also be get benefited to know about the various techniques of financial statements analysis and its application for business decision making. To learn about the application of time value of money concept and its practical problems is also important for a finance learner. The students would also know about working capital management. Current assets and current liabilities management and its impact on liquidity and profitability.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

❖ Financial Accounting, Money and Banking, Business Mathematics

3.0 The Course carries following objectives:

1. To learn about financial markets mechanism, cash flows of business firms.
2. To Know and learn about financial planning and budgeting process.
3. To learn about the application of time value of money concept and its practical problems.
4. To know about working capital management, Current assets and current liabilities management and its impact on liquidity and profitability.

4.0 Course Learning Outcomes

1. This course will provide the students to learn about financial markets mechanism, cash flows of business firms, financial planning and budgeting.
2. The students would be able to learn about the application of time value of money concept and its practical problems.
3. The students would also know about working capital management, Current assets and current liabilities management and its impact on liquidity and profitability

5.0 Course Contents:**Unit-I****1.1 Introduction to Financial Management**

- 1.1.1 Introduction to financial management, significance of financial management, relationship with other fields, career opportunities in financial management. Financial management and goal of a business firm, agency problem, corporate governance, corporate social responsibility, ethics and firm's goal, role of financial manager in a business firm.

- 1.1.2 Financial environment and financial markets, financial intermediaries, financial brokers, allocation of funds in the economy and interest rate fundamentals.

Unit-II

2.1 Financial Statements Analysis

- 2.1.1 Financial reporting, users of financial statement analysis, ratio analysis, common size analysis (vertical analysis), comparative analysis, trend analysis and index analysis (horizontal analysis). Types of comparisons.
- 2.1.2 Liquidity Ratios, understandings and decision making by using current ratio, acid test ratio, cash ratio etc.
- 2.1.3 Debt Ratios/Solvency/Gearing Ratios, its understanding and decision making by using debt ratio, debt/equity ratio, interest coverage ratio etc.
- 2.1.4 Activity/turnover/efficiency Ratios and its application in decision making.
- 2.1.5 Profitability Ratios and decision making by using these ratios.
- 2.1.6 Market Ratios and their uses in decision making.
- 2.1.7 Limitations of ratio analysis.

Unit-III

3.1 Financial planning, forecasting and budgeting

- 3.1.1 Concept, need and importance of preparation of cash budget and budgeted financial statements, master budget, zero base and incremental budgeting concepts, estimating sales and concept for preparation of cash budget.
- 3.1.2 Pro-forma income statement and statement of financial position, methods for preparation and practical use of these financial statements.
- 3.1.3 Sensitivity and scenario analysis in cash budget and pro-forma financial statement.

Unit-IV

4.1 Time Value of Money

- 4.1.1 Introduction, simple interest and compound interest concepts, time line, compounding and discounting.
- 4.1.2 Calculation of future value and present value of single amount, annuity and mixed stream. Calculation of present value of perpetuity.
- 4.1.3 Amortizing loan, deposits to accumulate some future sum, finding missing rate of return and time periods.
- 4.1.4 Nominal and effective interest rates concepts.
- 4.1.5 Practical problems relating to the above-mentioned concepts, calculating future and present value by using spread sheet.

Unit-V Working Capital Management

- 5.1.1 Working capital overview and its practical importance, gross and net working capital, positive and negative working capital concept, its relationship with liquidity and profitability.
- 5.1.2 Cash and marketable securities management, accounts receivable management managing credit policy, collection policy, credit selection and credit standards, cost benefit analysis and decision making.
- 5.1.3 Inventory management, techniques for managing inventory in a business firm, ABC, EOQ, evaluating bulk purchase and EOQ purchase, just in time methods for managing inventory.
- 5.1.4 Accounts payable management in a business firm. Evaluating discount offering by the suppliers of merchandise and cost of giving discount, managing other payables and accruals.

6.0 Teaching-Learning Strategies

- Lectures
- Handouts
- Group Discussions
- Classroom Presentations
- Projects and Term Paper
- Quizzes
- Case Study, Reading Assignment

7.0 Assignments

7.1.1 Financial Statement analysis of various companies' annual reports which are listed on Pakistan Stock Exchange.

7.1.2 Two quizzes will be taken from midterm course contents and 2 quizzes will be taken from final term course contents.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Gitman L.J., Principals of managerial finance, 14th/Latest edition, Pearson Education.
2. Van Horne J.C., Fundamentals of financial management, Latest edition, Pearson Education.

10. Suggested Readings**10.1 Books**

- Campsey B.J., Brigham Eugene F., Introduction to financial management, Latest edition.
- Keown Arthur J, Scott David F., Martin John D, Basic financial management, Latest edition.
- Maxwell, Macmillan, Fundamentals of financial management, Latest Edition.
- Brigham Eugene F., Ehrhardt Michael C. Financial Management theory and practice. Latest Edition.

10.2 Journal Articles/ Reports

- The Economist
- Chartered Financial Analyst Journal
- The Financial Times
- Business Recorder
- The Financial Daily

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Principles of Marketing**

Proposed Course Code: BSC-304

Credit Hours: 03

Program: BS Commerce

Semester: 5th

1.0 Introduction of the Course

This course highlights the essentials of marketing process for contemporary business organizations. It enables the students to comprehend marketing theories and practices. Elements of the marketing mix and strategic marketing management topics will also be examined. It also helps learners to refine their skills and successfully manage marketing operations of a business.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Essentials of Business

Principles of Management

3.0 The Course carries following objectives:

1. provide complete and relevant knowledge about business marketing process including marketing mix (product, price, place and promotion).
2. introduce the participants to the basic concepts and principles of marketing and to provide an understanding of the marketing environment.
3. enable students to understand the prospects to become efficient marketer.
4. prepare students to develop creative and innovative business products, pricing strategies, location strategies, and promotion plans.
5. to perceive the importance and role of marketing for firms and how marketing activities of businesses are formulated and implemented.

4.0 Course Learning Outcomes

1. students will be able to understand basic marketing theories and practices.
2. students will be able to analyze business environment and role of marketing for firms and how marketing activities of businesses are formulated and implemented.
3. this course will develop marketing skills among students like development of products, pricing strategies, location strategies, and promotion strategies.
4. it will enable students to prepare and execute marketing plans and policies.

5.0 Course Contents:**Unit-I**

- 1.1 Creating and Capturing Customer Value, Understanding the Marketplace and Customer Needs, Designing a Customer-Driven Marketing Strategy, Preparing an Integrated Marketing Plan and Program

Unit-II

- 2.1 Building Customer Relationships, Capturing Value from Customers

Unit-III

- 3.1 Company and Marketing Strategy Partnering to Build Customer Relationships, Companywide Strategic Planning: Defining Marketing's Role, Designing the Business Portfolio
Planning Marketing: Partnering to Build Customer Relationships

Unit-IV

- 4.1 Marketing Strategy and the Marketing Mix, Managing the Marketing Effort

Unit-V

- 5.1 Analyzing the Marketing Environment, The Company's Microenvironment, The Company's Microenvironment, Responding to the Marketing Environment

Unit-VI

- 6.1 Customer-Driven Marketing Strategy Creating Value for Target Customers, Market Segmentation, Market Targeting, Differentiation and Positioning

Unit-VII

- 7.1 New-Product Development and Product Life-Cycle Strategies, New-Product Development Strategy, The New-Product Development Process, Managing New-Product Development, Product Life-Cycle Strategies, Additional Product and Service Considerations

Unit-VIII

- 8.1 Consumer Markets and Consumer Buyer Behavior, Model of Consumer Behavior, Characteristics Affecting Consumer Behavior, Types of Buying Decision Behavior, The Buyer Decision Process, The Buyer Decision Process for New Products

Unit-IX

- 9.1 Pricing, Customer Perceptions of Value, Company and Product Costs, Other Internal and External Considerations Affecting Price Decisions

Unit-X

- 10.1 Pricing Strategies, New-Product Pricing Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Price Changes

Unit-XI

- 11.1 Promotion Strategies, Advertising and Public Relations, Direct Marketing Model, Online Marketing, Public Policy issues in Online Marketing

6.0 Teaching-Learning Strategies

- Lectures
- Discussions
- Case studies
- Projects and Term Papers
- Reading Assignments
- Classroom Presentations.

7.0 Assignments- Types and Number with calendar

- 1 – Review of contemporary marketing practices in Pakistan (after unit IV)
- 2 – Development of marketing strategies for a small business and for a large scale business (after unit X)

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Kotler, P., Armstrong, G. and Lloyd, H. *Principles of Marketing*. New Jersey: Prentice Hall.

10. Suggested Readings**10.1 Books**

Porral, C., and Stanton, J. *Principles of Marketing*. Essic Editorial.

10.2 Journal Articles/ Reports

1. Journal of Marketing Research
2. Harvard Business Review
3. Market Research Pakistan (Euromonitor International)
4. Pakistan Social Marketing Reports (Socialbakers Monthly Regional Reports)

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Logic and Critical Thinking**

Proposed Course Code: BSC-305

Credit Hours: 03

Program: BS Commerce

Semester: 5th

1.0 Introduction of the Course

The purpose of this course is to provide knowledge on critical thinking and concepts that are suitable for Business and Commerce Students. The topics covered in this introductory course can be employed in all disciplines of commerce like finance, marketing, accounting etc. The course accompanies learning and practicing logic in marketing and business.

Unit No.-I**1.1 Introduction of philosophy****1.1.1 What is Philosophy, branches of philosophy, Epistemology, metaphysics, axiology**

(students will be able to understand basic concepts of philosophy)

Unit No.-II**2.1 Nature of Logic:****2.1.1 What is logic, propositions, Arguments, Deduction and Induction, Truth and validity.**

(students will be able to distinguish between truth and validity and basic terminology of logic)

Unit No.-III**3.1 Categorical propositions:****3.1.1 Theory of Deduction, Classes and Categorical propositions, Kinds of categorical Propositions, Quality, Quantity, and Distribution, The traditional Square of opposition, conversion, obversion, Contraposition, Existential import and interpretation of Categorical propositions.**

(students will be able to how they can convert their reasoning during any dealing in business)

Unit No.-IV**4.1 Categorical Syllogisms:**

- 4.1.1 Standard-Form Categorical Syllogism, The formal Nature of syllogistic Arguments, Venn Diagram Technique for testing Syllogisms, Syllogistic Rules and Syllogistic Fallacies, Exposition of the 15 valid Forms of the Categorical Syllogism.

(Students will be able to understand the different syllogistic fallacies)

Unit No.-V

- 5.1 Symbolic Logic:

- 5.1.1 Modern logic and its Symbolic Language, Value of special Symbols, Symbols for Conjunction, Negation, and Disjunction, Conditional statements, The precise Meaning of “Invalid” and “Valid”, Testing Argument Validity on Truth Table, Statement Forms and Material Equivalence, Logical Equivalence, The Three Laws of Thought.

(students will be able differentiate between valid and invalid thought truth table)

Unit No.-VI

- 6.1 The Context of Arguments:

- 6.1.1. Critical Thinking

- 6.1.2 Disagreement, and Controversy, Aims of Critical thinking, Uses of language, Challenging Premises, Competing Arguments, Applications,

(Students will be able to use language. Very important in business context)

Unit No.-VII

- 7.1 Informal Fallacies:

- 7.1.1 What is fallacy, formal and informal Fallacies of Ambiguity, Fallacies of Presumption, and Fallacies of Irrelevance., fallacy of irrelevance.

Unit No.-VIII

- 8.1 Science and Hypothesis:

- 8.1.1 Value of Science, Explanation: Scientific and Unscientific, Evaluation of scientific Explanation, Crucial Experiments and Adhoc Hypothesis, Classification of Hypothesis.

Unit No.-IX

- 9.1 Truth Trees

6.0 Teaching-Learning Strategies

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Copi, Irving, M. Introduction of Logic, 12th ed. New York: MacMillan, n.d
2. Huxley, Patrick, J. A Concise introduction to Logic, 8th ed Wadworth/Thomson Learning 10 Davis: Belmont, USA

10. Suggested Readings**10.1 Books****10.2 Journal Articles/ Reports**

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: Banking Laws and Practice

Proposed Course Code: BSC-311

Credit Hours: 03

Program: BS Commerce

Semester: 6th**1.0 Introduction of the Course**

This course aims to provide an understanding of history of banking since inception. It also explains the banking laws and its historical perspective as well as contemporary banking laws in Pakistan. Moreover, banking practices in the recent age is the central tenet of this course to educate the young professionals for better understanding of the banking sector. This course also covers emerging trends and cotemporary research in the banking sector to address the prevailing banking streams i.e., conventional banking and Islamic banking.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

It requires basic understanding of business and commerce in addition to accounting, quantitative techniques, and business/corporate laws.

3.0 The Course carries following objectives:

1. Understanding of banking industry and its role in the economy
2. Learning of Banking laws and its legislation process
3. Banker-customer relationship and types of accounts offered by banks (personal accounts and institutions accounts).
4. An insight of Banking practices and regulatory requirements in Pakistan
5. Emerging trends and issues in the banking sector

4.0 Course Learning Outcomes

- Basic understanding of banking industry, its emergence/evolution and role in the economy
- To have an orientation about banking laws and its application in different regimes
- To understand banking practices and regulatory compliance in Pakistan
- To know the emerging trends and patterns in the banking sectors due to changing needs (social, economic, or technological)

5.0 Course Contents:**Unit-I****1.1 Banking History**

- 1.1.1 Inception and evolution of banking
- 1.1.2 Role of Bank
- 1.1.3 Pakistani banking sector,
- 1.1.4 Banking developments in Pakistan,

Unit-II**2.1 Banks and Financial Markets**

- 2.1.1 Role of Bank in financial markets
- 2.1.2 IPO and banking system
- 2.1.3 Financial environment and banking system of Pakistan

Unit-III

3.1 Types of Banks and Financial Institutions

- 3.1.1 Types of banks
- 3.1.2 Central Bank and its functions
- 3.1.3 Pakistani banking sector

Unit-IV

4.1 Interest Free Banking (Islamic Banking)

- 4.1.1 Interest-free Banking (Islamic Banking)
- 4.1.2 Difference between Islamic and Conventional Banking
- 4.1.3 Prohibition of Interest in Islamic Banking
- 4.1.4 History of Islamic Banking in Pakistan
- 4.1.5 Islamic Banking Contracts/Products
- 4.1.6 Functions of Islamic Bank

Unit-V

5.1 Banking Laws in Pakistan

- 5.1.1 Contract Act 1872
- 5.1.2 Negotiable Instrument Act 1881
- 5.1.3 The Banker's Book Evidence Act 1891
- 5.1.4 Foreign Exchange Act, 1947
- 5.1.5 State Bank of Pakistan Act, 1956
- 5.1.6 Banking Companies Ordinance, 1962
- 5.1.7 Nationalization of Banks Act, 1974
- 5.1.8 Financial Institutions Finance (Recovery) Ordinance 2001
- 5.1.9 Anti-Money Laundering Act, 2010

Unit-VI

6.1 Requirements of Banking Companies Ordinance 1962 (Revised)

- 6.1.1 Preliminary
- 6.1.2 Banking business
- 6.1.3 Winding up of banking business
- 6.1.4 Banking Mohtasib
- 6.1.5 Miscellaneous

Unit-VII

7.1 Funds of Banks (Sources and Utilization)

- 7.1.1 Internal sources
- 7.1.2 External sources
- 7.1.3 Funds utilization by banks

Unit-VIII**8.1 Operations and Products of Banks**

- 8.1.1 Fund based operations products.
- 8.1.2 Non-fund-based operations and products
- 8.1.3 Agency services
- 8.1.4 General services

Unit-IX**9.1 Bank Customers (Retail/Individual)**

- 9.1.1 Bank, banking company and customer
- 9.1.2 Functions of bank
- 9.1.3 Banker-Customer relationship
- 9.1.4 Right and duties of banker and customer
- 9.1.5 Personal accounts

Unit-X**10.1 Bank Customers (Corporate/Institutional)**

- 10.1.1 Legal requirements to open a bank account.
- 10.1.2 Accounts of institutional customers (corporate entities)

Unit-XI**11.1 Cheques and Types of Checks**

- 11.1.1 Cheque and essentials of cheque
- 11.1.2 Reasons for Dishonor/bounce of cheque
- 11.1.3 Remedies regarding dishonor of cheque
- 11.1.4 Types of cheques
- 11.1.5 Crossed cheques.

Unit-XII**12.1 Banking Instruments**

- 12.1.1 Introduction
- 12.1.2 Type of banking instruments
- 12.1.3 Role of bank

Unit-XIII**13.1 Financing Products of Banks**

- 13.1.1 Type of financing products
- 13.1.2 Short term financing products
- 13.1.3 Medium-term financing products
- 13.1.4 Long term financing products

Unit-XIV**14.1 Principles and Forms of Lending in Pakistan**

- 14.1.1 Type of bank lending
- 14.1.2 Principles of bank lending
- 14.1.3 Forms of lending

Unit-XV**15.1 Foreign Exchange and Banks**

- 15.1.1 Foreign Exchange Act, 1947
- 15.1.2 Role of banks in foreign exchange market
- 15.1.3 Buying and selling of foreign currencies

Unit-XVI**16.1 Role of Banks in Economy**

- 16.1.1 Economic role of bank
- 16.1.2 Merits and demerits of banking industry for economy
- 16.1.3 Role of bank in the economy

Unit-XVII**17.1 Digital Banking**

- 17.1.1 Financial technology and banking
- 17.1.2 Digitization of banking
- 17.1.3 Products of digital banking

Unit-XVIII**18.1 Contemporary Banking Practices and Emerging Trends**

- 18.1.1 Banking Developments in Pakistan: A Journey from Conventional Banking to Islamic Banking
- 18.1.2 Islamic Banking Experience of Pakistan: Comparison of Islamic and Conventional Banks
- 18.1.3 Islamic Banking and Prohibition of Interest / Riba
- 18.1.4 An Overview of the Operations/Products offered by Islamic Banks in Pakistan
- 18.1.5 Investigation of Services Utilization Decisions in Islamic Banking: Role of Motives and Behavior
- 18.1.6 An Analysis of Functions of Functions performed by Islamic Banks: A Case of Pakistan
- 18.1.7 Comparative Study of Islamic Banking Products: Perception of Bankers and Islamic Scholars

6.0 Teaching-Learning Strategies

The course will have combination of the instruction methodologies e. g. Class lectures, Video lectures, Readings, Panel discussions, Seminars, Term project and presentations.

7.0 Assignments- Types and Number with calendar

As per University Policy and academic calendar

7.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. **Ahmad, A.** (2022), Banking Laws and Practices in Pakistan, First Edition, Azeem Academy, Pakistan.

10. Suggested Readings**1.1 Books**

1. **Ahmad, A.** (2016). Comparative Study of Islamic Banking in Pakistan: Proposing and Testing a Model, LAP LAMBERT Academic Publishing, Germany, ISBN 978-3-659-89322-3.
2. Siddiqi, A. H. (2007). Practice and Law of Banking in Pakistan, 8th Edition, Royal Book Company, Karachi, Pakistan.

10.2 Journal Articles/ Reports

- **Ahmad, A.,** Farooq, W. and Imran, M. (2021). Islamic Banking Products: A Comparative Study of the Perception of Bankers and Scholars, *Al-Qamar*, 4(1), 31-44.
- **Ahmad, A.,** Ullah, Z. and Manj, S. (2020). Investigation of Services Utilization Decisions in Islamic Banking: Role of Motives and Behavior. *Al-Qamar*, 3 (1), 17-30.
- **Ahmad, A.** Danish, R., Ali, A. and Afzal, A. (2019). Comparative Study of Banking Industry based on Appraisal System, Rewards and Employee Performance. *SEISENSE Journal of Management*, 2(1), 4-14.
- **Ahmad, A.** and Bashir, R. (2014). An Investigation of Customer's Awareness Level and Customer's Service Utilization Decision in Islamic Banking. *Pakistan Economic and Social Review*, 52 (1), 59-74.
- **Ahmad, A.,** Rehman, U.K., and Humayoun, A. A. (2011). Islamic Banking and Prohibition of Riba/Interest. *African Journal of Business Management*, 5 (5), 1763-1767.
- **Ahmad, A.,** Awan, U. R. and Malik, I.M. (2011). An Overview of the Operations/Products offered by Islamic Banks in Pakistan. *African Journal of Business Management*, 5 (11), 4185-4190.
- **Ahmad, A.,** Malik, I. M. and Humayoun, A. (2010). An Analysis of Functions performed by Islamic Bank: A Case of Pakistan. *European Journal of Social Sciences*, 17 (1), 7-11.
- **Ahmad, A.,** Humayoun, A. A. and Hassan, U. (2010). Banking Developments in Pakistan: A Journey from Conventional Banking to Islamic Banking, *European Journal of Social Sciences*. 17 (1), 12-17.
- **Ahmad, A.,** Rehman, U.K. and Saif, I. (2010). Islamic Banking Experience of Pakistan: Comparison of Islamic and Conventional Banks, *International Journal of Business and Management*, 5 (2). 137-144.
- Butt, Z.B., Rehman, U.K. and **Ahmad, A.** (2007). An Empirical Analysis of Market and Industry Factors in Stock Returns of Pakistan Banking Industry. *South Asian Journal of Management*, 14 (4), 7-19.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Electronic Commerce**

Proposed Course Code: BSC-312

Credit Hours: 03

Program: BS Commerce

Semester: 6th**1.0 Introduction of the Course**

The course defines all the basic notions that allow the student to master the vocabulary of e-commerce i.e. of the set of initiatives that can be carried out on the Internet to support commercial activities. In particular, the course will introduce the student to the basic steps involved in the identification, design, and promotion of e-commerce services. Students will learn about the different types of e-commerce, the essential requirements to start an e-commerce service, the different possible solutions (portals, business communication on the Web, customer relationship management, on-line purchases, and virtual communities) and the factors that will determine how the service will be perceived by customers.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**3.0 The Course carries following objectives:**

At the completion of the course the student will be able to :-

1. Understand the e-commerce (Technology, Business, Society)
2. Understand role of internet/web in e-commerce

4.0 Course Learning Outcomes

1. Conception of Basic Knowledge of e-commerce and its implication in business
2. Understanding of e-commerce environment and its types
3. Understandability of features of e-commerce business models
4. Tapping the use of B2C business models
5. B2B business models
6. Tapping the use of C2C business models
7. Benefits of using on-line business models
8. Understanding the internet
9. infrastructure and elements involve in internet communication
10. **Usefulness of Electronic data interchange and Model used in EDI based transactions**
11. Learning of different on-line advertisement methods and their effectiveness with respect to web advertisement
12. Scope of on-line security problems and threats associated with on-line transaction
13. To learn about the Solutions of online security problems
14. Payment models used on the web.
15. Methods of online auctions and their effectiveness
16. Knowledge of different web server hardware and software technologies
17. Benefits and management of web server

5.0 Course Contents:**Unit No.-I****Introduction to E-commerce**

- 1.1.1 Welcome to the course and Class introduction
- 1.1.2 Overview of the course objectives and outline
- 1.1.3 Business and Commerce
- 1.1.4 E-Business vs Ecommerce
- 1.1.5 How e-commerce differs from e-business
- 1.1.6 Unique Features of E-commerce technology
 - 1.1.6.1 Ubiquity o Global Reach o
 - 1.1.6.2 Universal Standards
 - 1.1.6.3 Information Richness
 - 1.1.6.4 Interactivity Information Density o
 - 1.1.6.5 Personalization / Customization o
 - 1.1.6.6 Social Technology/Social Marketing

Unit No.-II

- 2.1 Types of E-commerce.
 - 2.1.1 .Business-to-Consumer (B2C)
 - 2.1.2 Business-to-Business (B2B)
 - 2.1.3 Consumer-to-Consumer (C2C)

Unit No.-III**3.1 Elements of E-commerce business model**

- 3.1.1 Web 2.0
- 3.1.2 Elements of E-Commerce Business Models.Customer value proposition,
- 3.1.3 Revenue model o Primary Revenue Models
- 3.1.4 Market Opportunity o Competitive Environment
- 3.1.5 Competitive Advantage
- 3.1.6 Market Strategy
- 3.1.7 Organizational Development
- 3.1.8 Management Team.

Unit No.-IV**4.1 Major business-to-consumer business modes**

- 4.1.1 B2C Business Models.
- 4.1.2 Portal o E-Tailor o Content Provider
- 4.1.3 Transaction Broker o Market Creator
- 4.1.4 Service Provider
- 4.1.5 Community Provider

Unit No.-V**5.1 Major business-to-business modes**

- 5.1.1 B2B Business Models.
- 5.1.2 E-distributor

- 5.1.3 E-procurement
- 5.1.4 Exchanges
- 5.1.5 Industry Consortia
- 5.1.6 Private Industrial Networks
- 5.1.7 Quiz

Unit No.-VI

6.1 Models in Emerging E-commerce

- 6.1.1 Business Models in Emerging E-commerce Areas
- 6.1.2 Consumer-to-Consumer (C2C) Business Models
- 6.1.3 Peer-to-Peer (P2P) Business Models
- 6.1.4 M-commerce Business Models
- 6.1.5 E-commerce Enablers
- 6.1.6 How the Internet and the Web Change Business: Strategy, Structure, and Process
- 6.1.7 Industry Structure
- 6.1.8 Industry Value Chains
- 6.1.9 Firm Value Chains

Unit No.-VII

7.1 The Internet Infrastructure

- 7.1.1 The Internet and World Wide Web (E-Commerce Infrastructure)
- 7.1.2 Introduction To Computers
- 7.1.3 Types of Computers o Introduction to Computer Networks
- 7.1.4 Introduction to Network Devices
- 7.1.5 Working of a Fire Wall o Types of Communication Media
- 7.1.6 Network Topologies
- 7.1.7 Internet, Intranet and Extranet
- 7.1.8 World Wide Web
- 7.1.9 Hypertext o Markup Languages
- 7.1.10 Web Servers and Clients
- 7.1.11 Web Browsers
- 7.1.12 The Internet and the Web: Features
- 7.1.13 E-mail
- 7.1.14 Instant Messaging
- 7.1.15 Search Engines
- 7.1.16 Intelligent Agents (Bots)
- 7.1.17 o Online Forums and Chat
- 7.1.18 Streaming Media o Cookies
- 7.1.19 New Web Features and Service
- 7.1.20 Quiz

Unit No.-VIII

8.1 Electronic Data Interchange

- 8.1.1 EDI
- 8.1.2 Definition
- 8.1.3 Difference between paper based and EDI based purchasing process
- 8.1.4 Model used in paper based purchasing process

- 8.1.5 Description of the model used in paper based purchasing process
- 8.1.6 Model used in EDI based purchasing process
- 8.1.7 Description of the model used in EDI based purchasing process
- 8.1.8 Examples of EDI based purchasing process
- 8.1.9 Benefits of EDI based purchasing process
- 8.1.10 Quiz

Unit No.-IX

9.1 Advertisement on the Web

- 9.1.1 Introduction to web advertisement
- 9.1.2 Types of advertisement
- 9.1.3 Features of web advertisement
- 9.1.4 Issues in web advertisement
- 9.1.5 Difference of Mass marketing, Direct marketing and Interactive marketing

Unit No.-X

10.1 E-commerce Security System

- 10.1.1 SECURITY
- 10.1.2 Introduction to web security environments
- 10.1.3 Goals of security
- 10.1.4 Types of internet frauds
- 10.1.5 Dimensions of e-commerce security
- 10.1.6 Security threats in the E-commerce environment
- 10.1.7 Structure of e-commerce transaction
- 10.1.8 Vulnerable points in an e-commerce environment
- 10.1.9 Hacking and Cyber vandalism
- 10.1.10 Types of hacking
- 10.1.11 Credit card frauds
- 10.1.12 Spoofing
- 10.1.13 DOS attack
- 10.1.14 DDOS attack
- 10.1.15 Sniffing
- 10.1.16 Insider jobs
- 10.1.17 Assignment and quiz

Unit No.-XI

11.1 E-commerce Security -Technology solutions

- 11.1.1 Technology solutions of security problems
- 11.1.2 Encryption
- 11.1.3 Symmetric key encryption
- 11.1.4 Public key encryption
- 11.1.5 Public key encryption using Digital signatures

- 11.1.6 Hash algorithm
- 11.1.7 Public key cryptography with digital signatur
- 11.1.8 Digital envelops
- 11.1.9 Public key cryptography with Digital envelops
- 11.1.10 Digital certificates and public key nfrastructure
- 11.1.11 Certification authorities
- 11.1.12 Limits of encryption solutions
- 11.1.13 Quantum cryptography
- 11.1.14 SSL
- 11.1.15 S-HTTP
- 11.1.16 PPTP
- 11.1.17 Firewalls and proxy server
- 11.1.18 SET(secure electronic Transaction)

Unit No.-XII

12.1 Online Payment System

- 12.1.1 PAYMENT
- 12.1.2 Online Payment Basics 495
- 12.1.3 Types of payment system
- 12.1.4 Cash
- 12.1.5 Checking transfer
- 12.1.6 Credit card
- 12.1.7 Stored value
- 12.1.8 Accumulating balance
- 12.1.9 Dimensions of payment system

Unit No.-XIII

13.1 Online Payment solutions

- 13.1.1 Online Payment Basics
- 13.1.2 How an on-line credit card transaction works
- 13.1.3 Limitations of on-line credit card transactions
- 13.1.4 Digital wallets
- 13.1.5 Digital cash
- 13.1.6 On-line store value system
- 13.1.7 Smart cards as a stored value system
- 13.1.8 Digital accumulating balance system
- 13.1.9 Digital checking payment system
- 13.1.10 Assignment and quiz

Unit No.-XIV

14.1 Online Auctions

- 14.1.1 Auction Overview
- 14.1.2 Origins of Auctions
- 14.1.3 English Auctions
- 14.1.4 Dutch Auctions
- 14.1.5 First-Price Sealed-Bid Auctions
- 14.1.6 Second-Price Sealed-Bid Auctions

- 14.1.7 Open-Outcry Double Auctions
- 14.1.8 Sealed-Bid Double Auctions
- 14.1.9 Reverse (Seller-Bid) Auction
- 14.1.10 Online Auctions and Related Businesses

Unit No.-XV

15.1 Web Server Hardware and Software

- 15.1.1 Web Server Basics
- 15.1.2 Types of Web Sites
- 15.1.3 Web Clients and Web Servers
- 15.1.4 Dynamic Content
- 15.1.5 Various Meanings of “Server”
- 15.1.6 Web Client/Server Communication
- 15.1.7 Two-Tier Client/Server Architecture
- 15.1.8 Three-Tier and N-Tier Client/Server Architectures
- 15.1.9 Software for Web Servers
- 15.1.10 Operating Systems for Web Servers
- 15.1.11 Web Server Softwar
- 15.1.12 Finding Web Server Software Information

Unit No.-XVI

16.1 Internet Utilities

- 16.1.1 Electronic Mail (E-Mail)
- 16.1.2 E-Mail Benefits
- 16.1.3 E-Mail Drawbacks
- 16.1.4 Spam
- 16.1.5 Solutions to the Spam Problem
- 16.1.6 Web Site and Internet Utility Programs
- 16.1.7 Finger and Ping Utilities
- 16.1.8 Tracert and Other Route-Tracing Programs
- 16.1.9 Telnet and FTP Utilities
- 16.1.10 Indexing and Searching Utility Programs
- 16.1.11 Link-Checking Utilities
- 16.1.12 Remote Server Administration
- 16.1.13 Web Server Hardware
- 16.1.14 Server Computers
- 16.1.15 Web Server Hardware Architectures
- 16.1.16 Assignment and quiz

6.0 Teaching-Learning Strategies

- Lectures , Handouts , Group Discussions, Presentations, Quizzes

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Kenneth c. laudon and carol guercio traver E- commerce (business, technology, society) 2008
2. Gary P. Schneider, Printed by B and Jo Enterprise Pte Ltd in Singapore 2007

10. Suggested Readings

10.1 Books**10.2 Journal Articles/ Reports**

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Operations and Production Management**

Proposed Course Code: BSC-313

Credit Hours: 03

Program: BS Commerce

Semester: 6th**1.0 Introduction of the Course**

Operations management is about how organizations produce goods and services. Everything you wear, eat, sit on, use, read or knock about on the sports field comes to you courtesy of the operations managers who organized its production. Every book you borrow from the library, every treatment you receive at the hospital, every service you expect in the shops and every lecture you attend at university – all have been produced. While the people who supervised their ‘production’ may not always be called operations managers that is what they really are. And that is what this book is concerned with – the tasks, issues and decisions of those operations managers who have made the services and products on which we all depend.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

The course requires the basic knowledge of the type of business organizations and their characteristics. Further, it requires an initial understanding of business and management.

3.0 The Course carries following objectives:

This course is an extension of the subject of management. It is a compulsory subject at the final level of the BS in Commerce Program. The following objectives are set for the course:

- i. The students should be able to understand the systems and the processes that produce goods and provide services.
- ii. The students should be able to form and work in teams to observe real-time operations and reveal the bottlenecks in the system.
- iii. The students should be able to demonstrate a higher level of understanding by integrating the theories, strategies, and models prevalent around the globe and integrate them into the local settings.

4.0 Course Learning Outcomes

After the completion of this course the students should be able to:

1. Understand the importance and the role of operations management to gain competitive advantage.
2. Use operations theories and tools to make them able to make better OM decisions as future managers.

5.0 Course Contents:**Unit-I****Introduction**

Definition of Operations management.
Nature and scope of Operations management.
Types of Operations.
Operations function.
Primary functions of Operations management
Traits of a Good Operations Manager
Importance of Operations management
Interaction of Operations with other functional areas of business.
Operations Performance and Strategy

1.1 Process Design

What is process design?
Process Types – the volume variety effect on process design

1.2 Design of Products and Services

Why is good design so important?
Benefits of interactive design

1.3 Supply Network Design

The supply network perspective
Factors influencing the Location of capacity
Best possible choice of plant location
Professional decision-making through weighted index

1.4 Forecasting

Knowing the Options
Approaches to Forecasting

1.5 Process Layout and Flow

What is Layout?
The basic layout types
What type of layout should an operation choose?

1.6 Job Design and Work Measurement

What is Job design?
Method Study in Job Design
Techniques in Work Measurement

1.7 Capacity Planning and Control

What is capacity management?

Capacity Planning --- The Queuing Theory

Unit-II

2.2. Inventory Planning and Control

What is inventory?

Advantages and disadvantages of holding inventory

The volume decision

The time decision

2.2. Supply Chain Planning and Control

What is supply chain management?

The activities of supply chain management

Types of relationships in supply chains

2.2. ERP and MRP

What is ERP?

How did ERP develop?

What is MRP?

The Bills of Materials

2.2. Lean Synchronization

The Lean Philosophy of Operations Management

The Techniques of Lean Management --- JIT System

2.2. Quality Management

What is Quality and why is it important?

Components of Total Quality Management

2.2. Operations and Risk Management

What is Risk Management

Assess the potential causes of risks from failure

Preventing Failure occurring

Mitigating the effects of failure

Recovering from the effects of failure

2.2. Operations and the Corporate Social Responsibility

6.0 Teaching-Learning Strategies

- Class Lectures,
- Case Studies,
- Videos,
- Assignments,
- Presentations,
- Group discussions,
- Visits to the Industrial Units

7.0 Assignments- Types and Number with the calendar

Observe a business outlet near your home and evaluate the changes in the dynamics of supply chain after COVID-19	Week 3
Prepare a Weighted Index by choosing any service or manufacturing organization for Location Planning.	Week 5
Visit a drive-through quick-service restaurant and observe the operation for half an hour. You will probably need a stop watch to collect the relevant timing information. Consider the following questions. Where are the bottlenecks in the service (in other words, what seems to take the longest time)? How would you measure the efficiency of the process? What appear to be the key design principles that govern the effectiveness of this process?	Week 10
Visit any service outlet, observe the time it takes to complete the operation and apply Little's Law.	Week 14
Observe two services or products being offered by a single outlet and identify the order winners	Week 16

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %




9.0 Textbooks

1. Johnston, N. S. S.C. "**Operations Management**" 6th Edition




10. Suggested Readings**10.1 Books**

2. Stevenson, W. J. "**Operations Management**" 9th edition
3. Jay Heizer and Barry Render "**Operations Management**" 9th Edition

10.2 Journal Articles/ Reports

-  Journal of Operations Management
-  International Journal of Operations and Production Management
-  International Journal of Quality and Reliability Management

Websites:

-  The Association for Operations Management: <http://www.apics.org/default.htm>
-  Institute of Operations Management (IOM): <http://www.iomnet.org.uk/>
-  Manufacturing and Service Operations Management Society (MSOM), <http://msom.society.informs.org/>

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Managerial Accounting**

Proposed Course Code: BSC-314

Credit Hours: 03

Program: BS Commerce

Semester: 6th

1.0 Introduction of the Course

Management Accounting is the “Process of identifying, measuring, accumulating, analyzing, preparing, interpreting and communicating information to help the managers to fulfill organizational objectives”. This course is designed to enable students to learn the management accounting techniques to achieve a level of proficiency sufficient to guide management for effective utilization of economic resources. This course capitalizes the accounting techniques and a method covered in the previous courses and develops a conceptual foundation for establishing a result – oriented mechanism of administrative controls. This course surveys the types of control systems that can be instituted in different situations. It examines the planning, recording, reporting, analytical, and control processes, which generate information for management decisions in business organizations. It also discusses the role of management in the financial reporting process, the impact of the accounting information system on management’s strategic decisions and explores the tools and concepts of cost management systems. The practices of accounting information systems are analyzed to determine their management implications

4.0 Course Learning Outcomes

1. Basic concepts
2. Learning about Costing Techniques for internal and external reporting
3. Learning about Costing Techniques for internal and external reporting
4. Learning about Costing Techniques for internal and external reporting
5. Behavior of the cost and its impact on profitability.
6. Behavior of the cost and its impact on profitability.
7. Learning about Costing Methods to be used in various types of Manufacturing Concerns.
8. Learning about Costing Methods to be used in various types of Manufacturing Concerns.
9. Learning about Costing Methods to be used in various types of Manufacturing Concerns
10. Learning about Costing Methods to be used in various types of Manufacturing Concerns.
11. Learning about the types of standards and comparison of standard cost with actual cost to arrive at the variances
12. Learning about the types of standards and comparison of standard cost with actual cost to arrive at the variances
13. Learning about the types of standards and comparison of standard cost with actual cost to arrive at the variances
14. How Gross Profit is affected and what are the various variances related to Gross Profit.
15. How Gross Profit is affected and what are the various variances related to Gross Profit.
16. Preparation for the examination

5.0 Course Contents:**Unit No.-I**

1.1 Managerial Accounting. Cost Terms, Cost Classification, Cost Behavior

Unit No.-II

2.1 Absorption Costing vs Variable Costing

Unit No.-III

3.1 Activity Based Costing

Unit No.-IV

4.1 Cost, Volume, Profit Analysis

Unit No.-V

5.1 Job Order Costing

Unit No.-VI

6.1 Process Costing

Unit No.-VII

7.1 Standard Costing

Unit No.-VIII

8.1 Gross Profit Analysis

Unit No.-IX

Revision and Discussion

6.0 Teaching-Learning Strategies

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, lass Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Matz., et al. Cost Accounting. South-Western Publishing Company.
2. Blocker and Weltner. Cost Accounting
3. Bruce, J.D., et al. Cost Accounting Problems and Exercises, McGraw-Hill, New York.
4. Horngren, Cost Accounting, A Managerial Emphasis.
5. T. Lucey, Management Accounting
6. Hemker, Cost Accounting.
7. Polmai and Fabbozi, Cost Accounting

10. Suggested Readings**10.1 Books****10.2 Journal Articles/ Reports**

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Insurance and Risk Management**

Proposed Course Code: BSC-315

Credit Hours: 03

Program: BS Commerce

Semester: 6th

1.0 Introduction of the Course

This course is primarily aimed to provide an initial perspective on risk management and insurance businesses, its principal activities, and the interrelationship among the activities. To familiarize the students about risk management process and to have good understanding of insurance business operations, fundamental principles of insurance, elements of insurance contract and the relevant laws is also the purpose of this course

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

It is prerequisite for the participants of this course to have understanding of business economics, accounting and finance. They are also presumed to have basic knowledge about the statistical tools and techniques which are required for assessing, measuring and evaluating the risk.

3.0 Course Learning Outcomes s

1. To Explain the meanings of risk and its types.
2. To clarify insurable and no insurable risk
3. Discuss various techniques for managing enterprise and personal risk.
4. Describe the principles of insurance and operations of an insurance firm
5. Elucidate various types of commercial insurance

4.0 Course Learning Outcomes

After studying this course, the participants would be able

1. To make distinction between insurable and no insurable risk
2. To perform analysis of various loss exposure faced by the individuals, families and organizations.
3. To recommend appropriate insurance type, or non-insurance techniques for managing various loss exposures.
4. To understand the legal principles of insurance, and its operations
5. To understand various risk and insurance related problems and disseminate to stakeholders about various professional and academic developments in this field.

5.0 Course Contents:

Unit-I

1.1 Introduction of risk

- 1.1.1 Meaning of risk
- 1.1.2 Basic categories of risk
- 1.1.3 Types of pure risk
- 1.1.4 Burden of risk

Unit-II**2.1 Introduction of risk management process**

- 2.1.1 Meaning and objectives of risk management
- 2.1.2 Steps in risk management process
- 2.1.3 Selection of appropriate techniques
- 2.1.4 Benefits of risk managements
- 2.1.5 Personal risk management
- 2.1.6 Self-Insurance

Unit-III**3.1 Introduction of Insurance**

- 3.1.1 Characteristics of insurance
- 3.1.2 Requirements of insurable risk
- 3.1.3 Insurance, gambling and hedging
- 3.1.4 Types of insurance
- 3.1.5 Benefits and cost of insurance to society.

Unit-IV**4.1.1 Fundamental Legal Principles and Requirements for Insurance Contracts**

- 4.1.1 Principle of indemnity
- 4.1.2 Principle of insurable interest
- 4.1.3 Principle of subrogation
- 4.1.4 Principle of utmost good faith
- 4.1.5 Distinct legal characteristics of insurance contracts
- 4.1.6 Law and insurance agent

Unit-V**5.1 Insurance Company Operation**

- 5.1.1 Rate making
- 5.1.2 Under writing
- 5.1.3 Production
- 5.1.4 Claim settlement
- 5.1.5 Reinsurance
- 5.1.6 Investment

Unit-VI**6.1 Analysis of Insurance Contract**

- 6.1.1 Basic parts of insurance contract
- 6.1.2 Basic parts of insurance contract
- 6.1.3 Definition of insured
- 6.1.4 Endorsement and riders
- 6.1.5 Insurance policy without deductible
- 6.1.6 Insurance policy with deductible
- 6.1.7 Calculation of claim with above policy
- 6.1.8 Co-insurance

Unit-VII**7.1 Classes of Insurance**

- 7.1.1 Life insurance, Ordinary, whole life and endorsement policy
- 7.1.2 Fire insurance
- 7.1.3 Property insurance
- 7.1.4 Liability insurance
- 7.1.5 Marine insurance
- 7.1.6 Credit and surety insurance

Unit-VIII**8.1 Islamic Insurance**

- 8.1.1 Introduction of Islamic insurance
- 8.1.2 Difference between conventional and Takaful Insurance
- 8.1.3 Activity models of Takaful
- 8.1.4 Potential of Takaful in Pakistan

6.0 Teaching-Learning Strategies

- 1. Lectures.
- 2. Handouts (attach hard or soft copies).

7.0 Assignments- Types and Number with calendar

Group assignment will be given to students for studying, analyzing and evaluating the following insurance related issues.

- 1. Risk management process
- 2. Life insurance
- 3. Ordinary, whole life and endorsement policy
- 4. Fire insurance
- 5. Property insurance
- 6. Liability insurance
- 7. Marine insurance
- 8. Credit and surety insurance
- 9. Islamic Insurance

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

- 1. Cather, M. D. D. "Introduction to Risk Management and Insurance" 10th Edition
- 2. Introduction to Insurance: Julia Holyoake

10. Suggested Readings

10.1 Books

M.N Mishra and S.B Mishra “Insurance principles of practices”

10.2 Journal Articles/ Reports

- ✓ Websites recommended to the students during the semester in order to enhance intellectual and professional growth of the students.
- ✓ <https://www.edurisksolutions.org/>
- ✓ <https://www.irmi.com/>
- ✓ <http://www.statelife.com.pk>
- ✓ <http://journalofriskandinsurance.smeal.psu.edu/>

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Organizational Behavior and Human Resource Management**

Proposed Course Code: BSC-401

Credit Hours: 03

Program: BS Commerce

Semester: 7th

1.0 Introduction of the Course

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Business Management

The course requires basic knowledge of management functions and business processes along with strong background of management theories.

The students must have studied the following subjects in order to develop an acute understanding of the subject human resource management:

- Business Management
- Interpersonal Skills

Apart from these subjects, we also require our students to show some personal skills. Firstly, as the subject involves great understanding of actual workplace environment and managing people thereof, thus, students must be possessing good analytical skills. The subject is a theoretical one; therefore, it also requires our students to demonstrate better writing skills. Lastly, the subject is not restricted only to an exam and the students will be showing one or another form of managing people, therefore, they should also be possessing confidence and satisfactory communication skills.

3.0 Course Learning Outcomes

1. The objective of the course is to make the students ready for a challenging environment in outside world. A place where virtual teams are replacing traditional committees, values and self-Leadership are replacing command-and-control supervision, knowledge is replacing structure and companies are looking for emotionally intelligent and technically smart people. The course will help students in understanding the emerging workplace realities and to develop themselves accordingly.
2. The objective of the course is to introduce the subject Human Resource management to business students. This syllabus will make them understand that how organizations can gain sustainable competitive advantage through people. The course would develop skills within students so that they can manage human, the most valuable resource, more effectively. This course enables the future stakeholders to actively participate in the strategic planning and decision making at their organizations as soon as they enter their professional life

4.0 Course Learning Outcomes

1. Different values and how it is linked with organizations?
2. To make student familiar with the concept of motivation and its different theories.
3. To make student familiar with the concept of motivation and its different theories.
4. To make students familiar with the concept of use of power and politics in organisations.
5. To teach students what is change and its different models.
6. To teach students how to manage change?
7. Discussion on Contemporary issues in Change Management
8. To make students familiar with stress, its causes and how to manage it.
9. Presentations
10. . First week objectives of the syllabus are to provide a basic background and understanding of the subject by refreshing the previously studied concept of management and linking it with HRM. Roles of HR managers and Present day challenges help to develop a better understanding of the subject.
11. Once the students develop basic understandings of the subject, they will be told about how HRM works in today's environment. Strategic HRM would make them learn HR management from a broader
12. From here the subject kicks start from the very first phase of HRM i.e. Acquiring people. The students, at the end of this week must know the basic process of acquiring people and how job analysis helps in acquiring of people and how is it done actually.
13. While studying job analysis, the basic information that is required for an effective job analysis shall be discussed and how does that information help us perform the actual job analysis. Furthermore, the ways in which that information can be collected shall also be discussed
14. Once job analysis has been done, it is very important to preserve it in a meaningful and easy to understand manner for future use. In this week it would be taught that how can we preserve the analysis in such a
15. Now the students will be given an understanding of various job
16. redesigning techniques
17. Moreover, the recruitment process would be started by discussing various sources that can be used by the HR mangers in recruiting the candidates, wither internally or externally.
18. After recruiting. The students shall be taught various testing techniques and their usefulness. This would also help the students understand the testing procedure once they apply for the job themselves.
19. The final step of acquiring shall be taught this week. How the interviews are carried out, what are various types, how can be an interview effective and what errors shall be avoided while conducting interviews. Again, a practical insight would be given to students which definitely shall help them when they give or take an organizational interview
20. The students will be taught that After they have been acquired, the employees will be given an introduction of the organization. Afterwards, they are trained according to the needs of the organization and it would be taught to the students about the process that can be followed while training them

21. The students will now be familiarized with the different training methods and technique prevalent presently around the world. They will also be able to learn how to measure the success of a training program
22. During this week we shall emphasize on the importance of appraisal to the organization. How does this relate to performance management and how can an effective appraisal process be conducted.
23. Carrying on with the performance appraisal, a detailed explanation of various currently practiced appraisal techniques and some problems that might arise while applying them and also the ways in which those problems can be avoided
24. Now, once appraisal has been done, it can be used multifariously. We shall firstly see how does the appraisal help in the career management of the employee and by this we mean career management at the organization
25. Next, the appraisal of the employee can also be used for promotions, transfers and retirement purposes as well. How do these rewards and punishments relate to performance appraisal is the key objective this week.
26. Money is an important aspect of a job and performance of an employee. How important is it and how do the terms performance and money relate is what we shall be able to answer at the end of this academic week
27. Last week of our course comprises of learning the various methods we can use or factors that must be considered while deciding on the remuneration of an employees. Other fringe benefits that organizations offer currently around the world to be learned

4.0 Course Requirements and Expectations

1. Inquisitiveness, critical and analytical thinking, and hard work are expected from all course participants throughout the course. All classes will be conducted using PowerPoint slides. It is essential that course participants regularly read the prescribed course book from the beginning of semester.

5.0 Course Contents:

Unit No.-I

- 1.1 Importance of Values, Types of Values, Hofstede's Framework The GLOBE Framework, Linking Personality and Values to the Workplace, Person-Job Fit, Person-Organization Fit
- 1.1.1 Introduction to HRM
- 1.1.2 Management
- 1.1.3 Human Resource Management
- 1.1.4 Functions of HR Managers
- 1.1.5 Challenges to Human Resource Management

Unit No.-II

- 2.1 Motivation and its Theories
- 2.1.1 Definition, Early Theories of Motivation, Hierarchy of Needs Theory, Theory X, Theory Y, Two Factor Theory, Contemporary Theories of Motivation, McClelland's Theory of Needs ERG Theory, Goal Setting Theory, Self-Efficacy, Reinforcement Theory, Equity Theory, Expectancy Theory
- 2.1.2 Human Resource Manager Proficiencies

- 2.1.3 Strategic Human Resource Management
- 2.1.4 The Context of Human Resource Management

Unit No.-III

- 3.1 Leadership and its Theories
 - 3.1.1 Theories of Leadership, Trait Theories, Behavioral Theories Contingency Theories, Leader-Member Exchange Theory Decision Theory, Contemporary Theories, Charismatic Leadership Transformational Leadership, Authentic Leadership, Contemporary Leadership Roles
 - 3.1.2 Acquiring People
 - 3.1.3 Recruitment and Selection process, Why Selection is Important?
 - 3.1.4 Job Analysis (Job Description and Job Specifications)

Unit No.-IV

- 4.1 Power and Politics
 - 4.1.1 Defining Power, Bases of Power, Formal Power, Coercive Power Reward Power, Legitimate Power, Personal Power, Expert Power Referent Power, Dependency, Power tactics, Politics, Causes and consequences of Political Behavior
 - 4.1.2 Job Analysis Information and its Uses
 - 4.1.3 Methods of collecting Job Analysis Information

Unit No.-V

- 5.1 Change Management
 - 5.1.1 Forces for Change, Managing Planned Change, Resistance to change, Overcoming Resistance to change, Approaches to Manage Organizational Change, Lewin's Three-Step Model, Kotter's Eight-Step Plan, Action Research
 - 5.1.2 Writing JOB DESCRIPTION
 - 5.1.3 Writing JOB SPECIFICATIONS

Unit No.-VI

- 6.1 Organizational Development,
 - 6.1.1 Sensitivity Training, Survey Feedback Process Consultation, Team Building, Intergroup Development Appreciative Inquiry
 - 6.1.2 Job Design and related issues (Job Enlargement

Unit No.-VII

- 7.1 Contemporary issues in Change Management,
 - 7.1.1 Technology in Workplace, Stimulating Innovation, Creating a Learning Organization Cultural Differences
 - 7.1.2 Job Rotation, Job Enrichment)
 - 7.1.3 Recruiting (Internal and External Sources of Candidates)

Unit No.-VIII

- 8.1 Stress
 - 8.1.1 What is Stress?, Potential Sources of Stress, Environmental Factors, Organizational Factors, Personal Factors Individual Differences, Consequences of Stress, Physiological

- Symptoms Psychological Symptoms, Behavioral Symptoms Managing Stress,
Individual Approaches, Organizational Approaches
- 8.1.2 Testing (measuring Knowledge, Skills and Abilities)
- 8.1.3 Types of Tests
- 8.1.4 Methods of Testing

Unit No.-IX

- 9.1 Presentations on topics assigned to students
- 9.1.1 Interview (Types of Interview, Interview's Usefulness)
- 9.1.2 Errors that undermine interviews Usefulness

Unit No.-X

- 10.1 TRAINING PEOPLE (2 weeks)
- 10.1.1 Orientation
- 10.1.2 Training, Motivation and Learning
- 10.1.3 Training and Development Process

Unit No.-XI

- 11.1 Training Methods (On-the-Job Training / Off- the-Job Training)
- 11.2 Evaluating the Training Effort

Unit No.-XII

- 12.1 APPRAISING PEOPLE (5 weeks)
- 12.1.1 Performance Management
- 12.1.2 Performance Appraisal
- 12.1.3 Steps in Appraising Performance

Unit No. XIII

- 13.1 Performance appraisal techniques
- 13.2 Appraisal Problems
- 13.3 How to Avoid Appraisal Problems?

Unit No.-XIV

- 14.1 Who should do appraising?
- 14.2 Career Management, Career Development, Career Planning

Unit No.-XV

- 15.1 Roles in Career Development (Employee's Role, Employer's Role)
- 15.2 Promotions and Transfers
- 15.3 Retirement

Unit No.-XVI

- 16.1 COMPENSATING PEOPLE (2 weeks)
- 16.1.1 Employee Compensation (Direct and Indirect Payments)
- 16.1.2 Important Compensation Terms (Monetary and others)

Unit No.-XVII

- 17.1 How to establish Pay Rates?
- 17.2 Employee Incentives and Benefits
- 17.3 Individual Employee Incentives o
- 17.4 Group Incentives o
- 17.5 Organization-wide Pay Plans

6.0 Teaching-Learning Strategies

Lectures, discussions, presentations, activities, quiz and assignments will be conducted as an essential part of teaching.

7.0 Assignments- Types and Number with calendar**8.0 Assessment and Examinations:** As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

- ✓ Robbins, S.P et al. “Organizational Behavior” 14th Edition
- ✓ Dessler, Human Resource Management, (Latest Edition •
- ✓ (DeCenzo, & Robbins) Human Resource Management, Latest Edition

10. Suggested Readings**10.1 Books**

- ✓ Luthans. F. “Organizational Behavior” 12th edition
- ✓ (M. Faisal) ”Managing Human Resources” latest Edition
- ✓ (Cascio)
- ✓ Integration and Devolvment of HRM in Pakistan,

10.2 Journal Articles/ Reports

Websites for references and case studies or other additional resources will be provided in the class room as required.

- ✓ www.hrmguide.co.uk
- ✓ www.humanresources.about.com
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HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Islamic Principles of Business and Finance**

Proposed Course Code: BSC-402

Credit Hours: 03

Program: BS Commerce

Semester: 7th

1.0 The Course carries following objectives:

The course Islamic Economics and Finance is designed with the intention to provide knowledge and skills of emerging financial system across the globe and in Pakistan

1. To equip participants with understanding of Islamic finance fundamentals, approach, different modes of business under Islamic Sharia.
2. providing basic knowledge of the principles of Islamic economics and the Islamic economic system,
3. developing skills necessary to appreciate an alternative to a commonly familiar approach of interpreting the economic behavior of men and women in the society,
4. and helping the students probe liberally outside the frontiers of familiar forms of capitalist and socialist systems.

2.0 Pre-Requisites Course Requirements/Skills:

- Money, Banking and Finance
- Introduction to Business Organizations
- Basic knowledge of accounting

4.0 Course Learning Outcomes:

After completion of the course, the students will be able to

1. Explain the principles of Islamic Economics
2. Differentiate between Islamic and Convectional Financial Systems
3. Apply various Islamic Business Modes in routine life.

5.0 Course Contents:**Unit-1**

- 1.1.1 Introduction, Distinguishing Features of the Islamic Economic System
- 1.1.2 The Main Prohibitions and Business Ethics in Islamic Finance, The Philosophy and Features of Islamic Finance
- 1.1.3 Islamic Law of Contracts and Business Transactions
- 1.1.4 Trading in Islamic Commercial Law
- 1.1.5 Loan and Debt in Islamic Commercial Law
- 1.1.6 Overview of Financial Institutions and Products: Conventional and Islamic
- 1.1.7 Murabaha and Musawamah
- 1.1.8 Forward Sales: Salam and Istisna'a
- 1.1.9 Ijarah

- 1.1.10 Participatory Modes: Shirkah and its Variants
- 1.1.11 Takaful: An Alternative to Conventional Insurance
- 1.1.12 Sukuk and Securitization: Vital Issues in Islamic Capital Markets
- 1.1.13 An Appraisal of Common Criticism of Islamic Banking and Finance
- 1.1.14 Islamic Assets and Fund Management, The Way Forward
- 1.1.15 Some Accessory Contracts
- 1.1.16 Application of the System: Financing Principles and Practices

6.0 Teaching-Learning Strategies

- 5 Primarily Lecture method based on the assigned readings
- 6 Class discussions and presentations on assigned topics, various course relevant reports, articles and news on current developments affecting the course contents
- 7 Services of outside specialist speakers shall be arranged as well.
- 8 Course pack shall be made available through photocopier or in soft form

7.0 Assignments-

At least two assignments with presentation thereof (one before mid and one before final term) on the topics mutually finalized by scholar and teacher based on practical aspects of the subject contents

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topics

- 1. Ayub, M. "Understanding Islamic" Finance John Wiley and Sons Ltd, England.
- 2. Usman, M. T. An Introduction to Islamic Finance MaktabaMa'arifur Qur'an, Karachi, Pakistan.

10.0 Suggested Readings

10.1 Books

- 4. El-Gamal, M. A. Islamic Finance: Law, Economics, and Practice Cambridge University Press, New York, USA.
- 5. Islamic Finance Qualification: Securities and Investment Institute, London, UK.
- 6. SBP Islamic Banking Bulletin
- 7. INCEIF and IDB publications on the subject matter

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Corporate Law**

Proposed Course Code: BSC-403

Credit Hours: 03

Program: BS Commerce

Semester: 7th**1.0 Introduction of the Course****2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**

Business Law

3.0 The Course carries following objectives:

1. This course deals with the theoretical and practical approach to the Companies Act, 2017, the SECP Act, 1997, SECP Regulations 2000, Companies Rules, 1996, SMC Rules, 2003, Code of Corporate Governance, Companies (CSR) General Order, 2009 and Voluntary Guidelines, 2012 and Secretarial Practices.
2. Understand the general legal boundaries that define the regulation of companies, including the general parameters and recognize the most common forms of business associations, including partnerships, limited liability companies, and corporations.
3. Understand the rules governing formation, management and dissolution of companies, as well as the implications of choosing one form of association over others.

4.0 Course Learning Outcomes

1. To enable the students for legal analysis by identifying relevant legal issues and to interpret and apply statutes and case laws in the area of business associations with often-recurring issues in business practice
2. Understand the role of case law in statutory and regulatory interpretation in the company law area.
3. To enable students to engage in critical thinking to predict outcomes and recommend appropriate action on issues relating to business associations, income taxation, and commercial and/or real estate law.
4. To enable to locate sources for legal forms used in creating and managing business associations.
5. To enable students to strategically negotiate and/or draft simple contracts.
6. Understand ethical rules relating to entity representation and related conflict of interest issues.

5.0 Course Contents:**Unit-I****1.1** Introduction to Companies Act, 2017**Unit-II****2.1** Nature and Kinds of companies

Unit-III

- 3.1 Formation of companies

Unit-IV

- 4.1 Memorandum of Association

Unit-V

- 5.1 Articles of Association

Unit-VI

- 6.1 Prospectus

Unit-VII

- 7.1 Allotment and Transfer of Shares

Unit-VIII

- 8.1 Members of Company

Unit-IX

- 9.1 Company Management

Unit-X

- 10.1 Company Meetings

Unit-XI

- 11.1 Company Accounts and Audit

Unit-XII

- 12.1 Investigation of Company

Unit- XIII

- 13.1 Oppression and Mismanagement of Company

Unit-XIV

- 14.1 Winding up of companies

Unit-XV

- 15.1 The Securities and Exchange Commission of Pakistan Act, 1997
 - 15.1.1 Certain Relevant Provisions

Unit-XVI

- 16.1 Securities and Exchange Commission of Pakistan
 - 16.1.1 Introduction and Role

Unit-XVII

- 17.1. The Secretarial Practices
 - 17.1.1 Meaning, Nature, Role of Secretarial practices
 - 17.1.2 Scope of Secretarial Practices
 - 17.1.3 Relevant Provisions of Companies Act and other laws concerning Secretarial practices

Unit- XVIII

- 18.1 Major and Minor functions of Company Secretary
 - 18.1.1 Responsibilities, Roles and Rights of a Company Secretary

Unit- XIX

- 19.1 Company Rules

Unit-XX

- 20.1 Pakistan Stock Exchange (PSE) Listing Regulations
 - 20.1.1 Overview of listing regulations

6.0 Teaching-Learning Strategies**7.0 Assignments-** Types and Number with calendar

1. Participation
2. Case Study Analysis
3. Individual or Group Projects
4. Presentations

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

- 1 Cheema, K. "Company law" (Latest Ed.).

10. Suggested Readings**10.1 Books**

8. PSE listing regulations issued by PSE
9. Practical Approach to Company Law and Secretarial practices by Nazir Ahmed Shaheen
10. Company Law by PBP Publications (Latest Edition)

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Global Business and Finance**

Proposed Course Code: BSC-411

Credit Hours: 03

Program: BS Commerce

Semester: 8th**1.0 Introduction of the Course**

This course emphasis on the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The basic thrust of this course is to provide a framework within which the key global financial issues, including the operations of multinational companies, can be analyzed. This course is designed to develop students understanding of the business in international perspective. The course prepares students for leadership roles and builds understanding of global financial forces that could influence the overall business environment.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

It is prerequisite for the participants of this course to have understanding of business economics, accounting and finance. They are also presumed to have basic knowledge about the statistical tools and techniques which are required for assessing, measuring and evaluating the risk.

3.0 The Course carries following objectives:

1. Discuss the Globalization and its impact on business environment and new challenges at workplace. nature and dimensions of international business.
2. Discuss Foreign Direct Investment (FDIs) and its benefits for host and home country.
3. Types of contrast the major markets that facilitate international business.
4. Describe the role and functions of international financial markets and illustrate the relationship between exchange rates and economic variables.
5. To measure and evaluate country risk. Discuss application of risk analysis and its application in financing and investment decisions.

Course Learning Outcomes

. After studying this course student should be able

1. To analyze and understand the globalization and its impact on international business
2. To comprehend the political, economic and legal systems differences among nations.
3. To describe the international trade theories with their application and limitations.
4. To explain FDI concept, and its importance for countries with special reference to Pakistan
5. To understand the role of international financial market for value creation
6. To understand the dynamics and mechanism of foreign exchange market and its implication for business organization and government
7. To understand the implications of trade openness with special reference to trade blocks.
8. To develop strategies for entry into foreign markets.
9. To understand the process of international trade and prepare import/ export documents

10. To measure and analyze the country risk and its implication regarding international financing and investment decisions.

5.0 Course Contents:

Unit-I

1.1 Globalization

- 1.1.1 What is Globalization?
- 1.1.2 Drives of globalization
- 1.1.3 The changing demographics of the global economy
- 1.1.4 The globalization debate
- 1.1.5 Managing in the global marketplace

Unit-II

2.1.1 The Political Economy of International Trade

- 2.1.1 Instruments of trade policy
- 2.1.2 The case of government intervention
- 2.1.3 The revised case for free trade
- 2.1.4 Development of the world trading system
- 2.1.5 Implications for managers

Unit-III

3.1 National Differences and International Trade Theories

- 3.1.1 Political systems
- 3.1.2 Economics systems
- 3.1.3 Legal systems
- 3.1.4** The determinants of economic development
- 3.1.5 States in transition
- 3.1.6 An overview of international trade theories

Mercantilism Absolute advantage; Comparative advantage; Heckscher-Olin theory;

The product life cycle theory; New trade theory; National competitive advantage.

- 3.1.7 Implications for managers

Unit-IV

4.1 The Strategy of International Business

- 4.1.1 Basic entry decisions
- 4.1.2 Entry modes and selecting an entry mode
- 4.1.3 Greenfield venture or acquisition
- 4.1.4 Strategic alliances
- 4.1.5 The promises and pitfalls of exporting
- 4.1.6 Improving export performance
- 4.1.7 Export and import financing
- 4.1.8 Export assistance
- 4.1.9 Counter trade
- 4.1.10 International commercial terms

Unit-V**5.1 International Financial Markets**

- 5.1.7 Foreign exchange market
- 5.1.8 International money market
- 5.1.9 International credit market
- 5.1.10 International bond market
- 5.1.11 International stock market
- 5.1.12 How financial markets facilitates MNC functions

Unit-VI**6.1 Foreign Exchange**

- 6.1.9 Measuring exchange movements
- 6.1.10 Exchange rate equilibrium
- 6.1.11 Factors that influence exchange rates
- 6.1.12 Speculating an anticipated exchange rates
- 6.1.13 Interest rate parity (IRP)
- 6.1.14 Purchasing power parity (PPP)
- 6.1.15 International fisher effect (IFE)
- 6.1.16 Comparison of IRP, PPP and IFE theories

Unit-VII**7.1 Foreign Exchange Forecasting**

- 7.1.7 Why firms forecast exchange rates
- 7.1.8 Forecasting techniques
- 7.1.9 Forecasting services
- 7.1.10 Forecasting error
- 7.1.11 Using interval forecasts
- 7.1.12 Credit and surety insurance

Unit-VIII**8.1.1 Country Risk Analysis**

- 8.1.5 Why country risk analysis is important
- 8.1.6 Political risk factors
- 8.1.7 Financial risk factors
- 8.1.8 Types of country risk assessments
- 8.1.9 Techniques to assess country risk
- 8.1.10 Measuring country risk
- 8.1.11 Comparing risk ratings among countries
- 8.1.12 Actual country risk ratings across countries
- 8.1.13 Incorporating country risk in capital budgeting
- 8.1.14 Reducing exposure to host government takeovers

Unit-IX**9.1 Long-Term Financing**

- 9.1.1 Long term financing decision

- 9.1.2 Cost of debt financing
- 9.1.3 Assessing the exchange rate risk of debt financing
- 9.1.4 Reducing exchange rate risk
- 9.1.5 Interest rate risk from debt financing

6.0 Teaching-Learning Strategies

- Lectures.
- Handouts (attach hard or soft copies).

7.0 Assignments- Types and Number with calendar

Group assignment will be given to students for studying, analyzing and evaluating the following insurance related issues.

1. Globalization is a challenge or opportunity for firms belonging to less developed countries and Risk! Give a critical review.
2. FDIs impact on economic, political and cultural environment of developing countries
3. Make country risk analysis of three assigned countries by considering both micro and macro factors
4. What is financial integration and what are its advantages to firms working in less developed financial markets.
5. Study the entry strategies followed a the assigned MNCs
6. Discuss the role of MNCs in transportation and communication sector in Pakistan.
7. What challenges are faced by MNCs belonging to developing countries.

8.Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

FOR INTERNATIONAL BUSINESS:

1. Hill, C. W. L. "International Business"

FOR INTERNATIONAL FINANCE:

1. Madura, J. "International financial management"

10. Suggested Readings

10.1 Books

1. Levi, D. "International finance"
2. Ball, D. A. "International Business"
3. Alan M. Raugman and Richard M. HodgettS. "International Business"
4. Apte, P. G. 'International finance management'

10.2Journal Articles/ Reports

International Journal of MNCs strategies
Journal of Multinational Financial Management

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Professional Development_**

Proposed Course Code: BSC-412

Credit Hours: 03

Program: BS Commerce

Semester: 8th

1.0 Introduction of the Course

This course highlights the nature and importance of professional skills and personality development. It helps learners to analyze their own personality and improve it for their professional development. This course is also aimed to highlight the various factors like: presentation skills, body language, interpersonal skills, self-esteem, self-efficacy, resilience, optimism, self-motivation, problem-solving, stress handling, time-management, negotiation and conflict resolutions, team building and leadership. This course will help students to groom and be more prepared to operate in competitive professional world.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Functional English

Management

Marketing

Human Resource Management

Financial Management

3.0 The Course carries following objectives:

1. provide relevant knowledge about personality characteristics and development.
2. enable students to understand the importance of body language and various interpersonal skills.
3. prepare students to present in most efficient and effective manner.
4. To enhance self-confidence, resilience, optimism, and leadership skills among pupils.
5. To enhance the time-management, conflict resolution and team work capabilities.

4.0 Course Learning Outcomes

1. students will be able to demonstration better personality characteristics, body language, interpersonal skills. confidence, optimism, resilience, leadership, conflict handling and time management.
2. students will be able to show better presentation skills.
3. this course will develop team building and handling capabilities among students.
4. it will enable students to be better equipped for contemporary competitive professional environment.

5.0 Course Contents:**Unit-I**

Self-analysis: identifying personal strengths and weakness, discussion on various attributes of the personality, personality improvement for creating an ever-lasting impression on others.

Unit-II

Personality development: presentation skills, body language, confidence, manners and etiquettes.

Unit-III

Speaking skills: reading and story-telling, review writing and presentation.

Unit-IV

Positive psychology: attributes related to positive work outcomes, understanding the natures and importance of hope, optimism, resilience and self-efficacy.

Unit-V

Employability and attitudes: positive and negative attitudes, factors responsible for success and hurdles in achieving success, development of positive attitude, self-esteem and personality improvement.

Unit-VI

Self-motivation and personality improvement, motivating others.

Unit-VII

Employability quotient: resume building, interpersonal and group discussions, preparing yourself for interviews, facing the interview.

Unit-VIII

Public speaking: voice, movements and gestures that engage audience, effective speaking for different occasions and purposes.

Unit-IX

Emotional intelligence: nature and impact of stress, stress management, building social and emotional skills to handle stress.

Unit-X

Fear and anger management, managing emotions, building social and emotional skills to handle fear and anger.

Unit-XI

Work ethics: moral, ethical, social and religious responsibilities pertaining to professional endeavor.

Unit-XII

Working with a team, team development, team handling and leadership.

Unit-XIII

Understanding conflicts and disputes, strategies and techniques for organizational conflict management, negotiations and interpersonal conflict-handling communication skills.

Unit-XIV

Problem-solving and decision-making skills, time management,

6.0 Teaching-Learning Strategies

- Lectures
- Discussions
- Case studies
- Projects and Term Papers
- Reading Assignments

➤ Presentations

7.0 Assignments- Types and Number with calendar

- 1 –Self-analysis: identify and write about own strengths and weaknesses (after unit I)
- 2 – Book review and presentation (after unit III)
- 3 – Writing resume and prepare a topic for group discussion (after unit VII)
- 4 – Identify what causes stress, fear and anger in you and how can you overcome these emotions (after unit X)

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, lass Participations and Discipline etc.	25 %

9.0 Textbooks

1. Van Emden, J., and Becker, L. (2016). *Presentation skills for students*. Macmillan International Higher Education.
2. Luthans, F et al.(2015). *Psychological capital and beyond*. Oxford University Press, USA.
3. Mattingly, et al. (2020). *Interpersonal relationships and the self-concept*. Springer.

10. Suggested Readings**10.1 Books**

1. Willinks, T. (2019). *Stress Management: 7 Simple Steps to Eliminate Uncontrollable Stress, Anxiety and Fear by Understanding Psychology and Emotional Intelligence with Mindfulness and Meditation*. Important Publishing
2. Robbins, et al.(2019). *Organizational Behaviour*. Pearson

10.2 Journal Articles/ Reports

1. GiLE Journal of Skills Development (GJSD)
2. Journal of Career Assessment
3. Latest research papers on stress handling, team building and other professional skills

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Business Ethics and CSR**

Proposed Course Code: BSC-413

Credit Hours: 03

Program: BS Commerce

Semester: 8th

1.0 Introduction of the Course

Ethical crises are at rise, creating the need for ethical awareness in business. Familiarity with ethical principles influences one's choice of action and determines standards mentioning does and don'ts of business. Today's managers must necessarily concern themselves with ethical issues, because unethical behavior creates legal risks and damage to businesses as well as employees and consumers. Business ethics have become an integral part of business education in general. A student or manager who is well-versed in ethical behavior in practices, not only in the domestic market but internationally, will find him or herself better prepared to deal with issues or situations that may arise that don't always involve easy answers or decisions.

This business ethics course offers an introduction into the concept of values, morality, as well as cultural beliefs and upbringing in all areas of business, from consumer rights to corporate social responsibility.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Introduction to Business/Business Organization

3.0 The Course carries following objectives:

1. To sensitize the students to the ethical dimensions of business and to train them to identify ethical dilemmas, analyze them systematically and resolve them based on ethical principles and moral theory.
2. To examine the ethical dimensions of business from different perspectives (American/British, European/Japanese, etc) and to introduce tools of ethical analysis of management decisions involving difficult choices between right and right and wrong and wrong.
3. To convey the importance and functionality of core values, codes of conduct and a culture of ethical behavior as powerful management tools in the workplace and sources of trust and reputation in the marketplace
4. To differentiate between responsive and strategic CSR in terms of shareholder and social value, competitive advantage and sustainability.
5. To help participants evaluate the CSR standards of their own companies, identify CSR initiatives and convey competencies for their effective implementation and evaluation.

4.0 Course Learning Outcomes

Upon completion of this course a student would be able to:

1. Understand theoretical foundations of business ethics
2. Explain and illustrate the importance, for business and the community, of ethical conduct;
3. Recognize and resolve ethical issues in business;
4. Determine and evaluate their values defining ethical and unethical conducts

5. Confidently apply systematic ethical reasoning to business dilemmas and communicate effectively in oral and written forms these, using the concepts, logic and rhetorical conventions of business ethics.

5.0 Course Contents:

Unit-1

1.1 The importance of business ethics

- 1.1.1 Business ethics defined, development of business ethics, benefits of business ethics, descriptive vs normative ethics (carroll book, p. 190)

Unit-2

2.1 stakeholders' relationship, social responsibility and corporate governance

- 2.1.1 Stakeholders definition, types of stakeholders, social responsibility and ethics, social responsibility and importance of stakeholders' orientation, corporate governance and stakeholders' view, implementing stakeholders' perspective, forms of ethical issues related to various stakeholders (carroll book, p. 187), pluralist society and CSR (p.7-9), business criticism and corporate response (10-22)

Unit-3

3.1 Emerging business ethics issues

- 3.1.1 Recognizing workplace ethical issues, foundational values for identifying ethical issues, ethical issues and dilemmas in business, challenge of determining an ethical issue in business, ethics and law (carroll book, p. 194), ethical judgements (p. 195), Venn model of ethics, economics and law (p. 197), three models of management ethics (p. 199), two hypotheses regarding the models of management morality (p. 207), Developing moral judgement (Kohl's model, p. 209-213), elements of moral judgement (p.217-219)

Unit-4

4.1 Levels of ethics in business

- 4.1.1 Ethical issues arise at different levels (p. 225-227), managerial ethics and ethical principles (teleological, utilitarianism, Kant categorical imperative, principle of rights, principle of justice, ethics of care, virtue ethics, servant leadership, the golden rule) (p. 228-237), ethical test approach to decision making (p. 237 – 239), managing organizational ethics (240-261), behavioral ethics (p. 262), moral decision, managers and organizations (p. 265)

Unit-5

5.1 Determinants of business ethics – individual factors

- 5.1.1 Moral philosophy defined, moral philosophies (teleology, deontology, relativist perspective, virtue ethics, justice), application of moral philosophies, cognitive and moral development and its problems, white collar crimes, individual factors in business ethics, different sources of person's values (p. 213-217), Sources of ethical norms in individuals (carroll book, p. 192),

Unit-6

6.1 Determinants of business ethics – Organizational factors (ethical culture)

- 6.1.1 Defining ethical culture, role of corporate culture, role of leader in corporate culture, group dimensions and ethical culture

Unit-7

7.1 Determinants of business ethics – organizational factors (ethical programs)

- 7.1.1 Responsibility of corporations as moral agent, need for organizational ethical programs, code of conduct, ethical communication and training, systems to monitor ethical standards, ethics audit, benefits of ethics audit, ethical audit process

Unit-8

8.1 Determinants of business ethics – organizational factors (ethical leadership)

- 8.1.1 Defining ethical leadership, ethical leadership and organizational culture, managing ethical conflict, ethical leaders empower followers, communication of ethical leaders, Radar model

Unit-9

9.1 Business ethics and technology

- 9.1.1 New world of big data (p. 273), characteristics of technology (p. 275-277), technology and ethics (p. 277), information technology (p. 278-291), biotechnology and ethics (291-299).

Unit-10

10.1 Religion, ethics and CSR

- 10.1.1 Religion as source of business ethics, various religions and ethical conducts, Islamic perspective of business ethics and CSR

Unit-11

11.1 Ethical considerations across cultures

- 11.1.1 Values across cultures, role of values in determining ethics conducts, ethical conducts defined by various societies, differences across cultures

6.0 Teaching-Learning Strategies

The course should preferably be based on both lectures and discussion series on various topics of ethics in business.

7.0 Assignments- Types and Number with calendar

Assignments would/should cover the local business ethical dilemmas and cases

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Carroll, A., and Buchholtz, A. (latest edition). Business and society: Ethics, sustainability, and stakeholder management. Cengage Learning.
2. Ferrell, O. C., and Fraedrich, J. (Latest edition). *Business ethics: Ethical decision making and cases*. Cengage learning.

10. Suggested Readings

10.1 Books

1. Schwartz, M. S. (2017). *Business ethics: An ethical decision-making approach*. John Wiley and Sons.
2. Archie, et al.(1996). Business and Society: Ethics and Stakeholder Management. Ohio: Southwestern Publishing Company.

3. Lawrence, A. T., and Weber, J. (2014). Business and society: Stakeholders, ethics, public policy. Tata McGraw-Hill Education.
4. Griseri, P., and Seppala, N. (2010). Business ethics and corporate social responsibility. Cengage Learning.

10.3 Journal Articles/ Reports

1. Journal of business ethics
2. Business ethics quarterly
3. Business ethics European Review
4. Social Responsibility Journal

Accounting Specialization

1. Financial Reporting I
2. Financial Reporting II
3. Managerial Accounting Problems
4. Performance Management
5. Public Sector Accounting

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Financial Reporting I**

Proposed Course Code: Accounting (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

This course extends students' knowledge of corporate external financial reporting. It introduces students to the Accounting Standards (IFRS) setting environment. Students learn how to read, interpret, and apply accounting standards to make informed policy choices for a variety of complex accounting issues. This course relates to preparation of financial statements and their components and adjustments, accounting for inventories, property plant and equipment, revenue from contracts with customers and consolidated financial statements. Students will be equipped with tools to guide ethical decision making in a professional context.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Financial Accounting, I and II, Advanced Financial Accounting, Audit and Assurance

3.0 The Course carries following objectives:

1. To comprehend objectives of accounting standards (International Financial reporting Standards)
2. To prepare financial statements in accordance in accordance with IFRS
3. To account for transactions related to inventories and property, plant and equipment, revenue from contracts with customers, consolidated financial statements involving single subsidiary, in accordance with international announcements.
4. To understand the ethical requirements of financial reporting

4.0 Course Learning Outcomes

1. After studying this course student should know how to make financial statements and their components with adjustments
2. Be able to practice transactions related to inventories and property, plant and equipment, revenue from contracts with customers, consolidated financial statements involving single subsidiary.
3. Be able to understand ethical practices related to financial reporting.

Learning Outcomes

Preparation of statement of financial positions (IAS 1)

Preparation of statement of comprehensive income (IAS 1)

Preparation of statement of cash flows (IAS 7)

Understanding difference between perpetual and periodic inventory systems

Understanding and analyzing difference between FIFO and weighted average cost formulas and use them to estimate cost of inventory.

Learning to account for application of cost formulas (FIFO/ weighted average cost) on perpetual and periodic inventory system.

Identification of impact of inventory valuation methods on profits.

Calculating cost of inventory in accordance with IAS-2 using data provided including cost of purchase, cost of conversion, and other costs.

Identification of relevant and irrelevant cost from data provided

Understanding net realizable cost and relating to situation where cost of inventories may not be recoverable.

Demonstrating steps in measurement of inventory at lower of cost or NRV

Posting journal entries for adjustment in carrying value (excluding reversal of write downs)

Understanding disclosure requirements and preparation of extracts of necessary disclosure (excluding pledged inventories and reversal write downs)

Learning to use IAS – 16.

Calculating cost of initial recognition of property, plant and equipment in accordance with IAS-16 including different treatment elements of cost and the measurement of cost

Analyzing subsequent expenditures that may be capitalized, and distinguishing between capital and revenue items.

Presenting property, plant, and equipment after recognition under cost model and revaluation model using data and information provided.

Understanding depreciation, depreciable amount, and depreciation period.

Calculating depreciation using straight line method, diminishing balance method, and the units of production methods.

Computing depreciation for assets carried under the cost and revaluation models using information provided.

Preparation of journal entries and ledger accounts.

Learning to account for de-recognition of property, plant, and equipment recognized earlier under cost and revaluation methods.

Posting journal entries to account for de-recognition using data provided

Describing revenue and applying principle of substance over form to the recognition of revenue.

Demonstrating accounting treatment (measurement and recognition) for revenue arising from: sale of goods and rendering of services.

Identifying laws, regulations reporting standards and other requirements applicable to statutory financial statements of a limited company.

Preparing and presenting following in accordance with disclosure requirements of IAS 1, Companies Act 2017, fourth/ fifth schedule: Statement of financial position, statement of comprehensive income, statement of changes in equity, notes to the financial statements.

Preparing statement of cash flows in accordance with the requirements of IAS-7

Describing the concept of a group as a single economic unit, and other terms like subsidiary, parent, and control.

Describing situations where control is presumed to exist.

Identifying circumstances where an entity is required to prepare and present consolidated financial statements.

Eliminating (by posting journal entries) the carrying amount of the parent's investment in subsidiary and recognize the difference between the two balances as either goodwill or gain from bargain purchase.

Describing non-controlling interest in the case of a partially owned subsidiary.

Identifying non-controlling interest in the following: net assets of a consolidated subsidiary, and profit or loss of the consolidated profit or loss of the consolidated subsidiary for the reporting period

Posting adjusting entries to eliminate the effects of intergroup sale of inventory and depreciable assets.

Preparation and presenting simple consolidated statements of financial position involving a single subsidiary in accordance with IFRS 10

Preparation and presenting simple consolidated statements of comprehensive income involving a single subsidiary in accordance with IFRS 10

5.0 Course Contents:

1. Preparation of components of financial statements with adjustments
2. Accounting for inventories (IAS 2) – Application of cost formulas (FIFO/ weighted average cost) on perpetual and periodic inventory system
3. Cost of inventories (cost of purchase, cost of conversion, other costs)
4. Measurement of inventories (lower of cost or net realized value)
5. Presentation of inventories in financial statements
6. Property, plant and, equipment (IAS-16): Initial and subsequent measurement of property, plant and equipment (components of cost, exchange of assets)
7. Measurement after recognition of property, plant, and equipment
8. Depreciation – depreciable amount, depreciation period, and depreciation method
9. De recognition
10. IFRS 15 Revenue from contracts with customers
11. Preparation of separate and consolidated financial statements involving single subsidiary – in line with the requirements of the Companies Act 2017 and Financial Reporting Standards (IAS 1 and 7 and others included in syllabus) excluding liquidations, reconstructions and mergers
12. Elimination of investment in subsidiary and parent's equity
13. Identification of non-controlling interest
14. Profit and loss from intra-company transactions relating to assets and inventories without tax implications
15. Preparation of consolidated statements of financial position
16. Preparation of consolidated statements of comprehensive income

6.0 Teaching-Learning Strategies

Suggested, class discussions and applications of concepts using numerical problems and relevant local and international case studies.

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. ICAP “CAF – 7 Financial Accounting and Reporting II – Study Text”

10. Suggested Readings

- Melville, A. “International Financial Reporting: A Practical Guide”(7th Edition), Pearson Publishing, USA

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Financial Reporting II**

Proposed Course Code: Accounting (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

This course extends students' knowledge of corporate external financial reporting. It introduces students to the Accounting Standards (IFRS) setting environment. Students learn how to read, interpret, and apply accounting standards to make informed policy choices for a variety of complex accounting issues. This course relates to accounting for tangible and intangible assets, impairment of assets, lease and borrowing costs; provisions for contingencies; events occurring after reporting period, changes in accounting estimates and errors; taxation and ethics. Students will be equipped with tools to guide ethical decision making in a professional context.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Financial Accounting, I and II, Advanced Financial Accounting, Financial Reporting I, Audit and Assurance

3.0 The Course carries following objectives:

- 1 To comprehend objectives of accounting standards (International Financial reporting Standards)
- 2 To prepare financial statements in accordance with IFRS
- 3 To account for transactions related to inventories and property, plant and equipment, revenue from contracts with customers, consolidated financial statements involving single subsidiary, in accordance with international announcements.
- 4 To understand the ethical requirements of financial reporting

Course Learning Outcomes:

- 1 After studying this course student should know how to make financial statements and their components with adjustments
- 2 Be able to practice transactions related to inventories and property, plant and equipment, revenue from contracts with customers, consolidated financial statements involving single subsidiary.
- 3 Be able to understand ethical practices related to financial reporting.

Course Learning Outcomes:

Explaining and applying accounting treatment of property, plant and equipment, and intangible assets

Formulating accounting policies in respect of property, plant and equipment, and intangible assets

Describing the method of determining a lease type: operating or financial lease

Preparing journal entries and presenting extracts of financial statements in respect of lease accounting, lessor accounting, and sale and lease back arrangements, after making necessary calculations

Formulating accounting policies in respect of different lease transactions

Analyzing effect of different leasing transactions on the presentation of financial statements

Describing borrowing cost and qualifying assets using examples

Learning to identify and account for borrowing costs in accordance with IAS 23.

Disclosing borrowing costs in financial statements

Formulating accounting policies in respect to borrowing costs

Identifying and assessing circumstances where assets may be impaired.

Learning to measure recoverable amount.

Identification of cash generating unit and assessing its recoverable amount, including its components

Learning to account for related impairment expenses (excluding accounting for reversal impairment)

Defining liability, provision, contingent liability, and contingent assets and learning their accounting treatment

Distinguishing between provisions, contingent liabilities, and contingent assets

Understanding recognition and de-recognition criteria for provisions

Calculating/ measuring provisions such as warranties/ guarantees, restructuring, onerous contracts, environmental and similar provisions, provisions for future repairs or refurbishments

Learning to account for changes in provisions.

Understanding disclosure requirements of provisions

Defining accounting policies, accounting estimates, and prior period errors

Learning to account for effect of change in accounting estimates and policies in financial statements.

Understanding and analyzing using examples, IFRS guidance on accounting policies, change in accounting policies and disclosure.

Understanding and analyzing using examples, IFRS guidance on accounting estimates, changes in accounting estimates and disclosure

Understand and analyze using examples, IFRS guidance on errors, correction of errors and disclosure

Assessing and learning to account for adjusting and non-adjusting events after the reporting period.

Determining items that require separate disclosure, including their accounting treatment and required disclosures.

Understanding and analyzing using examples, going concern issues arising after the end of the reporting period

Defining temporary differences, and identification of temporary differences that cause deferred tax liabilities, deferred tax assets.

Determining amounts to be recognized in respect of temporary differences.

Preparing and presenting deferred tax calculations using balance sheet approach

Learning to account for major components of tax expense/ income and its relationship with accounting profit.

Formulating accounting policies in respect of deferred tax

Applying disclosure requirements of IAS 12

Calculating basic EPS in accordance with IAS 33 bonus and right issue
 Explaining the purpose and relevance of calculating basic EPS
 Describing fundamental principles of professional ethics of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior
 Applying conceptual framework to identify, evaluate, and address threats to compliance with fundamental principles
 Explaining ethical responsibilities of a Chartered Accountant in preparation and reporting of financial information using simple examples

5.0 Course Contents:

Accounting for tangible and intangible assets – Recognition, de-recognition, measurement, depreciation/ amortization, and measurement after recognition of non-current assets (IAS 16 and IAS 38)
 IFRS 16 Leasing
 Recognition of borrowing costs (IAS 23)
 Impairment of assets
 Provisions, contingent liabilities, and contingent assets
 Accounting policies, changes in accounting estimates and errors (IAS -8)
 Events occurring after the reporting period (IAS – 10)
 Taxation: current year, prior years, and deferred (IAS-12) – excluding deferred consequences of following transactions: business combination (including goodwill), assets carried at fair value, un-used tax losses and credits, re-assessment of un-recognized deferred tax assets, investments in subsidiaries, branches, associates and interest in joint ventures, items recognized outside profit and loss account, share based payment
 Earnings per share (IAS 33)
 Ethics – Fundamental principles (Section 100 to 150 of the code of Ethics for Chartered Accountants)
 An understanding of ethics relating to preparation and reporting of financial information (Section 320 of Code of Ethics for Chartered Accounts)

6.0 Teaching-Learning Strategies:

Suggested, class discussions and applications of concepts using numerical problems and relevant local and international case studies.

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. ICAP “CAF – 7 Financial Accounting and Reporting II – Study Text”

10. Suggested Readings

Melville, A. “International Financial Reporting: A Practical Guide” (7th Edition), Pearson Publishing, USA

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Managerial Accounting Problems**

Proposed Course Code: Accounting (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

The course requires basic knowledge of Management Accounting

3.0 The Course carries following objectives:

This course is designed to enable the students to get the sufficient knowledge for decision making. This course will also help the students in the preparation of various types of budgets. The students will learn how to find out the optimal production mix under the conditions of limited resources. Other than this, the students will study Management Accounting Issues with reference to research and they may be able to do their final thesis on these topics.

4.0 Course Learning Outcomes

1. Basic concepts
2. Information for decision making
3. Information for decision making
4. Learning about Costing Techniques for internal and external reporting
5. Behavior of the cost and its impact on profitability
6. Enabling the students to prepare various types of budget
7. Enabling the students to prepare various types of budget.
8. Enabling the students to determine limiting factor for optimal production plan
9. Graphical method of linear programming for optimal production plan.
10. Simplex method of linear programming for optimal production plan
11. How to make the best use of limited resources
12. Learning the various strategies for determining the selling price. Economic Theory of Pricing
13. Reading and writing the research articles
14. Reading and writing the research articles
15. Reading and writing the research articles
16. Reading and writing the research articles

5.0 Course Contents:

Managerial Accounting. Cost Terms, Cost Classification, Cost Behavior

Relevant Costing
 Relevant Costing
 Activity Based Costing
 Cost, Volume, Profit Analysis (More than one product)
 Budgeting
 Budgeting
 Limiting Factor
 Linear Programming
 Make or Buy Decision
 Pricing
 Discussion on Research Articles

6.0 Teaching-Learning Strategies

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. KAPLAN R S. Advanced Management Accounting, 1998 3rd Ed. PHI.
2. Trevor Hopper, Robert W. Scapens, Deryl Northcot. Issues in management accounting, 2007 3rd Ed. Financial Times Prentice Hall
3. Kenneth Philip Gee Advanced management accounting problems, 1986, Macmillan
4. Hugh Coombs, David Hobbs and Ellis Jenkins, Management Accounting: Principles and Applications 2005, SAGE Publications
5. Advances in Management Accounting
6. S.Kaplan, Robert. Advanced Management Accounting, 2003, Pearson Education
7. Gee, Kenneth P. Advanced management Accounting Problems, 1986, Macmillan and Co. LTD.

10. Suggested Readings

10.1 Books

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Performance Management**

Proposed Course Code: Accounting (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course**2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**

Basic knowledge of Cost and Management Accounting

3.0 Course Learning Outcomes s

1. This course outline is divided into five parts.
2. Syllabus Area A covers cost accounting and understanding how organizations use different methods of cost accounting to manage their processes
3. Decision making is a vital part of running a successful business. Syllabus Area B covers decision-making techniques such as limiting factor analysis, pricing decisions, short-term decisions and risk and uncertainty.
4. Budgeting forms an important aspect of running a successful business. Knowing how much money you have to spend on processes or products makes the difference when planning for the future. Syllabus Area C covers aspects of budgeting including the objectives of budgeting, different budgeting systems and how to qualitatively analyse different budgets.
5. Syllabus Area D covers standard costing and variance analysis - key skills for a management accountant
6. Syllabus Area E covers performance measurement. Understanding of both financial and non-financial performance indicators and methods of measuring performance is key to answering performance measurement questions in the exam.

4.0 Course Learning Outcomes

1. Learning the basics of costing techniques
2. Learning the basics of costing techniques
3. Decision about the optimal production plan
4. Decision about the optimal production plan
5. Learning how to price the product while transferring it to the next profit centre
6. Learning the various techniques of budgeting
7. Comparing budgeting techniques
8. Behavioral aspects of budgeting
9. Learning how to compare actual performance with standard performance
10. Learning how to compare actual performance with standard performance.
11. Learning how to compare actual performance with standard performance.
12. Learning how to compare actual performance with standard performance
13. Learning about the financial measures of performance
14. Learning about the non-financial measures of performance

15. Learning a combination of financial and non-financial measures
16. Learning a combination of financial and non-financial measures
17. Preparation for the examination

5.0 Course Contents:

Unit-I

Throughput accounting and back flush accounting,
 Target costing and lifecycle costing
 Activity-based costing
 Environmental management accounting
 Linear programming (Graphical Method)
 Linear programming (Simplex Method)
 Transfer pricing
 Budgeting
 Standard Costing
 Interpreting financial data
 Interpreting non-financial data
 Balanced Scorecard
 Revision and Discussion

6.0 Teaching-Learning Strategies

Lectures, discussions, presentations, quiz and assignments

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

2. Accountancy Tuition Centre (ATC) International
Emile Woolf Publishing Limited
3. Drury, C. "Cost and Management Accounting"
4. Get Through Guides
5. Wider reading, including relevant articles in management accounting journals is encouraged

10. Suggested Readings

- 10.1 Book**
- 10.2 Journal Articles/ Reports**

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Public Sector Accounting**

Proposed Course Code: Accounting (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the course

Prime objective of the subject is to give orientation regarding procedures, mechanism, nature of accounts, accounting cycle, through relevant stipulations in the Rules and Regulations. Therefore, it encompasses compendiums of various activities pertaining to governmental accounting.

It intends to familiarize students regarding nature, linkages, peculiarity, and functions of Accounts Functionaries for knowledge and empirical training to facilitate acclimatization while induction to these organizations.

Peculiarity of public expenditure is highlighted. Students are enlightened standard operating procedure of each and every expenditure. i.e. Predetermined procedures.

2.0 Pre-Requisites Course (S) or Other Requirements/Skills:

It is developed for knowledge and better understanding of the processes and activities of the Accounts Functionaries and there is no pre-requisite for students or personal requirement.

3.0 The Course carries following objectives:

1. Make orientation of nature, process, forums and Authorities in the public Sector Accounting.
2. Familiarization of student regarding stipulations of law regarding financial benefits permissible to civil servants during service, on retirement and family of deceased civil servant.
3. Empirical training of accounting procedures for acclimatization, in case of induction to governmental accounts functionaries.
4. Enhance awareness for better dealing with Accounts Functionaries through dissemination of knowledge about their functions and powers.

4.0 Course Learning Outcomes:

1. Better understanding of students regarding governmental set up in the country.
2. Enables to differentiate accounting concepts in commercial and public finance.
3. Develop awareness about powers and functions of various functionaries of the government.
4. Enhance skills to maintain accounting record in the government sector.

Course Contents:

Definition of the public sector, Federal structure, provincial structure.
Nature of governmental Accounting.

Purpose of governmental accounting. Users of governmental accounting information.

Comparison of public and private finance

Accounting cycle

The students are made aware about structure of both Federal and Provincial Governments, Bureaucratic, Technocratic and Political setup of the country.

They are given understanding about functioning of three pillars of the government Legislators, Judiciary and Executives. Brief orientation is given regarding nature, procedures, Authorities and accounting cycle. Orientation is also given regarding different kinds of finance and specially Peculiarity in public finance as compared to nature of finance students have already studied up to that Juncture.

Definition of budget, objectives, traditional/incremental/ zero based budgeting, budget terminology

Budget calendar, process for non-development budget

Budget estimates, 10BMs, SNE Recovery plan, continuation of SNE, Additional funds. Supplementary grant, Modified grant

1st and 2nd statement of excesses and surrenders, Re –appropriations, Supplementary Grants, Approval process, chart of classification, (Practical Examples from budget).

Development Budget 5 Pcs, stages, forums, yard sticks for schemes, (practical examples for A.D.P), Project appraisal

This segment focuses on the process of budget preparation of both development and Non development, i.e. formats being used for the purpose, consolidation, approval stages and authorities, allocation, distribution, post distribution adjustment, and ultimate review by the Authority of the ultimate utilization status. Students are given hands- on-training through original budget books of budget and examples of actual documents of different Institutions. Linkages is tried to be made between bookish and practice in vogue. This segment of the course portrays complete picture of the budget cycle and familiarizes the students about the process in totality.

Pay fixation

Pre-requisites for drawl of salary, procedure, Accountal

House Rent Allowance, G.P Fund, group insurance, benevolent fund, income tax and other deductions.

They are given acquaintance regarding basic pay scales, minimum, running, and maximum stages. Eligibility for increment, authority for pay fixation and disbursement process. Practical example of pay slip from % Accountal General Punjab and actual salary slip are made available to students for hands-on-training.

Details of all kinds of deductions from salary and benefits in lieu of these deductions, to civil servant in service, retirement and in case of death to deceased family, are discussed.

Modes of filling of vacancy

Delegation of financial powers

The procedure of filling of posts through stop-gap arrangement, additional charge, current charge, acting charge, promotion, deputation, direct recruitment, Contract appointment, re-employment and special packages, etc are apprised along with stipulations of Rules and Regulations i.e.esta code, service Rules, criteria, etc.

All powers are vested with government and these powers are utilized through delegation of powers to different Forums and Authorities. Details are provided regarding category wise limits of different affairs according to relevant schedules in the Rules and Regulations.

Purchase procedure

Detailed study of PPRA RULES with practical examples

Purchases gets major chunk from portion of non-salaried budget. The orientation is made regarding mode of purchases without quotations, limited tender, open tender, national competitive bidding, international competitive bidding, emergent purchase and purchases from manufacture for vehicles, prequalification, etc. Detailed orientation of each and every section of Punjab Procurement Authority Rules (PPRA RULES) is given regarding, planning, specification, securities, rates, FOB, CandF, ClandF, and DDP, one stage two envelope, two stages one envelope, grievances and arbitration etc. Practical Training is imparted through conduction of exercises.

Inventory maintenance

Check list for drawl of non –salary items

Introduction of books /registers/accounts required to be maintained

Accountal is foremost pre-requisite of public expenditure therefore, they are given information regarding various documents used for accountal like, master stock register, in and out stock register, sub stock register, repair register, unserviceable stock register, Bin Card, meter register, attendance register, cash book, petty cash book, attendance, physical verification and linkages with documents i.e. in case of repairing of car, expenditure will simultaneously be entered in cash book, budget watch register, log book, repair register, Register of unserviceable goods (replaced parts), history register for major replacement etc. Check lists for various procedures are discussed for better understanding.

Kinds of leaves and rules

The Account Functionaries are required to keep record of various kind of leaves, causal leaves, earned leaves, vacations, prevented vacations, hospital leave, ex-Pakistan, study leave, leave preparatory to retirement, leave due in kind, special leave, Quarantine leave, Maternity leave, paternity leave, etc, therefore students are informed about provision of law, eligibility, limits, requirements and Accountal in leave accounts.

Compilation, statement of expenditure (development + non-development), reconciliation. Appropriation accounts. Detailed orientation

One of the primary responsibilities of finance manager is to anticipate, acquire, allocate, utilize funds but also prudent utilization and conservation of funds fetches prime responsibilities. The reporting system of governmental accounting enables all authorities to monitor pace of utilization to take decision, for remustering of resources from where these are in excess to needed one. Students are provided with formats and actual reports of various Institutions to understand procedure, preparation, mechanism usefulness, purposes and authorities linked in the process.

Benefits of G.P. funds benevolent funds group insurance financial assistance

Detailed rules and regulations for eligibility and process.

This portion of the course, makes the students aware about the benefits available to the civil servant, on retirement, and the family of the civil servant at her/his death. Detail discussion is made regarding Provision of Law, permissibility, mechanism, volume, occasions, sanctioning authorities for the benefits, etc.

Define pension, kinds, documents, calculations. pensionary benefits in case of in service death

Pension is one of the significant perk of pay package. Students are taught the kinds i.e. superannuity, premature, compulsory, medical ground, death etc. Pre-requisites and hands-on-training regarding calculation of net qualified service, emoluments, increases, commutation (gratuity). They are given opportunities to calculate pension for different scenario.

Safe guards for cash handling internal control examples of serious irregularities-action to be taken

The students are informed regarding legacy of law like, constitution, bill, act, and Ordinance, by-Laws, Rules and Regulation, internal controls and SOPs. Cash book in Governmental Accounting is classified as bible of Accounts, therefore, detailed discussion for its maintenance is made as who will make entries, who will check, process of rectification, certification. Students are apprised regarding safe custody of cash. Compendium of instructions for various procedures linked with check lists is discussed.

Kinds of audit. Procedures and forums for settlement

Authority bears responsibility In order to ensure prudent utilization of authority, watch dogs of accountability are deployed. When one knows that he has to give answer so he behaves within ambit of authority. These perform through tools of audit. The students are given detailed understanding of kinds of audit in public sector, follow up process authorities for settlement, composition of public Accounts committee and nature of some common irregularities for comprehension of the system.

Auditor general of Pakistan

Accountant general of Pakistan

Treasury officer

Drawing and Disbursing Officer

In this portion of course outline, functions and powers of these authorities are highlighted. This enables students to fathom status of the prime and key authorities in the public sector accounting.

5.0 Teaching-Learning Strategies

The course would be lecture based with focus on local case example.

6.0 Assignment

Student would submit assignment on regular basis. The assignment would cover both field work and internet based documents.

7.0 Assessment and Examination

As per University Rules

8.0 Study Tours

Exposure of relevant functionaries like AG Punjab, Treasury Office, PsD Department, Various Account Department of University and other institution is given to students to physical see operation as part of mentoring process.

10.0 RECOMMENDED BOOKS:

1. PFR Volume I
2. PFR Volume II
3. Delegation of financial powers latest
4. Treasury rules
5. Esta code(updated)
6. Code of classification
7. Planning manual
8. Audit code
9. Budget manual
10. D.D.O Hand book (Publications by the government)
11. Set of books of budget of Government of Punjab (latest)
12. Compendium of pension rules
13. PPRA hand book
14. Latest notifications

Finance Specialization

1. **Financial Statement Analysis**
2. **International Finance**
3. **Financial Derivatives**
4. **Advanced Risk Management**
5. **Corporate Mergers, Acquisitions and Restructuring**
6. **Advanced Financial Management**
7. **Corporate Finance**
8. **Investment Analysis and Portfolio Management**

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Financial Statement Analysis**

Proposed Course Code: Finance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

The course of financial statement analysis is designed to equip students with wide variety of financial ratios and other tools for financial statement analysis. The students will learn about ratio analysis, vertical analysis and horizontal analysis. To learn about liquidity analysis, profitability analysis, solvency analysis, activity analysis and market analysis and decisions making by using the above-mentioned tools is the main focus of this course.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

1. Financial Accounting

3.0 The Course carries following objectives:

- 1) To learn about financial statement analysis tools.
- 2) To learn about different financial ratios and their application.
- 3) To Know and learn about vertical analysis.
- 4) To learn about horizontal analysis.
- 5) Decisions making by using tools for analysis

4.0 Course Learning Outcomes

- 1) This course will provide the students to learn about different categories of ratios
- 2) The students would be able to learn about vertical and horizontal analysis.
- 3) The students would be able to learn the usage and application of tolls for decision making.

5.0 Course Contents:

Unit-I

1.1 Introduction to Financial Reporting and Financial Statements Analysis

- 1.1.1 Financial statements, its nature and need for preparation.
- 1.1.2 Understanding the contents information of income statement/statement of comprehensive income, balance sheet/statement of financial position, retained earnings statement/statement of owners' equity and statement of cash flows.

Unit-II

2.1 Liquidity Analysis

- 2.1.1.1 Concept of liquidity, its importance, current assets, current liabilities and operating cycle concepts.
- 2.1.1.2 Working capital concept, current ratio, acid-test ratio/quick ratio, cash ratio etc. and interested stakeholders.

2.1.2 Application/practical problems and decisions making by using liquidity analysis.

Unit-III

3.2 Debt Ratios/ Solvency/Gearing Ratios

3.2.1 Introduction and understanding of debt/solvency ratios.

3.2.2 Debt ratio, equity ratio, debt to equity ratio, times interest earned ratio, fixed charge coverage its importance and interested stakeholders.

3.2.3 Application/practical problems and decisions making by using debt ratios.

Unit-IV

4.1 Activity/Turnover/Efficiency Ratios

4.1.1 Introduction and understanding of activity/turnover/efficiency ratios. Importance and interested stakeholders.

4.1.2 Inventory turnover, average age of inventory/inventory turnover in days, accounts receivable turnover, average collection period/accounts receivable turnover in days.

4.1.3 Accounts payable turnover, average payment period/accounts payable turnover in days.

4.1.4 Assets turnover, fixed assets turnover.

4.1.5 Application/practical problems and decisions making by using activity ratios

Unit-V

5.1 Profitability Ratios

4.1.6 Profitability concept and its importance for different stakeholders

4.1.7 Gross profit margin, operative profit margin, operative profit margin and net profit margin concepts.

4.1.8 Earnings per share (EPS) Return on assets/investment (ROA), Return on equity (ROE), return on total and common equity, DuPont analysis,

4.1.9 Application/practical problems and decisions making by using Profitability ratios.

Unit-VI

6.1 Market Ratios/Ratios for Investors

6.1.1 Importance and understanding of these ratios.

6.1.2 Book value per share/breakup value, price/earnings ratio, dividend payout ratio, retention ratio, dividend yield ratio, market to book ratio

6.1.3 Application/practical problems and decisions making by using market ratios for investors.

Unit-VII

7.1 Statement of Cash Flows and its Analysis

7.1.1 Basic elements of Statement of Cash flows.

7.1.2 Operating, investing and financing cash flows and their interpretation.

7.1.3 Ratios relating to operating cash flows.

7.1.4 Application/practical problems and decisions making by using these ratios.

Unit-VIII

8.1 Expanded Analysis

8.1.1 Financial Ratios of special industries.

8.1.2 Financial ratios of banks, oil and gas, transportation and real estate.

8.1.3 Financial ratios of insurance companies and other financial institutions.

8.1.4 Forecasting financial failure, univariate model, multivariate model and Z score model.

8.1.5 Personal financial analysis and analysis of Government and not-for-profit organizations.

8.1.6 Limitations of ratio analysis.

6.0 Teaching-Learning Strategies

- Lectures
- Handouts
- Group Discussions
- Classroom Presentations
- Projects and Term Paper
- Quizzes
- Case Study, Reading Assignment

7.0 Assignments

1. Financial Statement analysis of various companies' annual reports which are listed on Pakistan Stock Exchange.
2. Two quizzes will be taken from midterm course contents and 2 quizzes will be taken from final term course contents.

8.0 Assessment and Examinations:

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

13 Textbooks

3. Gibson C. H. "Financial Statement Analysis" 12th/Latest edition, Cengage Learning.
4. Sinha, G. "Financial Statement Analysis" PHI Learning Private Limited.

10. Suggested Readings**10.1 Journal Articles/ Reports**

- The Economist
- Chartered Financial Analyst Journal
- The Financial Times
- Business Recorder
- The Financial Daily

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **International Finance**

Proposed Course Code: Finance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Businesses evolve into multinational corporations (MNCs) so that they can capitalize on international opportunities. Their financial managers must be able to assess the international environment, recognize opportunities, implement strategies, assess exposure to risk, and manage the risk. International financial management course helps to assess all the above mentioned challenges, opportunities, risks as well teaches us to manage that risks. The MNCs that are most capable of responding to changes in the international financial environment will be rewarded. This course is organized first to provide a background on the international financial environment and then to focus on the managerial aspects from a corporate perspective. Students or managers of MNCs will need to understand the financial environment before they can manage within it.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

International Financial Management presumes an understanding of basic corporate finance.

3.0 The Course carries following objectives:

1. To provide the macroeconomic framework and introduce the major markets that facilitates international business.
2. To describes relationships between exchange rates and economic variables and explains the forces that influence these relationships.
3. To provide microeconomic framework with a focus on the managerial aspects of international financial management and explains the measurement and management of exchange rate risk.
4. To describe the management of long-term assets and liabilities, including motives for direct foreign investment, multinational capital budgeting, and country risk analysis.

4.0 Course Learning Outcomes

After learning this course students would be able:

1. To understand the macroeconomic and microeconomic environment with respect to direct foreign investment, multinational capital budgeting, and country risk analysis.
2. To understand the foreign exchange risk exposure, how this affects our financial decision making and how to manage it.
3. To grab the international opportunities and cope with the international challenges while investing the money in foreign countries.

5.0 Course Contents:**Unit 1: MULTINATIONAL FINANCIAL MANAGEMENT:**

- 1.1. Managing the MNC
- 1.2. Why Firms Pursue International Business
- 1.3. How Firms Engage in International Business
- 1.4. Valuation Model for an MNC

Unit 2: INTERNATIONAL FLOW OF FUNDS

- 2.1. Balance of Payments
- 2.2. International Trade Flows
- 2.3. International Trade Issues
- 2.4. Factors Affecting International Trade Flows
- 2.5. Correcting a Balance-of-Trade Deficit
- 2.6. International Capital Flows
- 2.7. Agencies That Facilitate International Flows
- 2.8. How Trade Affects an MNC's Value

Unit 3: INTERNATIONAL FINANCIAL MARKETS

- 3.1. Foreign Exchange Market
- 3.2. International Money Market
- 3.3. International Credit Market
- 3.4. International Bond Market
- 3.5. International Stock Markets

Unit 4: EXCHANGE RATE DETERMINATION

- 4.1. Measuring Exchange Rate Movements
- 4.2. Exchange Rate Equilibrium
- 4.3. Factors That Influence Exchange Rates
- 4.4. Movements in Cross Exchange Rates
- 4.5. Anticipation of Exchange Rate Movements

Unit 5: CURRENCY DERIVATIVES

- 5.1. Forward Market
- 5.2. Currency Futures Market
- 5.3. Currency Options Market
- 5.4. Currency Call Options
- 5.5. Currency Put Options
- 5.6. Contingency Graphs for Currency Options
- 5.7. Conditional Currency Options
- 5.8. European Currency Options

Unit 6: GOVERNMENT INFLUENCE ON EXCHANGE RATES

- 6.1. Exchange Rate Systems
- 6.2. Single European Currency
- 6.3. Government Intervention
- 6.4. Intervention as a Policy Tool

Unit 7: INTERNATIONAL ARBITRAGE AND INTEREST RATE PARITY

- 7.1. International Arbitrage,

7.2. Interest Rate Parity (IRP),

Unit 8: RELATIONSHIPS AMONG INFLATION, INTEREST RATES, AND EXCHANGE RATES

- 8.1. Purchasing Power Parity (PPP)
- 8.2. Interpretations of Purchasing Power Parity
- 8.3. Rationale behind Relative PPP Theory
- 8.4. Derivation of Purchasing Power Parity
- 8.5. Using PPP to Estimate Exchange Rate Effects
- 8.6. Graphic Analysis of Purchasing Power Parity
- 8.7. Testing the Purchasing Power Parity Theory
- 8.8. Why Purchasing Power Parity Does Not Occur
- 8.9. Purchasing Power Parity in the Long Run
- 8.10. International Fisher Effect (IFE)
- 8.11. Implications of the International Fisher Effect
- 8.12. Implications of the IFE for Foreign Investors

Unit 9: FORECASTING EXCHANGE RATES

- 9.1. Why Firms Forecast Exchange Rates
- 9.2. Forecasting Techniques
- 9.3. Forecast Error
- 9.4. Using Interval Forecasts

Unit 10: MEASURING EXPOSURE TO EXCHANGE RATE FLUCTUATIONS

- 10.1. Relevance of Exchange Rate Risk
- 10.2. Transaction Exposure
- 10.3. Economic Exposure
- 10.4. Translation Exposure

Unit 11: MANAGING TRANSACTION EXPOSURE

- 11.1. Hedging Exposure to Payables
- 11.2. Hedging Exposure to Receivables

Unit 12: MANAGING ECONOMIC EXPOSURE AND TRANSLATION EXPOSURE

- 12.1. Managing Economic Exposure
- 12.2. Hedging Exposure to Fixed Assets
- 12.3. Managing Translation Exposure

Unit 13: DIRECT FOREIGN INVESTMENT

- 13.1. Motives for Direct Foreign Investment
- 13.2. Selfish Managerial Motives for DFI
- 13.3. Benefits of International Diversification
- 13.4. Host Government Views of DFI

Unit 14: MULTINATIONAL CAPITAL BUDGETING

- 14.1. Subsidiary versus Parent Perspective
 - 14.1.1. Tax Differentials
 - 14.1.2. Restricted Remittances
 - 14.1.3. Excessive Remittances
 - 14.1.4. Exchange Rate Movements
- 14.2. Other Factors to Consider
 - 14.2.1. Exchange Rate Fluctuations
 - 14.2.2. Inflation

- 14.2.3. Financing Arrangement
- 14.2.4. Blocked Funds
- 14.2.5. Uncertain Salvage Value
- 14.2.6. Impact of Project on Prevailing Cash Flows
- 14.2.7. Host Government Incentives
- 14.2.8. Real Options
- 14.3. Adjusting Project Assessment for Risk
- 14.3.1. Risk-Adjusted Discount Rate
- 14.3.2. Sensitivity Analysis

Unit 15: INTERNATIONAL CORPORATE GOVERNANCE AND CONTROL

- 15.1. International Corporate Governance
- 15.2. International Corporate Control
- 15.3. Factors Affecting Target Valuation
- 15.4. Disparity in Foreign Target Valuations
- 15.5. Other Corporate Control Decisions
- 15.6. Control Decisions as Real Options

Unit 16: COUNTRY RISK ANALYSIS

- 16.1. Why Country Risk Analysis Is Important
- 16.2. Country Risk Factors
- 16.3. Assessment of Risk Factors
- 16.4. Techniques to Assess Country Risk
- 16.5. Measuring Country Risk
- 16.6. Incorporating Risk in Capital Budgeting
- 16.7. Preventing Host Government Takeovers

6.0 Teaching-Learning Strategies

This course will be taught through the topics explanation in class by teacher, class participation, and presentation by students, quizzes and assignments. Students will also be provided by the topics related articles and published research papers on which class discussion will be held.

7.0 Assignments-

Assignments will be given to students on the following topics,

1. Foreign exchange rate risk and the use of financial derivatives to manage it.
2. Pros and cons (risks) of Foreign Direct Investment.
3. Capital Budgeting Analysis while investing internationally.

8.0 Assessment and Examinations:

As per University Rules

9.0 Textbooks

MEDURA, J. "International Financial Management" latest edition.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Financial Derivatives**

Proposed Course Code: Finance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

The Course carries following objectives:

The course covers markets in standard financial derivatives-for example, forwards, futures, swaps and options-with intent to establish the theoretical basis of prices as well as the practical use and pitfalls of these products. Time permitting, more advanced topics will be covered including, exotic options and financial engineering.

Pre-Requisites Course Requirements/Skills:

Basic investment and financial management courses.

Learning Outcomes:

Upon completion of this course, the students will be able to:

1. Explain the mechanics of the futures and forward contracts.
2. Calculate profits or losses on future and forward contracts for hedgers and speculators.
3. Determine the futures prices for commodities and stock indices and describe how theoretical upward and lower bounds impact possible prices.
4. Discuss the mechanics of options contracts and the markets they trade in.
5. Calculate theoretical option prices using one and two-stage binomial models, as well as under the Black-Scholes model.
6. Demonstrate how put-call parity works in options markets.
7. Show how technical analysis can be used in a trading strategy for futures or options markets.
8. Assess the importance of interest rate and currency swap contracts in hedging.
9. Explain how credit default swaps potentially reduce risk.
10. Describe the characteristics of alternative derivative contracts such as weather derivatives, energy derivatives, swaptions, and exotic options.

Course Contents:**Unit I****1.1 Introduction to Derivative Securities**

The main types of derivatives, Derivatives markets, Reasons for trading derivatives, Hedging versus speculation, History of derivative markets, Criticism of derivative market.

Unit II**2.1 Forward Contract**

The Nature of the Forward Contract, Using Forwards as a Risk-Management Instrument, Boundary Conditions for Forward Contracts, Valuing forward contracts and the forward price, Modifying Default Risk on Forward Contracts, Forward contracts on Stocks, indices, interest rates and currency.

Unit III**3.1 Futures**

The market for futures contracts, Marked to market and margins, Future contracts on Stocks indices, interest rates and currency. Applications of Futures.

Unit IV**4.1 Swaps**

Interest rate swaps, Currency swaps, Comparative advantage swaps, Determination of swap rates, Total Return Swaps, Commodity Swaps, Variance Swap, Applications Examples.

Unit V**5.1 Options**

The market for options, Option payoffs, Factors affecting option prices, No-arbitrage restrictions; the put-call parity, Early exercise of American options, Trading strategies involving options, Valuing Options, The binomial model, The Black-Scholes model, Monte-Carlo simulation, Volatility estimation and implied volatility, Limitations and Extensions of The Black-Scholes-Merton Model, Exotic Options, Deriva Gem and online options calculators, Definition of exotic options, Binary options, Forward start options, Gap options, Look back options, Chooser options, Asian options, Shout options, Explain and evaluate the 'Greeks', Explain the delta of an option and demonstrate how it is used in dynamic hedging. Explain the gamma effect on the options delta, and how can gamma effect a delta hedge. Demonstrate the historical volatility and implied volatility methods for estimating the future volatility of the underlying asset.

Teaching-Learning Strategies:

1. Lectures
2. Handouts
3. Group discussions
4. Classroom presentations
5. Projects and term paper
6. Quizzes
7. Case study, reading assignment

Assessment and Examinations:

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topics

1. McDonald, “Derivatives Markets” 3rd edition., Pearson.
2. John Hull, “Options, Futures and Other Derivatives” 8th Edition. (7th also works), Pearson Prentice Hall 2011.
3. John C. Hull, “Fundamentals of Futures and Options Markets,” 8th Edition, Prentice Hall.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Advanced Risk Management**

Proposed Course Code: Finance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

The Course carries following objectives:

This course examines the advanced risk management. It gives the students the essential knowledge and understanding the application of risk management principles, system, process and techniques.

Pre-Requisites Course Requirements/Skills:

Financial Management, Investment basics

Learning Outcomes:

1. Helpful to develop objective risk management policies consistent with the company's enterprise-wide risk management framework.
2. Improve financial risk management skills to support the business strategy-both actively and cost-effectively.
3. Help the business to take advantage of new opportunities.
4. To understand how to dialogue effectively with the Board, operating units, auditors, bankers, clients and analysts.
5. To Improve treasury's effectiveness in adding value to the business and benefiting the bottom line.

Course Contents:

Unit I

1.1 A Risk Management Synthesis

Definitions and Objectives, Types, Advances in Integrated Risk Management and Institutional Barriers to Progress & Measuring the Trade-Offs between Risk and Return, When Bad Things Happen to Good People, U.S. Savings and Loan Crisis, Long-Term Capital Management, The 2006-2011 Credit Crisis.

Unit. II

2.1 Risk, Return and Performance Measurement

Practical Quantification of Risk. Perils and Pitfalls in the Measurement of Risk. Historical value at risk. Monte Carlo based value at Risk, Measuring Return: Market vs. Accounting Returns. One Source of Risk or Many Sources of Risk? Interest Rate Risk Management Evolution, Equity Risk Management Evolution, Option Risk Management Evolution, Credit Risk Management Evolution. Managing Risk and Strategy, Business by Business.

Unit III**3.1 Interest Rate Analytics**

Interest Rate Risk Introduction and Overview, Fixed Income Mathematics: The Basic Tools, Interest Rate Mismatching and Hedging.

Unit IV**4.1 Credit Risk Analytics**

An Introduction to Credit Risk: Using Market Signals in Loan Pricing and Performance Measurement, Reduced Form Credit Models and Credit Model Testing, Credit Spread Fitting and Modeling, Valuing Credit Risky Bonds, Legacy Approaches to Credit Risk, Credit Derivatives and Collateralized Debt Obligations.

Unit V**5.1 Derivatives Risk**

Equity Risk, Elements of portfolio theory, Capital Asset Pricing Model, Systematic vs. idiosyncratic risk, Equity portfolio risk and performance evaluation. American and European Fixed Income Options, Forward and Futures Contracts, Interest Rate Swaps and Swaptions, Exotic Swap and Options Structures, Foreign Exchange Market.

Unit VI**6.1 Market Risk**

Computing risk measure estimates, collecting data to model the behavior of risk factors, Confidence intervals for risk measure estimates, Techniques to improve accuracy of risk.

Unit VII**7.1 Volatility Estimation**

Regime Switching, Cyclical Volatility, EWMA, GARCH, Implied Volatility (IV), Bootstrapping the sample data.

Unit VIII**8.1 Introduction to VAR**

Introduction to Risk, Value at Risk (VaR), Value-at-Risk Measurement Methods, Delta Normal VAR: Linear and Non-Linear Assets, Delta Normal VAR for Linear Derivatives, Delta Normal VAR for Non-Linear, Full Valuation Method, Historical Simulation, Monte Carlo Simulation, Comparison between Methods

Unit IX**9.1 Enterprise Risk Management**

Integrated risk management within financial institutions, aggregating financial and non-financial risks, designing effective risk management frameworks, Best practices for risk governance, Managing Institutional Default Risk and Safety and Soundness.

Unit X**10.1 Liquidity Risk Management**

Unit XI**11.1 Operational Risk Management**

Taxonomy of operational risks, Ways to Determine Operational Risk. Operational risk regulation, Operational Risk Management Process, Expected Loss Vs Unexpected Loss. Hedging Operational and Financial Risk, Operational risk modeling,

Unit XII**12.1 WHO guidelines on quality risk management****Teaching-Learning Strategies:**

- i. Lectures
- ii. Handouts
- iii. Group discussions
- iv. Classroom presentations
- v. Projects and term paper
- vi. Quizzes
- vii. Case study, reading assignment

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

Textbooks

1. DONALD R. VAN DEVENTER et al. "Advanced Financial Risk Management: Tools and Techniques for Integrated Credit Risk and Interest Rate Risk Management," 2nd Edition, , KENJI IMAI, MARK MESLER, John Wiley and Sons.
2. DOHERTY, Neil A.: Integrated Risk Management: techniques and strategies for managing corporate risk, New York.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Corporate Mergers, Acquisitions and Restructuring**

Proposed Course Code: Finance (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

The Course carries following objectives:

This course uses an analytical framework and applications to introduce the key principles and techniques of successful mergers, acquisitions, divestitures and leveraged buyouts.

This course focuses on identifying ways to increase firm value through mergers and corporate restructuring. Specific topics include: mergers and tender offers, spin-offs, carve-outs, divestitures, takeover defense strategies, bankruptcy and bankruptcy acquisitions, international acquisitions, leveraged buyouts. We will cover the theory, practice and empirical evidence and understand how to propose, evaluate, and structure the above mentioned phenomena.

Pre-Requisites Course Requirements/Skills:

The course presumes that students have taken basic courses in Accounting, Economics and Finance.

Learning Outcomes:

Upon completion of this course, students will be able to complete the following key tasks:

1. Analyze the effect of any type of corporate restructuring on firm value.
2. Analyze the effect of corporate mergers, acquisitions and restructuring on the components of firm value – equity and debt.
3. Know how restructuring affects corporate control.

Course Contents:**Unit I****Introduction to mergers, acquisition and other form of restructuring**

Valuation for MandA, LBOs, Corporate Divestitures and Financial Restructuring, Stock Repurchase. Why MandA drives the market for corporate control? Mergers and acquisitions: when do they make sense? The distinguishing features of successful and unsuccessful deals. Research evidence on which mergers add value, and which destroy value.

Unit II**Evaluating Acquisitions, and Undertaking Due Diligence**

What are the target's value-drivers? Required performance improvements embedded in acquisition premiums. Competitive conditions that must drive valuations. What due diligence can reveal and what it cannot. The sequence of events in this cross-border merger and develop a due diligence checklist. Tailoring due diligence to the company and industry. What are the key aspects of due diligence in the publishing world?

Unit III**Valuation for Mergers and Acquisitions**

Asset-based and balance-sheet approaches to find Market value. approaches Multiples and comparables Enterprise value and EBITDA Establishing required rates of return Free cash flows to equity Free cash flows to firm Dividend- and cashflow-discount model.

Unit IV**Negotiating the Terms of a Merger**

Role of investment bankers and other advisors in developing a negotiating stance. Understanding sellers' goals and constraints. Dealing with defensive strategies: poison pills and other devices. Dealing with rival bidders. Dealing with private owners. Structuring the deal: How much should we pay? How should we pay? Teams engage in a hands-on negotiating exercise including valuation, setting the price and payment terms of the merger, and negotiating control

Unit V**Divestitures**

Post-acquisition divestitures. Measuring and managing break-up value. Breakup value taxable and tax-free corporate breakups. How to perform a before-and-after divestiture valuation?

Unit VI**Acquisition Finance**

Finding the optimal capital structure: debt, equity or mezzanine? Capital structure considerations. Senior secured bank financing. Asset-based finance. Bridge financing. Subordinated seller notes. Mezzanine debt Refinancing strategies. High-yield bonds Private equity sources

Unit VII**Leveraged Buy-Outs**

The different approaches of financial vs strategic buyers. The leverage effect. How to structure and price the leverage for an acquisition or buyout. Spreadsheet-based debt

capacity analysis for leveraged finance. Synthetic ratings and debt pricing mezzanine and private equity finance.

Teaching-Learning Strategies

- I. Lectures
- II. Handouts
- III. Group discussions
- IV. Classroom presentations
- V. Projects and term paper
- VI. Quizzes
- VII. Case study, reading assignment

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topics

6. Wiley, P. G. J.(2018) Mergers, Acquisitions and Corporate Restructurings, 7th edition
7. Donald, M. “Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, DePamphilis, Academic Press.

Other Suggested Readings

Takeovers, Restructuring, and Corporate Governance 4th Edition by J. Fred Weston, Mark L. Mitchell and J. Harold Mulherin, Pearson Educational International.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Advanced Financial Management**

Proposed Course Code: Finance (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

This is a Finance specialization course. After studying this course, the students would be able to develop understanding of financial decision making by a financial manager in a business organization. This course will also provide the students to learn about investment decisions process used by a finance manager. The students would also be get benefited to know about the various capital budgeting techniques and its application for business decision making. Financing decisions in a business firm is also important and the students would be able to learn about cost of capital and capital structure. Valuation of long-term securities will also help the students to learn about different valuation models which are used in decisions making. The students would also learn about the concepts and methods of preparation of Statement of Cash Flows and interpretation of operating, investing and financing cash flows.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

- Financial Accounting and Financial Management

3.0 The Course carries following objectives:

1. To learn investment decisions process used by a finance manager.
2. To know about the various capital budgeting techniques and its application for business decision making.
3. To learn about cost of capital calculation and capital structure of a business firm.
4. To learn about different valuation models which are used in decisions making.
5. To learn about the concepts and methods of preparation of Statement of Cash Flows and interpretation of operating, investing and financing cash flows.

4.0 Course Learning Outcomes

1. This course will provide the students to learn about investment decisions process used by a finance manager. The students would be able to know about the various capital budgeting techniques and its application for business decision making.
2. The students would be able to learn about cost of capital calculation and capital structure of a business firm, and to learn about different valuation models which are used in decisions making.
3. This course would help the students to learn about the concepts and methods of preparation of Statement of Cash Flows and interpretation of operating, investing and financing cash flows.

5.0 Course Contents:**Unit-I****1.1 Introduction to Advanced Topics of Financial Management**

- 1.1.1 An overview of advanced financial management, scope and importance of advanced financial management topics.

Unit-II**2.1 Capital budgeting decisions in a business firm**

- 2.1.1 Concept, importance and basic terminology, independent and mutually exclusive projects.
- 2.1.2 Relevant cash flows in capital budgeting- identification of initial investment, operating cash flows and terminal cash flows of the projects.
- 2.1.3 Importance of taking marginal cash flows, sunk cost and opportunity cost treatment in capital budgeting decisions, treatment of financing cost.
- 2.1.4 Project's evaluation/appraisal techniques (non-discounted methods and discounted methods) and decision making- calculation of payback period and accounting rate of return.
- 2.1.5 Net present value (NPV), profitability index (PI), and internal rate of return (IRR) Practical decision in a business firm based on these techniques.

Unit-III**3.1 Valuation of Financial Assets-Bonds**

Valuation of financial assets (long term securities)-bonds/debentures.

Valuation fundamentals, bonds and bond indenture, value of zero coupon and non-zero coupon bonds, relationship between required return, coupon rate and maturity period with value of bonds.

Yield to maturity concept and its calculation.

Unit-IV**4.1 Valuation of Financial Assets-Stocks/Shares**

- 4.1.1 Preferred stock and common stock valuation models, concept and importance.
- 4.1.2 Dividend discounted model for valuation. Zero growth, constant growth, and variables growth models for valuation.
- 4.1.3 Free cash flows model, and other approaches to valuation of common stocks.
- 4.1.4 Yield on preferred and on common stock.

Unit-V**5.1 Making financing decisions in a business firm**

- 5.1.1 Cost of capital, concept, calculating cost of individual source of capital, cost of long-term debt, preferred stock, and common stock.
- 5.1.2 Weighted average cost of capital (WACC), use of CAMP in calculating cost of common stock, Weighting schemes, book value weights vs market value weights, target weights.
- 5.1.3 Comparing WACC with investment opportunity schedule and decision making.

Unit-VI**6.1 Statement of cash flows (SCF)**

- 6.1.1 Need and importance of Statement of Cash Flows, preparation of statement of cash flows by using IAS-7, non cash expenses and SCF.

- 6.1.2 Methods of preparation-direct and indirect methods, direct exchange transactions, gross and net cash transactions.
- 6.1.3 Operating, investing and financing activities in statement of cash flows.
- 6.1.4 Analysis of operating, investing and financing cash flows.

6.0 Teaching-Learning Strategies

- Lectures
- Handouts
- Group Discussions
- Classroom Presentations
- Projects and Term Paper
- Quizzes
- Case Study, Reading Assignment

7.0 Assignments

- 7.1.1 Capital budgeting projects will be assigned to students after midterm examination.
- 7.1.2 Two quizzes will be taken from midterm course contents and 2 quizzes will be taken from final term course contents.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

14 Textbooks

- 3. Gitman L.J., "Principals of managerial finance," 14th/Latest edition, Pearson Education.
- 4. Van Horne J.C., "Fundamentals of financial management" Latest edition, Pearson Education.

10. Suggested Readings

10.2 Books

- Campsey B.J. and Brigham Eugene F. "Introduction to financial management" Latest edition.
- Keown Arthur J, Scott David F., Martin John D, Basic financial management, Latest edition.
- Macmillan, M. "Fundamentals of financial management" Latest Edition.
- Brigham Eugene F and Ehrhardt Michael C. "Financial Management theory and practice." Latest Edition.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Corporate Finance**

Proposed Course Code: Finance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

This is a Finance specialization course. After studying this course, the students would be able to develop understanding of financial decision making by a financial manager in a business organization. This course will also provide the students to learn lease vs purchase decisions in a business firm. The students would also be get benefited to know about the mergers and acquisition decision and its impact on firm value. Dividend policy decisions in a business firm is also important and the students would be able to learn about this decision. Leverage and its impact on return and risk would also be helpful for finance students. The students would also learn about the concepts and methods of computations of working capital of a business firm.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

- Financial Accounting and Financial Management, Advanced Financial Management

3.0 The Course carries following objectives:

1. To learn about lease vs purchase decisions in a business firm.
2. To know the mergers and acquisition decision and its impact on firm value.
3. To know about dividend policy decisions in a business firm.
4. To learn about leverage and its impact on return and risk.
5. To learn about working capital concept and its computation.

4.0 Course Learning Outcomes

1. This course will provide the students to learn about lease vs purchase decisions in a business firm.
2. The students would be able to know the mergers and acquisition decision and its impact on firm value and to know about dividend policy decisions in a business firm.
3. The students would be able to learn about leverage and its impact on return and risk and to learn about working capital concept and its computation

5.0 Course Contents:**Unit-I****1.1 Introduction to Corporate Finance**

- 1.1.1 Introduction of corporate finance and major decision areas of corporate finance.

Unit-II**2.1 Leasing Decision in a Business Firm**

- 2.1.1 Definition of lease contract, its essential elements, types of leases, advantages and disadvantages of leasing contract.

- 2.1.2 Steps for making analysis of leasing v/s buy option from the prospective of lessee.
- 2.1.3 Steps for making analysis of leasing decisions such as lease rent and target IRR from the prospective of lessor. Importance of taking marginal cash flows, sunk cost and opportunity cost treatment in capital budgeting decisions, treatment of financing cost.

Unit-III

3.3 Corporate Leverage Decisions

- 3.3.1 Definition of leverage, Sources of capital, Definition of capital structure and optimal capital structure.
- 3.3.2 Operating, financial, and total leverage and the relationships among them
- 3.3.3 Breakeven analysis and implication of operating breakeven point and financial breakeven point in leverage decisions.
- 3.3.4 Effect of changing business volume, per unit sale price, per unit variable cost and fixed operating cost on operating breakeven point and degree of operating leverage.
- 3.3.5 Effect of changing capital structure on financial leverage and total leverage.
- 3.3.6 EBIT–EPS approach and capital structure analysis. Effect of alternative capital structure on return and risk, their linkage to market value, and other important considerations related to capital structure.

Unit-IV

4.2 Dividend Policy

- 4.2.1 Introduction to payout policy. Cash pay-out procedures, and the role of dividend reinvestment plans.
- 4.2.2 Residual theory of dividends and the key arguments with regard to dividend irrelevance and relevance.
- 4.2.3 Key factors involved in establishing a dividend policy and three basic types of dividend policies.
- 4.2.4 Evaluation of cash v/s stock dividend option from the shareholders, and company points of view.
- 4.2.5 Decisions regarding stock splits, reverse stock split and repurchase of stock and their motives.

Unit-V

4.2 Working Capital Decisions

- 4.2.1 Concept of working capital management, net working capital, and the related trade-off between profitability and risk.
- 4.2.2 Cash conversion cycle, its funding requirements, and the key strategies for managing it.
- 4.2.3 Inventory management techniques.
- 4.2.4 Computation of working capital.

6.0 Teaching-Learning Strategies

- Lectures
- Handouts
- Group Discussions
- Classroom Presentations
- Projects and Term Paper
- Quizzes
- Case Study, Reading Assignment

7.0 Assignments

7.1.1 Capital budgeting projects will be assigned to students after midterm examination.

7.1.2 Two quizzes will be taken from midterm course contents and 2 quizzes will be taken from final term course contents.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, lass Participations and Discipline etc.	25 %

15 Textbooks

5. Gitman L.J., "Principals of managerial finance," 14th/Latest edition, Pearson Education.

6. Van Horne J.C., "Fundamentals of financial management," Latest edition, Pearson Education.

10. Suggested Readings

10.3 Books

- Stephen Ross and Randolph Westerfield , "Fundamentals of Corporate Finance," 11th/Latest Edition
- Keown Arthur J, et al. "Basic financial management, Latest edition.
- Maxwell, Macmillan, "Fundamentals of financial management," Latest Edition.
- Brigham Eugene F. and Ehrhardt Michael C. "Financial Management theory and practice." Latest Edition.

10.2 Journal Articles/ Reports

- The Economist
- Charted Financial Analyst Journal
- The Financial Times
- Business Recorder
- The Financial Daily

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Investment Analysis and Portfolio Management**

Proposed Course Code: Finance (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

2.0 Introduction of the Course

This course is designed to the field of investment for the finance specialization students which is a very important and dominant area of investment finance discipline. The students should be able to know about the avenues of direct and indirect investment, money market and capital market securities. After studying this course, the students should be able to demonstrate a working knowledge of investments decisions relating to vast varieties of marketable securities such as stocks, bonds, derivatives securities etc. This course would provide comprehension about stock exchanges, their roles, stock indices, brokers and brokerage accounts, margin account and its mechanism. The students would also learn about fundamentals analysis, technical analysis, market efficiency.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

- Money and banking, financial management

3.0 The Course carries following objectives:

1. To know about the avenues of direct and indirect investment, money market and capital market securities.
2. To demonstrate a working knowledge of investments decisions relating to vast varieties of marketable securities such as stocks, bonds and derivatives securities.
3. To comprehend about stock exchanges, their roles and stock indices.
4. To know about brokers and brokerage accounts, margin account and its mechanism.
5. To learn about fundamentals analysis, technical analysis and market efficiency.

4.0 Course Learning Outcomes

1. This course will provide the students to know about the avenues of direct and indirect investment, money market and capital market securities.
2. The students would be to demonstrate a working knowledge of investments decisions relating to vast varieties of marketable securities such as stocks, bonds and derivatives securities.
3. This course would help the students to comprehend about stock exchanges, their roles and stock indices
4. This course will help the students to know about brokers and brokerage accounts, margin account and its mechanism.
5. The students would be benefited to learn about fundamentals analysis, technical analysis and market efficiency

5.0 Course Contents:

Unit-I

1.1 Introduction and understanding investments

- 1.1.1 Nature of investment, importance of studying investments, reasons of doing investment.
- 1.1.2 Investment decision process, source of investing information, ethics in investing.

Unit-II

2.1 Investment alternatives

- 2.1.6 Direct investment, marketable and non-marketable securities, money market securities Capital market securities, fixed income securities, equity securities, derivative securities,
- 2.1.7 Bonds, bonds characteristics, types of bonds, price quotations in market, bonds rating. Preferred stock, features and types of preferred stock.
- 2.1.8 Common stock, features of common stock, categories of common stock, types of dividends, dividend relevant dates, market ratios for investors.
- 2.1.9 Derivative securities-options, types of options, importance of option market, option terminology, trade mechanism of options, option valuation. Calculation of Payoffs and profits Future contracts, future markets, future contracts and mechanics of trading, margin account in future contracts, short position and long position. Marked to market principal.

Unit-III

3.1 Indirect investing

- 3.1.1 Investment companies, types of mutual funds, value funds vs growth funds, index funds, load funds, hedge funds, net asset value of mutual funds.
- 3.1.2 Mechanics of investing indirectly, investment companies' performance.

Unit-IV

4.3 Securities markets

- 4.3.1 Importance, structure, and functions of securities markets, primary market of securities and role of investment bankers, public offering and private placement, secondary markets.
- 4.3.2 Pakistan securities markets for trading of equities, international securities markets, stock exchange terminology, market indexes, its types and its working in Pakistan.

Unit-V

5.1 Brokerage Transactions/How Securities are Traded?

- 5.1.1 Types of brokers, types of brokerage accounts, how orders work?, Types of orders, margin account, initial margin and maintenance margin, margin call, methods for satisfying margin call.
- 5.1.2 Settlement of accounts, investor protection in the securities markets, regulatory environment. Insider trading.

Unit-VI

6.1 Returns and risks from investing

- 6.1.1 Components of return, historical/actual return, total return and return relative, measuring return, cumulative wealth index, international return and currency exchange risk, inflation adjusted return, calculating mean return, arithmetic mean vs geometric mean for measuring average return. Understanding risk, sources of risk, measurement of risk, variance and standard deviation, equity risk premium.
- 6.1.2 Return and risk with uncertainty, calculating expected return and risk of a single asset and of portfolio, modern portfolio theory, diversification, systematic and non-

systematic risk, random diversification, importance of correlation coefficient/covariance in diversification

Unit-VII

7.1 Fundamental Analysis

- 7.1.1 Nature of fundamental analysis, Common stocks valuation-dividend discount model, capital asset pricing model, fixed income securities analysis-valuation of bonds, bonds yields, bonds prices,
- 7.1.2 Security analysis-economy/market analysis, sector/industry analysis, company analysis.

Unit-VIII

8.1 Technical Analysis

- 8.1.1 Importance of technical analysis, Dow Theory, different types of charts and price patterns, support level and resistance level, breath indicators, sentiments indicators.
- 8.1.2 Comparing fundamental analysis and technical analysis.

Unit-IX

9.1 Market Efficiency

- 9.1.1 Concept of efficient market, forms of market efficiency, evidence on market efficiency, efficient market hypothesis,
- 9.1.2 Market anomalies, behavioral finance.

Unit-X

10.1 Portfolio Theory

- 10.1.1 Portfolio return and risk, measuring portfolio risk and return, portfolio selection, building portfolio, portfolio management, evaluation of investment performance.

6.0 Teaching-Learning Strategies

- Lectures
- Handouts
- Group Discussions
- Classroom Presentations
- Projects and Term Paper
- Quizzes
- Case Study, Reading Assignment

7.0 Assignments

- 7.1.1 Investment Project will be assigned to students after midterm examination.
- 7.1.2 Two quizzes will be taken from midterm course contents and 2 quizzes will be taken from final term course contents.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

16 Textbooks

7. Charles, J. P. “Investment analysis and management” 12th/Latest edition Pearson Education.

10. Suggested Readings**10.4 Books**

- Strong Robert A., S.” Practical investment management”
- Haugen, R. A. “Modern investment theory”
- Douglas A., R. “Investment analysis and management”
- Recommended text of Corporate Finance for CFA students

10.2 Journal Articles/ Reports

- The Economist
- Chartered Financial Analyst Journal
- The Financial Times
- Business Recorder
- The Financial Daily

Banking Specialization

- 1. International Banking**
- 2. Central Banking and International Banking**
- 3. Consumer Banking**
- 4. Islamic Banking and Finance**
- 5. Marketing of Financial Services and Product Development**

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **International Banking**

Proposed Course Code: Banking (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

The major aim of this course is to equip you with the background on and current knowledge of international banking. This course constitutes part of the International Finance concentration, and complements Bank Financial Management—by providing an international perspective on banking. This Course extends the basic concepts of international banking and Finance and management tools and techniques regarding these areas. Today, cross border investments and portfolios are maintained and they require proper managements due to the risks involved in international scenario. Through this course student will find the different instruments and financial market where they can make investment. The purpose of this course is to introduce the student with the emerging financial instrument where they can make the investment and would be able to make appropriate decisions in order to build the efficient portfolio of securities so that they can increase the money's worth many times within the affordable level of risk.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

It is prerequisite for the participants of this course to have understanding of business and economic studies; money, banking and finance and financial management

3.0 The Course carries following objectives:

1. To explain the evolution of international banking.
2. To explain the of the concept of foreign exchange and dynamics of international financial market.
3. To discuss the international flow of funds and the role of international financial institutions.
4. To describe the implication of foreign exchange in international banking.
5. To illustrate the role of international banking in international debt management

4.0 Course Learning Outcomes

By the end of this course it is expected that the student will be able to understand:

1. The concept of international financial market and the developments in international banking
2. The international financial system: how it operates and why it plays a central role in the world economy.
3. Role of banking international trade and fund transfer.
4. Importance of international debt management.
5. Research current issues in international banking.
6. Analyse how risk, capital and returns are related in an international bank
7. Analyse the pressures and constraints under which international banks operate.
8. Collaborate effectively to analyse a critical issue in international banking.
9. Identify and assess ethical and governance issues in international banking

5.0 Course Contents:**Unit-I Evolution of International Banking and its Development**

- 1.1 International Banking Defined
- 1.2 Reasons for engaging in International Banking
- 1.3 Modes of International Banking
- 1.4 Why studying International Banking
- 1.5 Role of International Commercial Banks in Developing
- 1.6 Countries Exposition of international trade
- 1.7 Trade Hypothesis
- 1.8 Trade Barriers (Mitigation of competitive advantage) a functional overview
- 1.9 GATT UNCTAD and WTO etc along with the future prospects

Unit-II International Foreign Exchange and Money Markets

- 2.2 Supply and Demand of Foreign Currencies
- 2.3 System of international monetary management (Retrospective Analysis)
- 2.4 Gold standard
- 2.5 Great Depression
- 2.6 Bretton wood system and International Monetary Management
- 2.7 SDRS (Special Drawing Rights)
- 2.8 Problems of International liquidity
- 2.9 Smithsonian Conference and Paris Agreement credit creation, basis of credit creation, and process of credit creation,

Unit-III International Financial Environment

- 3.1 Multinational Financial Management: An Overview
- 3.2 International Flow of Funds in Banking
- 3.3 International Financial Institutions
- 3.4 Exchange Rate Determination and its functions

Unit-IV Exchange Rate Behavior in Banking

- 4.1 Government Influence on Exchange Rate
- 4.2 International Arbitrage and Interest Rate Parity
- 4.3 Relationships among Inflation, Interest Rate, Exchange Rate and International Banking

Unit-V Exchange Rate Risk Management in International Banking

- 5.1 Forecasting Exchange Rate in International Banking
- 5.2 Measuring Exposure to Exchange Rate Fluctuation in International Banking
- 5.3 Managing a Transaction Exposure in International Banking
- 5.4 Managing a Translation and Economic Exposure in International Banking
- 5.5 characteristics of a capital market, instruments of capital market in Pakistan

Unit-VI International debt Management and International Banking

- 6.1 Introduction to International Debt
- 6.2 The Euro-markets and International Banking
- 6.3 The Euro-currency Market and International Banking
- 6.4 Euro-note Market and International Banking

6.5 Euro-bond Market and International Banking Types of foreign exchange rates, importance of rate of exchange,

Unit-VII Letters of Credit

- 7.1 Letter of Credit Defined
- 7.2 Historical Background of Credit Letter
- 7.3 Types of Letter of Credit
- 7.4 Other forms of Letter of Credits
- 7.5 Discounting Letter of Credit
- 7.6 Applications of Letter of Credit
- 7.7 Red-Line and Green International Banking Defined

6.0 Teaching-Learning Strategies

1. Lectures.
2. Handouts (attach hard or soft copies).

7.0 Assignments- Types and Number with calendar

Group assignment will be given to students for studying, analyzing and evaluating the following insurance related issues.

1. Role of international financial intermediaries and central bank in the performance and stability financial system
2. LC and its role in international trade
3. Foreign exchange and its impact on performance of economy and foreign debt. Marine insurance
4. Financial crises and their critical review.
5. Explain the monetary policy of SBP and state its objective
6. What are IFIS and their roles in Pakistan economy
7. Define international payment and methods of international payment

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

10.1 Books

1. Vine; C. "Financial institutions, Instruments and Markets " McMillan "Global Banking"
2. Madur; J. "International Financial Management"
3. (Peter Rose, Sylvia Hudgins) 2012, "Bank Management and Financial Services" ninth edition (McGraw-Hill, , ISBN 978-007-132642-1).

10.2 Journal Articles/ Reports

- a. Economic Surveys, Ministry of Finance www.finance.org.pk
- b. State Bank of Pakistan www.sbp.org.pk
- c. IMF working papers
- d. World Bank reports
- e. World Economic Forum Report
- f. Emerging Economies, International Debt Problems and Debt Rescheduling
- g. Multilateral Development Banks and Their Roles Evolution in LDC Banking System
- h. A number of newsletters containing very interesting information on the banking and financial services industry are available. Recommended sources are as follows.
- i. The New York Times (NYT) NYT publishes numerous newsletters. The links may be found at: <http://www.nytimes.com/newsletters> In my opinion, the most interesting one is “DealBook”. You may find the link under “business and tech”.
- j. The Financial Times (FT) FT also publishes numerous newsletters. The links may be found at: <https://www.ft.com/newsletters> In my opinion, the most interesting one is “myFT Daily Digest”.
- k. Institutional Investor (II) II publishes three newsletters. The link is: <http://www.institutionalinvestor.com/Newsletters.html#.WV6KO1FLfIV>

2. HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Central Banking and International Banking**

Proposed Course Code: Banking (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course**2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**

No specific prerequisites are required for this course

3.0 Course Learning Outcomes s**4.0 Course Learning Outcomes**

Understanding the current international banking environment.

How to handle legal and regulatory issues facing international banking institutions.

Analysis of various management issues facing international banking institutions.

5.0 Course Contents:**Unit-I**

- 1.1 Introduction to International Banking
- 1.1.1 Introduction to International Banking Part I
- 1.1.2 Introduction to International Banking Part II

Unit-II

- 2.1 Industry Terms and Parties

Unit-III

- 3.1 Banking Products
- 3.1.1 Banking Products Part I
- 3.1.2 Banking Products Part II
- 3.1.3 Banking Products Part III

Unit-VI

- 5.1 Banking Crises
- 5.1.1 Banking Crises Part I
- 5.1.2 Banking Crises Part II

Unit-V

- 5.1 Regulatory Environment Part I;
- 5.1.1 Role of Central Banks; Federal Reserve and ECB
- 5.1.2 BIS: Origin, Structure and its Roles in International Banking

Unit-VI

- 6.1 Managing Risk
- 6.2 International Asset and Liability Management of Banks

Unit-VII

- 7.1 Banking and Derivatives Markets; Introduction to Swaps
- 7.2 Interest Rate Swap and Bank Liability Management

Unit-VIII

- 10.1 Currency Swap and Bank Liability Management
- 10.2 Multilateral Development Banks and Their Roles Evolution in LDC Banking System

Unit-IX

- 10.3 Emerging Economies, International Debt Problems and Debt Rescheduling
- 10.4 Future Trends in International Banking

Unit-X

- 10.1 Global capital raising and trading
- 10.2 Foreign exchange and money markets

Unit-XI

- 2.1 International bank lending
- 2.2 Asset related and project financing
 - 1.1.1. Global bonds markets
 - 1.1.2. Global equity markets
 - 1.1.3. Derivative and swaps markets
 - 1.1.4. Mergers and acquisitions

Unit-XII

- 12.1 Strategic drivers of structural change in global banking
- 12.2 Assessing and managing cross border risk

Unit-XIII

- 13.1 Systemic risk in banking
- 13.2 Regulatory and compliance issues

Unit-XIV

- 14.1 Strategy and strategic positioning of global banks
- 14.2 Managing global banking firms.

Unit-XV

- 15.1 Banking Practices in Pakistan

6.0 Teaching-Learning Strategies

Lectures, discussions, presentations, quiz and assignments

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Irene Finel-Honigman and Fernando Sotelino, , 2015. “International Banking for a New Century” Routledge (Other readings will be posted on Bb).
2. Smith, Roy C., et al. “**Global Banking**”. Latest Edition (New York: Oxford University Press) or another text as approved by the department

10. Suggested Readings**10.1 Books**

1. State Bank of Pakistan Publications
2. Notes and Articles

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Consumer Banking**

Proposed Course Code: Banking (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

No specific prerequisites are required for this course.

4.0 Course Learning Outcomes

The focus of the course shall be as follows:

- Knowledge about Retail banking and its basic operations.
- Development of practical insight amalgamated with analytical management skills on the students of consumer banking.
- Since consumer banking is radically on the risk, therefore entrepreneurs already working in different organization shall stand to gain through it.
- Advancement of professional competence in the careers especially related to the areas of banking and commerce.

6.0 Course Contents:

Unit-I

1.2 Evolution of Banking and Depository Institutions.

1.2.1 Evolution of banking Institutions

1.2.2 Types of Banks

1.3 State Bank of Pakistan

1.3.1 History

1.3.2 Functions Banking

1.3 Sector Reforms in Pakistan

1.3.1 Privatization of Nationalized Commercial Banks

1.3.2 Corporate governance.

1.3.3 Capital Strengthening.

1.3.4 Improving Asset quality.

1.3.5 Liberalization of foreign exchange regime

1.3.6 Consumer Financing

1.3.7 Mortgage Financing

1.3.8 Legal Reforms

1.3.9 Prudential Regulations

1.3.10 Micro financing

- 1.3.11 SME Financing
- 1.3.12 Taxation
- 1.3.13 Agriculture Credit
- 1.3.14 E-Banking
- 1.3.15 Human Resources
- 1.3.16 Credit Rating
- 1.3.17 Supervision and Regulatory Capacity
- 1.3.18 Payment Systems

Unit-II

3.2 Retail banking accounts and relationship types

2.2 Banker Customer Relationship

- 2.2.1 Nature of relationship
- 2.2.2 Rights of customer
- 2.2.3 Duties of customer
- 2.2.4 Rights of bank
- 2.2.5 Duties of bank

2.3 Type of relationships between a banker and his customer:

- 2.3.1 Debtor and Creditor
- 2.3.2 Creditor and Debtor
- 2.3.3 Principal and Agent
- 2.3.4 Bailer and Baillie
- 2.3.5 Mortgagor and Mortgagee
- 2.3.6 Pledger and Pledgee

Unit-III

3.1 General Requirements for opening an account

- 3.1.1 The bank account types and their likely users.
 - 3.1.1.1 Business accounts
 - 3.1.1.2 Saving accounts
 - 3.1.1.3 Deposit accounts
 - 3.1.1.4 Special purpose accounts Bank Lending

Unit-VI

4.1 Retail banking services

4.2 Negotiable Instruments

- 4.2.1 Meaning of Negotiable Instruments
- 4.2.2 Types of Negotiable Instruments
 - 4.2.2.1 Promissory Note
 - 4.2.2.2 Bill of Exchange
 - 4.2.2.3 Cheques
 - 4.2.2.3.1 Types of Cheque
 - 4.2.2.3.2 Open cheque
 - 4.2.2.3.3 Crossed cheque
 - 4.2.2.3.4 Bearer cheque
 - 4.2.2.3.5 Order cheque
 - 4.2.2.3.6 Stale Cheque
 - 4.2.2.3.7 Mutilated Cheque
 - 4.2.2.3.8 Post-dated Cheque

4.3 Pay Orders

4.4 Demand Drafts

4.5 Demand draft, payment order, postal order, money order, traveler cheques etc.

4.6 Features of Negotiable Instruments**4.7 Differences between bill of exchange, promissory notes and cheques****Unit-V****5.1 Clearing House, Payment and Clearing System**

5.1.1 Clearing function with bank

5.1.2 Clearing House(NIFT)

5.1.3 RTGS and its working

5.1.4 PRISM in Pakistan

5.1.5 SWIFT

Unit-VI

6.1 ECIB as per State Bank of Pakistan

Unit-VII**10.5 Prudential Regulations For Consumer Financing**

10.5.1 SBP regulations

10.5.2 Minimum requirements for consumer financing

10.5.3 Operations

10.5.4 Limits on exposure against total consumer financing

10.5.5 Total financing to be commensurate with the Income

10.5.6 General reserves against consumer financing

Unit-VIII**8.1 Personal loans and lifestyle/ consumer durable loans**

8.1.1 Eligibility criteria

8.1.2 Amount of loan/ Tenure

8.1.3 Credit Analysis

8.1.4 Pricing

8.1.5 Documentation/ Security

8.1.6 Mode of repayment

8.1.7 Verification

8.1.8 Charges

8.1.9 Customer Services

8.1.10 Prudential Regulations For Personal Loans

8.1.11 Collections and Recovery of NPLs

8.2 Litigation process for Write-Off loans

Unit-IX**9.2 Auto finance**

9.2.1 Eligibility Criteria

9.2.2 Equity Requirement / Tenure

9.2.3 Documentation/ Security

9.2.4 Mode of repayment

9.2.5 Pricing and Interest Calculation

9.2.6 Insurances

9.2.7 Verification / Data Check / CIB Report

9.2.8 Customer Services / Charges

9.2.9 Prudential Regulations For Auto Finance

9.2.10 Classification and Provisioning

9.2.11 Collection Recovery of NPLs and Repossession Process

9.2.12 Litigation process for Write-Off loans.

Unit-X

10.3 Home finance

10.3.1 Eligibility Criteria

10.3.2 Purpose (Improvement / Renovation/ Self construction)

10.3.3 Property Analysis / Evaluation

10.3.4 Legal Consultation before disbursement of Loan

10.3.5 Repayment Process / Insurance

10.3.6 Prudential Regulations For Home Finance

10.3.7 Classification and Provisioning

10.3.8 Collection Recovery of NPLs and Repossession Process

10.3.9 Litigation process for Write-Off loans

Unit-XI

11.1 Credit card

11.1.1 Eligibility Criteria / Application Analysis

11.1.2 Documentation

11.1.3 Verification / Sanction

11.1.4 Mode of repayment

11.1.5 Financial Activity / Mark-up Charging

11.1.6 Customer Services / Charges

11.1.7 Balance Transfer Facility (BTF)

Unit-XII

12.1 Installment Plans (Step By Step Payment Plan)

12.1.1 Utility Bill Payment Facility

12.1.2 Transaction Process Flow

12.1.3 Acquiring Business

12.1.4 Inter Bank Transaction Charges

12.1.5 Prudential Regulations For Credit Cards

12.1.6 Collection and Recovery of NPLs

12.1.7 Litigation process for Write-Off loans

Unit-XIII

13.1 VISA / Master Card Concept (Associations)

13.1.1 Internet Transactions through Credit Cards

13.1.2 International Spending

13.1.3 Security and Safety

13.1.4 Virtual Cards

13.1.5 Pre-Paid Cards

13.1.6 Pay-Roll Cards

13.1.7 Charge Cards

Unit-XIV

14.1.1 General Concepts

14.1.2 Bank Statement Analysis for Allocation of Loan

14.1.3 Credit Card Mark-Up Charging

14.1.4 Policy Deviation / Exceptions

14.1.5 Hypothecation

14.1.6 Consumer Finance for Prime Customers (Platinum Cards)

14.1.7 Involvement of Fraud and Risk Management Unit (FRMU)

14.1.8 Plastic Money Security Features

6.0 Teaching-Learning Strategies

Lectures, discussions, presentations, quiz and assignments and The learning process is based on independent work with texts, textbook, and cases supported by lectures and assignments/cases

7.0 Assignments- Types and Number with calendar**8.0 Assessment and Examinations:** As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. SBP's "Latest Prudential Regulations"
2. Handouts

10. Suggested Readings**10.1 Books**

1. Quarterly journals from Institute of Bankers of Pakistan.
2. Publications/Journals

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Islamic Banking and Finance**

Proposed Course Code: Banking (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

No specific prerequisites are required for this course.

3.0 The Course carries following objectives:

4.0 Course Learning Outcomes

This is a core course of the program that aims to give its students an overview of the Islamic financial institutions and how they differ from conventional financial institutions. It introduces the students to the common Islamic finance transactions like Ijarah, Murabaha, Musharakah etc. that are essential in the other finance courses in the program, and gives the students an overview of the legal and regulatory framework in the Islamic finance industry. It trains its students to be able to critically assess the issues in Islamic banking today.

5.0 Course Contents:

Unit-I

1.1 Financial System and Islamic Banking Institutions

- 1.1.1 The Global Financial System
- 1.1.2 Commercial Banking institutions
- 1.1.3 Development Banking institutions
- 1.1.4 Other Non-Banking Financial Institutions
- 1.1.5 Islamic Banking Institutions
- 1.1.6 Financial Markets

Unit-II

2.1 Regulatory and Legal Framework

- 2.1.1 Banking regulations
- 2.1.2 BCO and other laws
- 2.1.3 Regulations in other markets and jurisdictions:
- 2.1.4 (Malaysia and the Asia Pacific region, GCC and MENA etc.)
- 2.1.5 IFSB and Risk Management framework
- 2.1.6 AIIOFI, Tax, accounting and legal matters
- 2.1.7 Shariah governance, supervisory and review
- 2.1.8 Dispute and arbitration
- 2.1.9 Other related act

Unit-III

3.1 Shariah Framework and Philosophy

- 3.1.1 Overview of Islam
- 3.1.2 Shariah framework
- 3.1.3 The prohibition of riba and its economic rationales
- 3.1.4 Role of Islamic banking in addressing objectives of the Shari'ah
- 3.1.5 the use of Shari'ah principles
- 3.1.6 Basic concept and operational framework of Islamic bank
- 3.1.7 How is Islamic banking different from conventional banking?

Unit-VI

4.1 Liability/Deposits Products

- 4.1.1 Core deposits:
- 4.1.2 Current account
- 4.1.3 savings account
- 4.1.4 Mudarabah investment account
- 4.1.5 Mudarabah special/specific investment account
- 4.1.6 application of shariah principles under mudharabah,
- 4.1.7 Profit distribution methodology
 - 4.1.7.1 Profit sharing computation and distribution
 - 4.1.7.2 profit equalization reserve
 - 4.1.7.3 Implications on capital adequacy
- 4.2 Other sources of fund
 - 4.2.1 Commodity murabahah
 - 4.2.2 Negotiable deposit instruments
 - 4.2.3 Structured products
- 4.3 Money market instruments and interbank placements
 - 4.3.1 Wakalah-based
 - 4.3.2 Mudarabah-based
 - 4.3.3 Profit rate and `cost of fund
 - 4.3.3.1 Product pricing
 - 4.3.3.2 Transfer pricing
- 4.4 Anti-Money Laundering

Unit-V

5.1 Asset/ Financing Products

- 5.1.1 **Retail Financing**
 - 5.1.1.1 Home financing
- 5.1.2 Commodity murabahah
 - 5.1.2.1 Murabahah
 - 5.1.2.2 Ijarah
 - 5.1.2.3 Istisna
 - 5.1.2.4 Musharakah mutanaqisah
- 5.1.3 Vehicle financing
 - 5.1.3.1 Ijarah

Unit-VI

6.1 Corporate/Business Financing

- 6.1.1 Asset financing for Capital Expenditure (CAPEX)
 - 6.1.1.1 Murabahah
 - 6.1.1.2 Financial lease (ijarah)
 - 6.1.1.3 BBA financing

- 6.1.2 working capital financing
 - 6.1.2.1 Murabahah
- 6.1.3 Project financing
 - 6.1.3.1 Istisna❖
 - 6.1.3.2 Salam financing
 - 6.1.3.3 Ijarah mawsufah fi dhimmah (forward lease)
- 6.1.4 Equity-based financing
 - 6.1.4.1 Mudarabah
 - 6.1.4.2 Musharakah

Unit-VII

- 1.1 **Trade financing**
 - 1.1.1 Documentary/Letter of credit,
 - 1.1.1.1 Murabahah\
 - 1.1.1.2 Musharakah
 - 1.1.1.3 Wakalah
 - 1.1.2 Export Credit Re financing:
 - 1.1.2.1 Pre shipment
 - 1.1.2.2 Post Shipment
 - 1.1.3 Bank/shipping guarantee
 - 1.1.4 Islamic Accepted Bills

Unit-VIII

8.1 Financial Services and channel management

- 8.1.1 Automated Teller Machine (ATM)
- 8.1.2 ATM service at your comfort between 6.00 am and 12.00 am daily
- 8.1.3 A customer just needs one ATM card to have access up to 8 of his others accounts.
- 8.1.4 Account balance enquiries.
- 8.1.5 Withdrawals of amount at customers choice or fast withdrawals
- 8.1.6 Changing of PIN at customers convenience.
- 8.1.7 account statements.
- 8.1.8 Transfer of funds to own accounts.
- 8.1.9 Transfer of funds to Investment Deposit Account
- 8.1.10 Request for 'bank instruction
- 8.1.11 Bill payment services
- 8.1.12 Mobile phone reload service
- 8.1.13 Electronic Banking
- 8.1.14 Products
- 8.1.15 Auto pay
- 8.1.16 Direct Debit
- 8.1.17 Bankcard
- 8.1.18 Remittances
- 8.1.19 Takaful
- 8.1.20 Fire
- 8.1.21 House owner
- 8.1.22 TMP/MRTA
- 8.1.23 Motor
- 8.1.24 Personal Accident
- 8.1.25 Group Credit

8.1.26 Public liability

Unit-IX**9.1 Banking Operations**

- 9.1.1 Branch operations
- 9.1.2 Deposit mobilization
- 9.1.3 Retail financing
- 9.1.4 Financial services
- 9.1.5 Branch accounting
- 9.1.6 income and expenditure
- 9.1.7 Branch profitability

Unit-X**10.1 Treasury functions and operations**

- 10.1.1 Asset Liability Management
- 10.1.2 Accounting and back office
- 10.1.3 Profit distribution model and pricing mechanisms
- 10.1.4 Bank's profitability and financial reporting**

Unit-XI**11.1 Managing Islamic Banking Institutions**

- 11.1.1 Corporate Planning - Vision, Mission, Objective and Strategy
- 11.1.2 Five-year Strategic Planning
- 11.1.3 Budget formulation and distribution to the business units and branches
- 11.1.4 Key Performance Indicators (KPI)
- 11.1.5 Example of KPI;
- 11.2 Target on increase of Deposits
 - 11.2.1 Target on increase Financing amount
 - 11.2.2 Target on Asset Quality
 - 11.2.3 Target on operational efficiency
 - 11.2.4 Target on cost reduction and profitability.
 - 11.2.5 Risk Management and Capital Adequacy Standard
 - 11.2.6 Action Plan provide template
 - 11.2.7 Performance measurement and monitoring of KPIs
 - 11.2.8 Support functions

Unit-XII

- 12.1 **Islamic Insurance,**
- 12.2 **Islamic Mutual Funds,**
- 12.3 **Modaraba Sector,**
- 12.4 **Islamic Microfinance**

Unit-XIII**13.1 Issues in Islamic Finance**

- 13.1.1.1 Shari'ah non-compliance risk
- 13.1.1.2 Discussion of landmark and contemporary court cases
- 13.1.1.3 Asset-liability mismatch
- 13.1.1.4 Income gap
- 13.1.1.5 Fixed versus floating assets and liabilities
- 13.1.1.6 Fiqh issues
- 13.1.1.7 Late payment
- 13.1.1.8 Early settlement

- 13.1.1.9 Events of default
- 13.1.1.10 Competitiveness of Islamic banks
- 13.1.1.11 Capital adequacy regulations
- 13.1.1.12 Tax considerations
- 13.1.1.13 Risk appetite and profile of stakeholders
- 13.1.2 Pricing mechanism benchmarking to conventional interest rates
- 13.1.3 Replication versus innovation
- 13.1.4 Lacking in equity based asset/ products.

6.0 Teaching-Learning Strategies

Lectures, discussions, presentations, quiz and assignments

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

- ISRA 2019 “Islamic Financial System published”

10. Suggested Readings

10.1 Books

1. Ed. Zeenat Zubairi. 2002 “Meezanbank's Guide to Islamic Banking:” *Karachi: Darul-Ishaat*,
2. (2000) “A basic guide to contemporary Islamic banking and finance” *Vol. 1. Houston, TX: Rice University*,
3. , 2005. “Critical issues on Islamic banking and financial markets:” *Author House*.
4. Introduction to Islamic Finance

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Marketing of Financial Services and Product Development**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

This course builds on key principles of marketing management and places them in the context of the Financial Services sector. There is a growing need for marketing professionals in the Financial Services sector and these professionals need to understand the sector from both strategic as well as tactical perspectives. This course will give students an overview of the marketing landscape in financial services. This course will also ensure that students have rigorous understanding of services industry and especially of financial services industry and the core marketing function in this regard.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

It is prerequisite for the participants of this course to have understanding of business economics, accounting and finance. They are also presumed to have basic knowledge about the statistical tools and techniques which are required for assessing, measuring and evaluating the risk.

3.0 The Course carries following objectives:

1. Explain the concepts of marketing and services.
2. Explain the concept of financial services
3. Outline the roles of marketing in the financial service industry.
4. Explain the concept of consumer behavior in financial service industry
5. Illustrate the consumer design process
6. Discuss the concept of segmentation, targeting and positioning.
7. Compare service and customer orientation.
8. Determine the effects of technology on marketing channels.
9. Discuss integrated Marketing Communication

4.0 Course Learning Outcomes

After studying this course, the participants would be able

1. Understand the distinctive characteristics of financial services;
2. Identify the problems and issues in marketing of financial services;
3. Apply the marketing framework for developing a marketing strategy for financial services;
4. Acquire the skills and techniques in analyzing problems in real life settings; and
5. Develop the communication and critical thinking skills needed to address the managerial problems in the industry.
6. Develop and expand knowledge in the overall marketing environment of Financial services;
7. Understanding the key issues and future trends that surround financial services marketing,
8. Understand the nuances of the Indian Financial Markets •Broaden perspectives with suitable examples and cases from Indian and Foreign milieu.
9. To make distinction between insurable and no insurable risk.

10. Disseminate to stakeholders about various professional and academic developments in this field.

5.0 Course Contents:

Unit-I

1.1 The financial services marketplace: structures, products and participants

- 1.1.1 Some historical perspectives
- 1.1.2 The geography of supply
- 1.1.3 An outline of product variants
- 1.1.4 Banking and money transmission
- 1.1.5 Lending and credit
- 1.1.6 Saving and investing
- 1.1.7 Life insurance
- 1.1.8 General insurance

Unit-II

2.1 Introduction to financial services marketing

- 2.1.1 Defining financial services
- 2.1.2 The differences between goods and services
- 2.1.3 The distinctive characteristics of financial services
- 2.1.4 The marketing challenge
- 2.1.5 Classifying services

Unit-III

3.1 Analyzing the marketing environment

- 3.1.1 The marketing environment
- 3.1.2 The macro-environment
- 3.1.3 The market environment
- 3.1.4 The internal environment
- 3.1.5 Evaluating developments in the marketing environment

Unit-IV Strategic development and marketing planning

- 4.1.1 Strategic marketing
- 4.1.2 Developing a strategic marketing plan
- 4.1.3 Tools for strategy development Principle of indemnity

Unit-V

5.1 Internationalization strategies for financial services

- 5.2 Internationalization and the characteristics of financial services
- 5.3 The drivers of internationalization
- 5.4 Firm-specific drivers of internationalization
- 5.5 Macro level drivers of internationalization
- 5.6 Globalization strategies
- 5.7 Strategy selection and implementation

Unit-VI

6.1 Understanding the financial services consumer and segmentation

- 6.2 Consumer choice and financial services
- 6.3 Consumer buying behavior in financial services
- 6.4 Industry responses
- 6.5 The benefits of segmentation and targeting
- 6.6 Successful segmentation
- 6.7 Approaches to segmenting consumer markets
- 6.8 Approaches to segmenting business-to-business markets

- 6.9 Targeting strategies
- 6.10 Positioning products and organizations
- 6.11 Repositioning

Unit-VII**7.1 Customer acquisition strategies and the marketing mix**

- 7.2 Short-term marketing planning
- 7.3 The role of the financial services marketing mix
- 7.4 The financial services marketing mix: key issues
- 7.5 Customer acquisition and the financial services marketing mix
- 7.6 The concept of the service product
- 7.7 Islamic financial instruments
- 7.8 Influences on product management
- 7.9 Managing existing product lines
- 7.10 New product development
- 7.11 Planning a promotional campaign
- 7.12 Forms of promotion

Unit-VIII**8.1 Pricing and distribution channels: routes-to-market**

- 8.2 I The role and characteristics of price
- 8.3 The challenges of pricing financial services
- 8.4 Methods for determining price
- 8.5 Price differentiation and discrimination
- 8.6 Price determination
- 8.7 Pricing strategy and promotional pricing
- 8.8 Distribution: distinguishing features
- 8.9 Distribution methods and models
- 8.10 Distribution channels

Unit-IX**Pricing and distribution channels and service quality**

- 9.1 Drivers of change
- 9.2 Customer persistency – acquiring the right customers
- 9.3 Retaining the right customers
- 9.4 Customer retention strategies
- 9.5 The customer relationship chain
- 9.6 Lifetime customer value
- 9.7 Relationship marketing in specific contexts
- 9.8 Customer data management
- 9.9 The service profit chain
- 9.10 Defining service quality
- 9.11 Models of service quality
- 9.12 The gap model of service quality
- 9.13 The outcomes of service quality
- 9.14 Service failure and recovery

6.0 Teaching-Learning Strategies

- Lectures.
- Handouts (attach hard or soft copies).

7.0 Assignments- Types and Number with calendar

Group assignment will be given to students for studying, analyzing and evaluating the following insurance related issues.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks**10.0 Textbooks****Books**

1. Ennew, Christine T. and Waite, Negel (2007), Financial Services Marketing: An International Guide to Principles and Practice, Elsevier.
2. **Supplementary Readings**
 - a. Farquhar, Jillian Dawes and Meidan, Arthur (2010), Marketing Financial Services, 2nd edition, Palgrave Macmillan.
 - b. Estelami, Hooman (2007), Marketing Financial Services, Dog Ear Publishing.
 - c. Grosse, Robert, E. (2004), The Future of Global Financial Services, Blackwell Publishing.
 - d. Foss, Bryan and Stone, Merlin (2002), CRM in Financial Services: A Practical Guide to Making Customer Relationship, Kogan Page.
3. Mishkin, Frederic S. and Eakins, Stanley G. (2012), Financial Markets and Institutions, 7th edition, Pearson/Prentice Hall.
4. Business magazines such as World Finance, Global Finance, Hong Kong Economic Journal, The Economist, Fortune, Forbes International, International Business Week, Asia week, Asian Wall Street Journal

Leadership and Management Specialization

- 1. Labor Laws in Pakistan**
- 2. Leadership and Motivation**
- 3. Performance Management**
- 4. Strategic Human Resource Management**
- 5. Training and Development**

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Labor Laws in Pakistan**

Proposed Course Code: Leadership and Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

This course covers the basics of employment laws in Pakistan. There are various laws covering both general and specialized legislative considerations, the focus of this course is on various labor related issues and then various laws governing those issues.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Human Resource Management

3.0 The Course carries following objectives:

1. To develop a clear understanding of contemporary industrial relations principles and techniques as practiced in organizations.
2. To develop skills in specific IR functions with special focus on implications, complications and application of Labor Laws, Negotiation Skills, Resolution of Disputes through Bilateral Negotiations, Conciliation, Arbitration and Maintenance of Discipline at Workplace.
3. To develop and understand current issues in Labor Legislation and Industrial Relation Policies
4. To bridge the gap between the Academia and the Industry to enable the later to meet the challenges of Development, Placement and Employment

4.0 Course Learning Outcomes

Upon completion of the course, a student should be able to:

1. Identify various forms of labor laws applicable in the country
2. Understand his employment rights under various laws
3. Provide due rights to employees in case of role of employer

5.0 Course Contents:

Unit-I:

1.1 Brief about labor laws and labor rights

- 1.1.1 Historical context of labor laws movements; International Labor Organization; Labor legislation in Pakistan; International Labor conventions; different labor policies in Pakistan; labor rights in constitution of Pakistan

Unit-2:

2.1 Annual leave and holidays

- 2.1.1 Paid vacation/annual leave; pay on public holidays; weekly rest days; annual leave and working on holidays FAQ; annual leave worldwide; working hours and Holidays

Unit-3:

3.1 Bonded labor

- 3.1.1 What is bonded labor; legal provisions regarding bonded labor; bonded labor system (abolition(act, 1992; bonded labor system (abolition rules, 1995).

Unit-4:**4.1 Overtime compensation**

- 4.1.1 Overtime compensation; night work compensation; compensatory holidays/rest days; weekend/public holidays work compensation; commuting time and reimbursement; commuting time and reimbursement worldwide; working hours and overtime pay in Pakistan; working hours and overtime worldwide

Unit-5:**5.1 Sexual harassment in Pakistan**

- 5.1.1 Workplace sexual harassment; perpetrators of harassment; effects; economic costs; laws relatd to harassment; harassment help; harassment policy

Unit-6:**6.1 Employment security**

- 6.1.1 Written employment particulars; fixed term contracts; probation period; employment contracts in Pakistan; employment termination in Pakistan; employment termination worldwide; notice requirements; severance pay

Unit-7:**7.1 Family responsibilities**

- 7.1.1 Paternity leave, flexible work options for parents; home based workers; laws related to homer based workers

Unit-8:**8.1 Sick leave**

- 8.1.1 Income, medical care; job security; employment of persons with disabilities; sickness and employment injury benefits; disability/work injury benefits; workers' compensation and sick leave benefits in Pakistan

Unit-9:**9.1 Trade unions and membership**

- 9.1.1 Freedom to form and join trade union; freedom of collective bargaining; rights of strike; laws related to trade union activities; who can join trade union? How can one register in a union? What are requirements of joining trade union

Unit-10:**10.1 Work and childcare**

- 10.1.1 Can employers discriminate against working mothers? Special provisions related to working mothers; provisions for medical care of children/dependents

Unit-11:**11.1 Health and Safety**

- 11.1.1 Employer cares; free protection; training; labor inspection system; occupational safety and health laws in Pakistan; Occupational safety and health laws in Pakistan; occupational health and safety worldwide

Unit-12:**12.1 Child labor in Pakistan**

- 12.1.1 What does child labor mean in Pakistan? Which laws prohibit the employment of children? What is legal age to start work? For which occupations is child employment prohibited?

Unit-13:**13.1 Work and wages**

- 13.1.1 Minimum wage; regular pay

Unit-14:**14.1 Domestic workers and their rights**

14.1.1 What are the domestic workers rights? Which ILO convention guarantee protection to domestic workers?

Unit-15:**15.1 Fair treatment**

15.1.1. Equal pay; non-discrimination; equal treatment of women at work; prohibition on forced and compulsory labour; freedom to change jobs and rights to quit; minimum age for employment; minimum age for hazardous work; Sexual harassment

Unit-16:**16.1 Gender pay gap**

16.1.1 Men and women unequally paid in Pakistan; check the gender pay gap in the country and in the world

Unit-17:**17.1 Maternity and work**

17.1.1 Maternity leave; income; free medical care; breastfeeding; protection from job-dismissals; no harmful work; rights to return to same position; maternity leave and other benefits; maternity and work worldwide

Unit-18:**18.1 Social security**

18.1.1 Pension rights; dependents/survivor benefits; invalidity benefits; gratuity laws in Pakistan; social security and pension system in Pakistan; unemployment benefits; workers welfare fund

6.0 Teaching-Learning Strategies

It would/should be a course based on blended mode of teaching (lectures, field work and discussion forums)

7.0 Assignments-

Types and Number with calendar

8.0 Assessment and Examinations:

As per University Rules

9.0 Textbooks

<https://paycheck.pk/labour-laws>, accessed on May 26, 2021

10.2 Journal Articles/ Reports

- 1) International Labor Organization
- 2) Respective Acts/ordinances .

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Leadership and Motivation**

Proposed Course Code: Leadership and Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

This course is focused on the study of fundamental concepts, theories, and models of leadership and motivation. Selected topics include: trait and behavioral theories of leadership, charismatic and transformational leadership, power and influence, emotions and justice perceptions in motivation, expectancy and equity theories. In exploring leader effectiveness, several different perspectives will be utilized, including follower, leader, and observer. Motivation will be explored in a number of contexts, specifically personal motivation and motivation of others. This course is going to require students to utilize skills that are necessary for effective leadership including self-awareness, interpersonal skills, presentation skills, organization and time management, and critical thinking

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

1. Management
2. Human Resource Management
3. Organizational behavior and Human Resource Management

3.0 The Course carries following objectives:

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

1. Recognize and describe the role of leaders in business and other types of organizations
2. Differentiate between leaders and managers
3. Identify the relevant contingencies which influence leader effectiveness
4. Describe the determinants of leader development
5. Identify and add to his or her own repertory of effective leader behaviors, and to better articulate a personal leadership development agenda

4.0 Course Learning Outcomes

A student should be able to:

1. Identify leader from non-leader
2. Identify the style of an effective leader
3. Understand self and others motivation patterns
4. Understanding ways of motivating others

5.0 Course Contents:

Unit-1

1.1 Basics of leadership

- 1.1.1 Definition of leadership, indicators of leadership effectiveness, major perspectives of leadership, level of conceptualization of leadership theories, other basis of comparing leadership theories

Unit-2**2.1 Nature of managerial work**

- 2.1.1 Activity patterns of managers; managerial roles; demand, constraints and choices; other determinants of managerial work; limitations of the descriptive research

Unit-3**3.1 Trait approach of leadership**

- 3.1.1 Description of traits (intelligence, self-confidence, determination, integrity, sociability, five-factors personality model, emotional intelligence), how does trait approach work, strengths and criticism of approach

Unit-4**4.1 Skills approach of leadership**

- 4.1.1 Description of the approach, three skills approach (technical, human and conceptual); skills model (competencies, individual attributes, leadership outcomes, career experiences, environmental influence); how does the approach works; strengths and weaknesses of the approach; criticism of the approach

Unit-5**5.1 Behavioral approach of leadership**

- 5.1.1 Description of approach, Ohio state studies, Michigan studies, Blake and Moun-ton's Managerial Grid; Paternalism and Maternalism; Opportunisms; how does the approach works; strengths and weaknesses; criticism of approach; application of approach

Unit-6**6.1 Situational and Contingency approach**

- 6.1.1 Description of approach; How does situational approach work? Various situational theories; Strengths and weaknesses; Criticism and application;

Unit-7**7.1 Leadership styles**

- 7.1.1 Path-goal theory; LMX theory; Full range leadership model; charismatic leadership; authentic leadership; servant leadership; adaptive leadership; ethical leadership; application of contingency theories

Unit-8**8.1 Other aspects of leadership**

- 8.1.1 Gender and leadership; culture and leadership; strengths and weaknesses of these approaches of leadership; application of such approaches; destructive leadership

Unit-9**9.1 Basics of motivation**

- 9.1.1 Motivation defined, theoretical premise of motivation, contents and process theories of motivation

Unit-10**10.1 Content theories of motivation**

- 10.1.1 Maslow's hierarchy of need theory, ERG theory, Herzberg's two factors theory; Theory X and Y; Theory Z

Unit-11**11.1 Process theories of motivation**

- 11.1.1 Ego-depletion theory; Flow; Implicit-explicit motivation congruence; curiosity and motivation; Interest and its development

Unit-12**12.1 Contemporary theories of motivation**

12.1.1 Cognitive evaluation theory; goals setting theory; self-efficacy theory; equity theory; expectancy theory

Unit-13**13.1 General theories of human motivation**

13.1.1 Social cognitive theory and motivation; the role of death in life – essential aspect of human motivation; Too much a good thing – trade off in promotion and prevention focus; Motivation, personality and development – self-determination theory

Unit-14**14.1 Goals and motivation**

14.1.1 Achievement goals; goals pursuit; unconscious goals pursuit and motivation; the motivational complexity of choosing

Unit-15**15.1 Evolutionary and biological perspectives**

15.1.1 Neuroscience and human motivation; Evolved individual differences in human motivation; Moods of energy and tension that motivate; Effort intensity-some insights from cardiovascular system

Unit-16**16.1 Application of motivation**

16.1.1 The job characteristics model; alternative work arrangements; employee involvement; using rewards to motivate employees

6.0 Teaching-Learning Strategies

The course would/should be based on both lectures and discussion

7.0 Assignments- Types and Number with calendar

Field based assignments would be preferred

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Yukl, G “*Leadership in Organizations*” . (Latest edition). Pearson Education India.
2. Northouse, P. G. *Leadership: Theory and practice* (latest edition). Sage publishers
3. Ryan, R. M. (Ed.). (2012). *The Oxford handbook of human motivation*. OUP USA.

10. Suggested Readings**10.1 Books**

- 1) Adair, J. (2010). The leadership of Muhammad. New York: Kogan Page.
- 2) Harvard Business Review 10 Most Reads Ultimate Box Set, 2019
- 3) Harvard Business Review 10 Most Reads on Leadership, 2017
- 4) Lussier, R. N., and Achua, C. F. (2015). *Leadership: Theory, application, and skill development*. Cengage learning.

10.2 Journal Articles/ Reports

1. Leadership Quarterly
2. Journal of Management
3. Academy of Management Journals
4. Journal of applied psychology
5. Journal of Organizational Behavior

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Performance Management**

Proposed Course Code: Leadership and Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

Performance management is concerned with identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic objectives of the organizations. Implementing performance management systems is related with many advantages in the organizations, such as increased employee motivation, competences and self-esteem, clearly defined job descriptions and goals, identification of under performers, enhanced employee engagement and commitment, among others.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Human Resource Management
Organizational Behavior

3.0 Course Learning Outcomes s

On completion of this course, the student will be able to:

1. To explain the concept of performance management and different advantages of implementing well-designed performance management systems.
2. To explain and understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review.
3. To understand different approaches to performance measurement.
4. To design a performance management system.
5. To understand and develop key skills involved in effective performance management.

4.0 Course Learning Outcomes

1. To acquaint students with knowledge and understanding of the course
2. To develop cognitive skills of students (i.e. value of performance management, efficient performance management system).
3. To have subject specific skills (concepts, definitions, application of knowledge etc.)

5.0 Course Contents:

Unit-I:

1.1 Basics of performance management

- 1.1.1 Definition and concept of performance management; difference between performance management and evaluation; performance management as part of HR process and philosophy

Unit-2:**2.1 Performance Management Process**

- 2.1.1 Performance management process; performance management and its strategic perspective; contents of performance management process (performance planning, performance execution, performance assessment, performance review, performance renewal etc.)

Unit-3:**3.1 Performance management and strategic planning**

- 3.1.1 Performance planning concept; linking performance management to strategic plans; building support system

Unit-4:**4.1 Defining performance and a measurement approach**

- 4.1.1 Defining performance; determining performance; performance dimensions; approaches to measure performance (trait approach, behavioral approach, results approach)

Unit-5:**5.1 Measuring results and behavior**

- 5.1.1 Measuring results (determining accountabilities, objectives and performance standards); measuring behaviors (absolute system, comparative system)

Unit-6:**6.1 Gathering performance information**

- 6.1.1 Appraisal forms; determining overall rating; appraisal period and number of meetings; sources of performance appraisal information; a model of rater motivation; preventing rater distortion through rater training

Unit-7:**7.1 Implementing a performance management system**

- 7.1.1 Preparation of communication, appeal process, training programs and pilot testing; communication plans; appeal process; training programs and acquisition of required skills; pilot testing; ongoing monitoring and evaluation

Unit-8:**8.1 Performance management and employee development**

- 8.1.1 Performance development plans; direct supervisor's role; 360-degree feedback system (advantages, risks, and characteristics)

Unit-9:**9.1 Performance management skills**

- 9.1.1 Coaching, coaching styles; coaching process; performance review meetings; types and characteristics of performance review meetings

Unit-10:**10.1 Reward system and legal issues**

- 10.1.1 Traditional and contingent pay plans; reasons for introducing contingent pay plans; possible problems associated with the contingent pay plans; selecting contingent pay plans; putting pay in context; performance management and law

Unit-11:**11.1 Managing team performance**

- 11.1.1 Definition and importance of teams; types of teams and implementation of performance management for teams; purpose and challenges of team performance management

6.0 Teaching-Learning Strategies

The course would/should be based on blended approach covering both lectures and discussions

7.0 Assignments-

Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Aguinis, H “Performance management” . (Latest edition)., 3rd ed. Harlow: Pearson.
Hutchinson, S. “Performance management” (Latest edition).. London: Chartered Institute of Personnel and Development.

10. Suggested Readings**10.1 Books****Journal Articles/ Reports**

1. International Journal of Productivity and Performance
2. Human Resource Development Review
3. Human Resource Management International
4. International Journal of Human Resource Management

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Strategic Human Resource Management**

Proposed Course Code: Leadership and Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

This course is designed to provide students with an understanding of the principles and practices of strategic human resource management. Students will be introduced to key frameworks, theories, and constructs in the field. We will examine current issues and debates in the field to identify how human resource practices can increase both employee well-being and organizational effectiveness.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

- Human Resource Management
- Strategic Management

3.0 The Course carries following objectives:

On successful completion of the course students will be able to:

1. Apply critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM and ER
2. Analyze problems and develop managerial solutions to employment relations problems at both national and workplace level.
3. Demonstrate the application of problem solving and evaluation skills in HRM and ER through exercises and case study work
4. Communicate knowledge of SHRM and employment relations in both written and verbal formats reactive to both audience and purpose.
5. Investigate and communicate the professional values of HRM including the ethical problems inherent in HRM and ER professional roles, including managers and consultants

4.0 Course Learning Outcomes

This course is aimed at achieving the following outcomes:

1. Make students understand the link between organizational goals, strategy and HR practices
2. Make students familiar with the various HR practices and how those are linked with the organizational level considerations
3. Make students understand the value of HRM in achieving organizational objectives.

5.0 Course Contents:**Unit-I:****1.1 Human resource management**

- 1.1.1 Introduction of HRM; nature of HRM; HR system; The impact of HRM on organizational performance; the ethical dimension; the state of HRM

Unit-2:**2.1 Strategic management**

- 2.1.1 Introduction; strategic management definition; the meaning of strategy; strategy in action; developing strategy

Unit-3:**3.1 The concept of strategic human resource management**

- 3.1.1 Introduction; strategic human resource management; characteristics of SHRM; aims of SHRM; the process of SHRM

Unit-4:**4.1 The evolution of SHRM**

- 4.1.1 Introduction; beginning-focus on vertical integration; horizontal vs vertical fit; development of HR strategy – best fit or best practice; development of conceptual framework of SHRM; focus on implementation; a multi-stakeholder's approach

Unit-5:**5.1 The reality of SHRM**

- 5.1.1 The reality of SHRM; the implementation of SHRM; the case of people management

Unit-6:**6.1 The concept of people management**

- 6.1.1 People management defined; strategic people management

Unit-7:**7.1 The nature and practices of people strategy**

- 7.1.1 The nature of people strategy; the features of people strategy; broad statements of intent; overall people management approaches; evaluating people strategy; people strategy in action

Unit-8:**8.1 Developing people strategy**

- 8.1.1 Development principles; evidence-based approach to developing; people strategy; limits to an entirely rationalistic approach; formulating people strategy; recommendations from practitioners.

Unit-9:**9.1 Implementing people strategy**

- 9.1.1 Implementations problems: the say-do gap; the implementation process; the role of line managers in implementing HR strategy

Unit-10:**10.1 The strategic role of the people professionals**

- 10.1.1 The strategy role of people professionals; the partnership role of people professional; the strategic business partners model; people management strategic roles

Unit-11:**11.1 Organizational development strategy**

- 11.1.1 Organizational development defined; OD activities; OD strategy; formulating and implementing OD strategy

Unit-12:**12.1 Human capital management strategy**

12.1.1 Aims of human capital management; the roles of HCM strategy; the link between HCM and business strategy; developing a human capital management strategy

Unit-13:**13.1 Knowledge management strategy**

13.1.1 The process of knowledge management; sources and types of knowledge; approaches to the development of knowledge management strategies; strategic knowledge management issues; components of a knowledge management strategy

Unit-14:**14.1 Corporate social responsibility strategy**

14.1.1 Corporate social responsibility defined; the rationale of CSR; strategic CSR defined; CSR initiatives; development of CSR strategy; role of the people management functions

Unit-15:**15.1 Organizational performance strategy**

15.1.1 The process of managing organizational performance; the strategic approach to managing organizational performance; organizational capability; developing a high-performance culture

Unit-16:**16.1 Individual performance strategy**

16.1.1 Performance and factors that affect it; performance management system; limitations of the model; the reality of performance management systems; dealing with the issues – reinventing performance

Unit-17:**17.1 Digital strategy**

17.1.1 Purpose of digital strategy; components of a digital strategy; role of digital strategy in contemporary world

Unit-18:**18.1 Employee engagement strategy**

18.1.1 What is engagement and why it is important; factors that influence employee engagement; the nature and contents of employee engagement strategy

Unit-19:**19.1 Resource strategy**

19.1.1 The rationale of strategic resources; the strategic approach to resourcing; integrating business and resources strategy; the components of employee resourcing strategy

Unit-20:**20.1 Talent management strategy**

20.1.1 Introduction of talent management strategy; defining talent; strategic talent management

Unit-21:**21.1 Diversity and inclusion strategy**

21.1.1 Defining diversity; sources of diversity; diversity and inclusion strategy

Unit-22:**22.1 Learning and development strategy**

22.1.1 The aim of strategic learning and development; strategic learning and development philosophy; strategy for creating a learning culture; organizational learning strategy; individual learning strategy

Unit-23:**23.1 Reward strategy**

23.1.1 Defining reward strategy; purpose of reward; characteristics of reward strategy; basis of reward strategy; content of reward strategy; developing reward strategy; effective reward strategy; reward strategy and line management capabilities; the problem with the concept of reward strategy

Unit-24:**24.1 Employment relation strategy**

24.1.1 The employment relationship; a strategy for creating a constructive and positive employment relationship climate; a strategy for achieving mutual gains; a strategy for building trust; the nature of employment relation strategy; partnership agreement strategy; employee voice strategy; trade union recognition strategy

Unit-25:**25.1. Employee well-being strategy**

25.1.1 The case for a wellbeing strategy; features of an employee wellbeing strategy; factors affecting wellbeing

6.0 Teaching-Learning Strategies

Both lectures and discussions would be basic mode of learning

7.0 Assignments-

Types and Number with calendar

8.0 Assessment and Examinations:

As per University Rules

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Armstrong "Strategic Human Resource Management," (Latest edition)

10. Suggested Readings**10.1 Books**

- Mike Millmore, et al."Strategic Human Resource Management; Contemporary Issues".(latest edition)
- Harzing, A.-W. and Pinnington, A.H. (2011) *International human resources management*. 3rded. London: Sage.

10.2 Journal Articles/ Reports

11. International Journal of Human Resource Management
12. Human Resource Management Review

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Training and Development**

Proposed Course Code: Leadership and Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

In the emerging global economy, only those organizations dedicated to continuous learning are expected to grow and thrive. This course is an examination of individual and organizational strategies designed to stimulate creative approaches to learning in organizations, and will facilitate an understanding of individual development from both an organizational and personal perspective. Theoretical foundations and practical issues involved in employee training and development in business organizations are explored.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

- Human Resource Management
- Organizational Behavior

3.0 Course Learning Outcomes s

Upon completion of the course a student would be able to:

1. Understand the basics of training and development
2. Know various methods of training and development
3. Understand ways of evaluating training
4. Changing dynamics of training

4.0 Course Learning Outcomes

This course is aimed at the following outcomes:

1. Students would be able to know the best training methods
2. Make a choice of training, trainer, trainees and contents of training
3. To design and select the appropriate training methods and tools

5.0 Course Contents:

Unit-I:

1.1 Introduction to employee training and development

- 1.1.1 Introduction and meaning of training and development; designing effective training; snapshot of training practices

Unit-2:

2.1 Strategic training

- 2.1.1 Evolution of training; learning as a strategic goal; strategic training and development process; Organizational characteristics that influence training; training needs in different strategies

Unit-3:

3.1 Needs assessment

- 3.1.1 Why need assessment is necessary; the need assessment process; competency model; scope of needs assessment

Unit-4:**4.1 Learning and transfer of training**

- 4.1.1 What is learning?; learning theories; transfer of training theory; the learning process; instructional emphasis on learning; the outcomes

Unit-5:**5.1 Program design**

- 5.1.1 Considerations in designing effective programs (selecting training sites, selecting trainer, curriculum, courses, lessons design, road map, consultant/vendor for training, program design)

Unit-6:**6.1 Training evaluation**

- 6.1.1 Introduction, reasons for training evaluation; overview of evaluation process; outcomes used in evaluation programs (reactions, learning, behaviors and skills, affective outcomes, return on investment); evaluation practices; evaluation designs; determining return on investment; measuring human capital and training activities

Unit-7:**7.1 traditional training methods**

- 7.1.1 Presentation methods; hands on methods; group building methods; choosing an appropriate training method

Unit-8:**8.1 Technology based training methods**

- 8.1.1 Technology influence on training and development; computer based training; web based learning; e-learning; developing effective online learning; social media-wikis, blogs, microblogs and social networks; blended learning; simulations and games; adaptive training; distance learning; technology for training support; learning management system

Unit-9:**9.1 Employee development and career management**

- 9.1.1 The relationship among training, development and careers; developing planning systems; approaches to employee development

Unit-10:**10.1 Social responsibility – legal issues, diversity and career challenges**

- 10.1.1 Legal issues and managing a diverse workforce; cross cultural preparation; career challenges facing a multigenerational workforce; career paths and dual career paths; coping with career breaks; coping with job loss; meeting the needs of older workers

Unit-11:**11.1 Future of training and development**

- 11.1.1 Increased use of technology in training and development; breakthroughs in neuroscience about learning; increased emphasis on speed in design, contents; capturing and sharing intellectual capital and social learning; use of just in time learning and performance support; big data and learning for business enhancement; stakeholders focused learning; training partnership and outsourcing learning

6.0 Teaching-Learning Strategies

The course would/should be based on blended mode (lectures, discussions, field works etc.)

7.0 Assignments-

Types and Number with calendar

8.0 Assessment and Examinations:

As per University Rules

9.0 Textbooks

1. Noe, R. A. "Employee Training and Development. New York" (latest edition McGraw-Hill Education

10. Suggested Readings**10.1 Books**

1. Cohen, E. (2017). *Employee training and development* (pp. 153-162). Routledge.
2. Ford, J. K. (Ed.). (2014). *Improving training effectiveness in work organizations*. Psychology Press.

10.2 Journal Articles/ Reports

- 1) Training + Education
- 2) International Journal of Training and Development
- 3) European Journal of Training and Development

Marketing Specialization

1. **Brand Management**
2. **Consumer Behaviour**
3. **Digital Marketing**
4. **Business To Business Marketing**
5. **Retail Marketing and Distribution Channels**
6. **Advertising and Promotion**
7. **Sales Management**
8. **Marketing Research Methods**
9. **Personal and Professional Development**
10. **International Marketing**
11. **Services Marketing**
12. **Marketing Issues in Pakistan**
13. **Social Media Marketing**
14. **Customer Relationship Marketing**
15. **Marketing Channels and Supply Chain Management**
16. **Marketing in Emerging Markets**

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Brand Management** Proposed Course Code: Marketing
(Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

Brand is not merely a name, logo or design; it is considered to be a philosophy. The management of this philosophy is the heart of brand management. However, a shift in marketing paradigm from selling to buying appears to be obvious in the existing business world. A priori reasoning suggests that this shift from selling to buying is caused and accelerated by the rise of brands. Today, accordingly, majority of the products and services are purchased not sold. Brand management facilitates this process to a great extent; it has the power to even pre-sell a particular product or service to the consumers. This course, therefore, structures the contents of a sixteen-session module under the caption of brand management. The rationale is to offer a comprehensive perspective on brands and branding by analyzing the shift from selling to buying.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Management

3.0 The Course carries following objectives:

1. Enhance understanding of the key issues in crafting and evaluating brand strategies.
2. Provide theories, models, and other analytic tools to make better branding decisions
3. Learn the competences to make, revitalize, and manage the brands successfully
4. Create a forum to apply these principles

4.0 Course Learning Outcomes

1. Demonstrate an understanding of the branding process.
2. Familiarize with building brand equity with the help of the case studies
3. Understand how to communicate a positioning strategy

5.0 Course Contents:**Unit-I**

1.1 Introduction to Brand Managements

1.1.2 What is a brand?

1.1.3 Why do brands matter?

1.1.4 What are the strongest brands?

Unit-II

2.1 Brand Positioning and Values

2.1.1 Identifying and Establishing Brand Positioning

2.1.2 Defining and Establishing Brand Values

2.1.3 Building a strong brand

2.1.4 Brand Building Implications

Unit-III

3.1 Determining Brand Image

Unit-IV

4.1 Planning and Implementing Brand Marketing Programme

4.1.1 Criteria for Choosing Brand Elements

4.1.2 Options and Tactics for Brand Elements

Unit-V

5.1 E- branding

Unit-VI

6.1 Designing Marketing Programme to Build Brand Equity

6.1.1 Product Strategy

6.1.2 Pricing Strategy (Pricing your brand at Premium)

6.1.3 Channel Strategy

Unit-VII

7.1 Integrating Marketing Communication to build Brand Equity

7.1.1 Overview of Marketing Communications to Build Brand Equity

7.1.2 Developing Integrated Marketing Communication Programme

Unit-VIII

8.1 Developing a Brand Equity Measurement System

8.1.1 The Brand Value Chain

8.1.2 Designing Brand Tracking Studies

Unit-IX

9.1 Establishing a Brand Equity Management System

9.1.1 Brand Equity Report

9.1.2 Brand Equity Responsibilities

Unit-X

10.1 Measuring Source of Brand Equity

10.1.1 Qualitative Research Techniques

10.1.2 Quantitative Research Techniques

Unit-XI

11.1 Measuring Outcomes of Brand Equity

11.1.1 Comparative Methods

11.1.2 Holistic Methods

Unit-XII

12.1 Growing and Sustaining Brand Equity

12.1.1 The Brand- Product Matrix

12.1.2 Designing a Brand Strategy

Unit-XIII

13.1 Introducing and Naming New Products and Brand Extensions

Unit-XIV

14.1 Advantages and Disadvantages of Brand Extension

Unit-XV

15.1 Evaluating Brand Extension Opportunities

Unit-XI

16.1 Global Branding

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity. It needs to be emphasized that this course will primarily be based on inquiry-based methodology and student-focused learning. While Instructor lead the discussion, my role as an instructor for this course will be that of a facilitator. Instructor does not intend to merely subject you to hours of intense lecturing each week. Rather, students are invited and encouraged to offer your insights and thoughts on the subject matter being discussed by actively participating in each session

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

For Project, Choose a company of your choice and analyze its existing brands, and make a strategy how to launch new brand under same company umbrella.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Aaker, D. A. (2012). Building strong brands. Simon and Schuster.
2. Keller , K. L., Parames waran, M. G., and Jacob, I. (2011). Strategic brand management: Building, measuring and managing brand equity (3rd Ed.).New Delhi: Pearson Prentice Hall. ISBN 978-81-317-5689-8

10. Suggested Readings**10.1 Books**

- 1) Ries, Al., and Ries, L. (2003). The 22 Immutable Laws of Branding: How to build a product or service into a world class brand. New York, NY: HarperCollins. ISBN 978-0-06-000773-7
- 2) Al, R., and Laura, R. (2002). The 22 immutable laws of branding. Harper Business.
- 3) Davis, S. M. (2003). Brand asset management. Driving profitable growth through your brands. Pearson.
- 4) Kapferer, J. N. (1997). Strategic brand management: New approaches to creating and evaluating brand equity. Simon and Schuster.

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- 5) Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers.
 - 6) Keller, K. L., Parameswaran, M. G., and Jacob, I. (2013). Strategic brand management: Building, measuring, and managing brand equity. Pearson

10.2 Journal Articles/ Reports

Reference articles, case studies, and helpful readings will be provided in addition to the recommended text for each individual session

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Consumer Behaviors**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

What is consumer behavior, and why is it important to learn about? This specific course will introduce the students to behavioral perspectives in marketing. It will also provide a conceptual perspective to any participant working in retailing, advertising and promotion, sales management, brand management and marketing research. This course will not also be an appreciation of consumer behavior, but also the marketing research tools. The course focuses on the learner to behavioral perspectives in marketing that will provide a conceptual perspective to any participant working in advertising, retailing, sales management, brand management and marketing research. Further, the focus will be on different sectors of the e marketing strategy/ digital marketing in areas of consumer fast moving goods/ durable goods/services. Studying consumer Behaviour introduces the students to the discipline of consumer behaviour by defining and describing its scope and importance, discussing the marketing function and providing numerous examples of consumer Behaviour relevance in managerial decision making. The course will help the students to learn the environmental influences on consumer Behaviour examines socio-cultural influences on consumers and present them in hierarchical order ranging from the broadest to the most immediate. Consumer decision making processes, individual determinants of consumer Behaviour and exploring new additional dimensions in the field.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Organizational Behaviour

3.0 The Course carries following objectives:

1. To create relevance between theories of consumer behaviour, marketing concepts, and consumer decision making.
2. To create an understanding of academics concepts and industry practices
3. To recognize the social and ethical aspects in the practical field. Further,
4. To apply appropriate marketing techniques for the solution of real-time problems.

4.0 Course Learning Outcomes

1. To identify and explain factors that influence consumer behaviour inclusive of society and culture.
2. To develop an understanding of how to demonstrate the knowledge of consumer behaviour and its application in the field of marketing.
3. To help students to establish oral and written communication skills within marketing contexts and to develop the capability to work both independently and in a team environment.

5.0 Course Contents:**Unit-I****1.1 Introduction to consumer Behaviour**

1.1.2 Understanding consumers and market segments

Unit-II

2.1 Environmental influences on Consumer Behaviour- Culture

Unit-III

3.1 Environmental influences on Consumer Behaviour-Subcultures

Unit-IV

4.1 Environmental influences on Consumer Behaviour-Social Class

Unit-V

5.1 Environmental influences on Consumer Behaviour-Social Group and Family

Unit-VI

6.1 Personal Influence and Diffusion of Innovation

Unit-VII

7.1 Individual determinants of Consumer Behaviour

7.1.1 Personality and Self Concept

Unit-VIII

8.1 Individual determinants of Consumer Behaviour

8.1.1 Motivation and involvement

Unit-IX

9.1 Individual determinants of Consumer Behaviour

9.1.1 Information Processing

Unit-X

10.1 Individual determinants of Consumer Behaviour

10.1.1 Learning and Memory

10.1.2 Attitudes/ changing Attitudes

Unit-XI

11.1 Consumer Decision Processes

11.1.1 Problem Recognition/ Search and Evaluation

Unit-XII

12.1 Purchasing Processes

12.1.1 The situational nature of consumer Decision

12.1.2 Post Purchase Behaviour

Unit-XIII

13.1 Modeling and Researching Consumer Behaviour

Unit-XIV

14.1 Consumer Research Strategies

Unit-XV

15.1 Consumerism, Roots of consumerism

Unit-XI

16.1 Organizational Buying Behaviour

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. David L. Loudon, and Albert J. Della Bitta. "Consumer Behavior "(4th Edition)
2. Paul, P. J. "Consumer Behavior"

10. Suggested Readings**10.1 Books**

13. Solomon, M. R. "Consumer Behavior" (6th Edition),
14. . Kardes. F. R. Consumer Behavior and Managerial Decision Making

10.2 Journal Articles/ Reports

15. Journal of Consumer Behaviour

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Digital Marketing**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Digital marketing mainly refers to any online marketing efforts. It includes all types of marketing strategies, including email marketing, social media marketing, pay-per-click advertising, Google ads, and even blogging. Digital marketing, internet advertising, or online marketing, whatever we can call it, to make your company present in the digital world is a big deal these days. The use of the internet has skyrocketed the usage of the online medium for marketing. over the past decade and this shift has massively affected how people purchase products and interact with businesses. Covid 19 has also been acted as a catalyst to speed up the phenomenon of digital marketing. Digital marketing is a type of marketing; however, it is a cost-effective way to reach target customers online. By the end of the course students will be able to understand, based on previous knowledge of conventional marketing, the digital environment used for marketing.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

1. Overview of the application of marketing strategy using the Internet
2. Use the web to service and cultivate customers, web advertising and sales promotion tools, e-commerce success factors and trends in web marketing.
3. Use of social media in digital marketing
4. To learn useful tool for marketing planning, and has become a necessary and integral part of a firm's marketing mix.

4.0 Course Learning Outcomes

1. Develop and implement Internet marketing strategies
2. Critically appraise the application of the Internet in marketing
3. Apply the marketing concepts in an online environment.

5.0 Course Contents:**Unit-I**

1.1 Introduction and Industry Trends

1.1.2 The opportunity

Unit-II

2.1 Mega trends

Unit-III

3.1 Strategic E - Marketing

3.1.1 E business models

Unit-IV

4.1 Consumers online characteristics

Unit-V

5.1 Site Design Basics

5.1.1 Four cornerstone approach

Unit-VI

6.1 Personas and scenarios

6.1.1 How to write project briefs

Unit-VII

7.1 Site Design Usability

7.1.1 Usability Best Practices

Unit-VIII

8.1 Domain name management

Unit-IX

9.1 Site Design

9.1.1 Programming standards/information architecture

Unit-X

10.1 Rich Media

Unit-XI

11.1 Building Trust

11.1.1 Consumer privacy legislation

Unit-XII

12.1 Data management practices

Unit-XIII

13.1 E Marketing Communications

13.1.1 Online advertising methods

Unit-XIV

14.1 Online promotional tools

14.1.1 Permission based email

Unit-XV

15.1 Search And Intelligent Search

15.1.1 Search engine optimization

Unit-XI

16.1 Search Marketing

16.1.1 Search strategies customer acquisition

16.1.2 Search Engine Marketing FAQ

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Kingsnorth, S. "Digital Marketing Strategy: An Integrated Approach to Online Marketing" 2nd Edition
2. Ryan Deiss and Russ Hennesberry "Digital Marketing for Dummies"

10. Suggested Readings**10.1 Books**

1. Strauss, Judy, Adel El – Ansary, and Raymond Frost (2006), E – marketing 4 th Edition, Prentice Hall, ISBN: 0-13-148519-9
2. Hanson, Word (2000), principles of internet marketing, south western college publishing, ISBN 0-538-87573-9

10.2 Journal Articles/ Reports

Journal of Digital and Social Media Marketing

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Business To Business Marketing**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

When you sell products to other companies, you know how hard it has become to win their business. Your customers, pressured to control costs, seem to care only about price. But if you lower prices to stimulate sales, your profits shrink. This course therefore offers a foundation to deal with such challenging issues. It aims to facilitate you in crafting a compelling 'value proposition' to make your business customers believe in the superior value of your offerings. Business-to-Business Marketing is an exact art and a subtle science to value organizational buyers. It features real world cases which show that industrial markets pose different challenges and require a unique approach to marketing strategy. It is not a dry subject, where everything is known and all you have to do is memorize it. Rather, it takes more than rote learning to do well in this challenging subject. You are about to embark on this fascinating journey to learn and apply business marketing management. This course outline accordingly offers a signpost and presents the contents that you will consider during your journey.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

1. To clarify the applications, challenges and the dynamic environment of business-to-business marketing, including the unique nature of organizational buying behaviour.
2. To simplify the strategies and structures to effectively serve the business-to-business market.
3. To facilitate you apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.
4. To help you craft compelling value propositions when your customers seem to only care about the price

4.0 Course Learning Outcomes

1. Demonstrate knowledge of the concepts underlying B-2-B marketing and Sales
2. Grasp the decisions that companies make regarding the marketing of products and services to business buyers
3. Illustrate a capacity to think in a creative and strategic way so as to make optimal decisions about industrial marketing and communicate this in an engaging manner.

5.0 Course Contents:**Unit-I**

1.1 Orientation: Meet and Greet Session

1.1.1 Course Format and Overview of Business Marketing

1.1.2 Business-to-Business vs. Business-to-Consumer Approach

1.1.3 Scope and Challenge of Business-to-Business Marketing

Unit-II

2.1 Rethinking Marketing in Postmodern Era

2.1.1 Introduction to the Business Marketing Environment

Unit-III

3.1 Ethical Considerations in Business-to-Business Marketing

3.1.1 Scenario Analysis: Class Discussion

3.1.2 Researching the duties of actual marketing professionals

3.1.3 What is unethical marketing: Insights from Construction Industry

Unit-IV

4.1 Professional Selling, Sales Management and Negotiation

4.1.1 What they Did Not Teach us in Sales Class?

4.1.2 Class activity: Selling Experiential Exercise

Unit-V

5.1 Organizational Buying Behavior and Process

5.1.1 Uncovering Buyer Important Needs

5.1.2 Major Sales: Who Really Does the Buying?

Unit-VI

6.1 Customer Relationship Management and Key Account Management

6.1.1 Readings: Building Loyalty in Business Markets

6.1.2 Class Activity: How to Select Key Accounts

6.1.3 Scenario Analysis: Nestle Professional Pakistan

Unit-VII

7.1 Marketing Research and Information Systems

7.1.1 Class Activity: The Javelin Executive Jet

7.1.2 Case Discussion: Big data Analytics and Customer Profiling

Unit-VIII

8.1 Marketing Segmentation, Positioning , and Demand Projection

Unit-IX

9.1 Case Discussion:

9.1.1 Jiang Metal Products Company

Unit-X

10.1 New Product Development, Management and Strategy

10.1.1 Class Activity: Brainstorming New Product Ideas for Industry

10.1.2 Mini Case: Identifying Customer Problems for NPD

Unit-XI

11.1 Price Planning and Strategy

11.1.1 Class Discussion: True Economic Value vs. Perceived Value

11.1.2 How to Make the Optimal Pricing Decisions?

Unit-XII

12.1 Promotional Strategies for Business Markets

12.1.1 Class Activity: Use of Metaphors in Marketing Communications

12.1.2 Case Discussion: Cincinnati Milacron _Winning Against Foreign Competition

Unit-XIII

13.1 Business Marketing Channel Participants

13.1.1 Mini Cases: Influencing Manufacturers' Representatives Sales Efforts

Unit-XIV

14.1 Reverse Auctions in Industrial Marketing

Unit-XV

15.1 Customer Profiling and Corporate Account Management

Unit-XI

16.1 Scenario Analysis: Channel Conflict in Capital Steel Industries of Pakistan

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, student presentations, and other team activities. The requisite chapter from the text book and any case will be assigned in advance for each session. Reference cases and readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text from the book and any reference reading before coming to class so as to actively participate in the class discussion.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Jr., Bingham, F, G., Gomes, R., and Knowles, P. A. (2005). Business Marketing (3rd Ed.). Boston: McGraw Hill, International Edition. ISBN 007-124396-8

10. Suggested Readings**10.1 Books**

Brennan, R. "Business-to-Business Marketing," Fifth Edition, Industrial Marketing, Hertfordshire Business School, University of Hertfordshire, UK

10.2 Journal Articles/ Reports

Reference articles, case studies, and other helpful readings will be provided in addition to the recommended text for each individual session.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Retail Marketing and Distribution Channels**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Students develop an in-depth understanding of retail and services management as well as non-store retailing. Topics include an overview of retail marketing; retail marketing, financial and location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service. This course will be able to train students in marketing foundations, specialization and functions, to demonstrate and understand strategies used to do process of merchandising, display and sell products and services associated with retail sector effectively in a competitive market.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

1. To make students understand the operations and working of retail stores in real time settings
2. Understand Your Customers and their needs
3. Find who is the target customer?
4. To establish methods to increase store loyalty

4.0 Course Learning Outcomes

1. Apply the principles, practices, and concepts used in retail marketing management.
2. Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.
3. Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry

5.0 Course Contents:**Unit-I**

1.1 Retail Marketing Management

1.1.2 World of Retailing

Unit-II

2.1 Global Retailing

2.1.1 Retail Marketing

Unit-III

3.1 Types of Retailers

3.1.1 Retail Consumer Buying Behavior

Unit-IV

4.1 Retail Marketing Strategy

4.1.1 Retail Marketing Strategy

Unit-V

5.1 Retail Marketing Strategy Planning

5.1.1 Retail Financial Strategy

Unit-VI

6.1 Retail Store Image

Unit-VII

7.1 Retail Store Loyalty

Unit-VIII

8.1 Retail Store Layout

Unit-IX

9.1 Retail Site Location Strategy

9.1.1 Retail Marketing Mix - Product

Unit-X

10.1 Merchandise Management

10.1.1 Merchandise Management Category Structure

Unit-XI

11.1 Merchandise Management Planning

11.1.1 Buying Merchandise

Unit-XII

12.1 Retail Marketing Mix - Price

12.1.1 Retail Pricing

Unit-XIII

13.1 Retail Marketing Strategy Price Decisions

13.1.1 Retail Price Competition

13.1.2 Retail Price Issues

Unit-XIV

14.1 Retail Marketing Mix - Distribution

14.1.1 Retail Distribution

14.1.2 Retail Marketing Strategic Distribution Decisions

14.1.3 Retail Distribution Channels

Unit-XV

15.1 Retail Omni-channel Distribution

15.1.1 Retail Supply Chain Management and Information Systems

Unit-XI

16.1 Retail Marketing Mix - Promotion

16.1.1 Retail Communication Mix

16.1.2 Customer Relationship Management

16.1.3 Customer Service

16.1.4 Store Layout, Design, and Visual Merchandising

6.0 Teaching-Learning Strategies

A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work. Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional

readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

For Project, Choose a company of your choice and analyze its existing brands, and make a strategy how to launch new brand under same company umbrella.

One day seminar on future of retailing in Pakistan

Work on a retail store for minimum of 40 hours to critically work its operations

Launch of retail store

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Gilbert, D. "Retail Marketing Management" 2nd ed. New York: McGraw-Hill Irwin, 2014.
2. Retailing, Sixth Edition Patrick M. Dunne Texas Tech University Robert F. Lusch, University of Arizona.

10. Suggested Readings

10.1 Books

Stephens, D. "The Retail Revival: Reimagining Business for the New Age of Consumerism"

10.2 Journal Articles/ Reports

Journal of Retailing

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Advertising and Promotion**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Promotional advertising is one of the unique tools used to attract interest in a product or service through different offering additional incentives for making a purchase. It can include incentives like coupons, temporary price reductions, promotional gifts or giveaways. Many of the organizations are now approaching promotion and advertising from an integrated marketing communications (IMC) perspective. They have now realized that synchronizing the promotional mix tools with other marketing activities that communicate effectively with the customers has attained pivotal importance. The advertising agencies of today are not only developing expertise in direct marketing but also in sales promotion, event sponsorship and the internet so that they can meet their clients integrated marketing communication needs and survive proactively. This course is designed around a communications planning model and successfully links theory with planning, management and strategy. To efficiently plan, implement and evaluate IMC programs, you as students need to understand the holistic marketing process, consumer behaviour and communications theory.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

1. By the end of the course students will be able to understand the techniques used for advertising and promotion.
2. Understand and enlighten the marketing communication process at individual and organizational level.
3. Formulate objectives for the IMC program and define investment allocation

4.0 Course Learning Outcomes

1. Critically examine the relationship between promotions management and marketing strategy
- 2 Measure the responsiveness of the IMC promotional elements

5.0 Course Contents:**Unit-I**

1.1 Introduction to the Course

1.1.1 Guidelines, Student Groups Formation and Topic Assignment discussion

1.1.2 Article Presentation Formats

1.1.3 Written Advertising Plan Guidelines (IVEY and HBR)

1.1.4 About Mid Term and Final Exam

1.1.5 Group Activity:

1.1.6 The Power of Persuasion: Creating Persuasive Advertising

1.1.7 Video: How Will The World Be In 2025

Unit-II

2.1 Introduction**2.1.1 Marketing Communications Objectives and Terminology****2.1.2 Promotional Mix Elements****2.1.3 Deconstruction of Ads (Rhetorical perspective)****2.1.4 The Primary Tools of Marketing Communications****2.1.5 The Integration of Marketing Communications****Unit-III****3.1 Enhancing Brand Equity and Accountability****3.1.1 A Firm-Based Perspective on Brand Equity****3.1.2 Brand Equity Models****3.1.3 Relationships among Brand Concepts, Brand Equity and Brand Loyalty****3.1.4 Strategies to Enhance Brand Equity****3.1.5 What Benefits Result from Enhancing Brand Equity?****Unit-IV****4.1 The role of Ad Agencies****4.1.1 Participants in the IMC process****4.1.2 Organizing for Advertising and Promotion: The Client's Role****4.1.3 Advertising Agencies****4.1.4 Agency Compensation****4.1.5 Specialized Services****4.1.6 IMC Services****Unit-V****5.1 The Communications Process and Consumer Behavior****5.1.1 Elements in the Communication Process****5.1.2 Meaning Transfer: From Culture to Object to Consumer Communications****5.1.3 Behavioral Foundations of Marketing Communications****5.1.4 The Consumer Processing Model (CPM)****5.1.5 The Hedonic, Experiential Model (HEM)****Unit-VI****6.1 The Role of Persuasion in Integrated Marketing Communications****6.1.1 The Nature and Role of Attitudes****6.1.2 Using Attitudes to Predict Behavior****6.1.3 Persuasion in Marketing Communications****6.1.4 Tools of Influence: The Persuader's Perspective****6.1.5 The Influence Process: The Persuadee's Perspective****6.1.6 The Theory of Reasoned Action (TORA)****Unit-VII****7.1 Objectives for the Promotional Program****7.1.1 Determining Integrated Marketing****7.1.2 Sales versus Communications Objectives****7.1.3 Role of Promotional Planners****7.1.4 Establishing and Allocating the Promotional Budget****Unit-VIII****8.1 Appeals and Execution Styles****8.1.1 Overview of Media Planning****8.1.2 Developing the Media Plan****8.1.3 Market Analysis and Target Market****8.1.4 Establishing Media Objectives**

8.1.5 Media Strategies

Unit-IX

9.1 Evaluating Broadcast Media

9.1.1 Buying Television Time

9.1.2 Radio as a Promotional Tool

9.1.3 Evaluating Print Media

9.1.4 Role of Magazines and Newspapers

Unit-X

10.1 Traditional Support Media

10.1.1 Guerrilla Marketing

10.1.2 Defining Direct Marketing

10.1.3 Direct Marketing Strategies

10.1.4 Direct Selling

10.1.5 Effectiveness of Direct Selling

Unit-XI

11.1 Internet and Integrated Marketing

11.1.1 Measuring Internet Effectiveness

11.1.2 Role of Sales Promotion

11.1.3 Consumer Oriented Sales Promotion

11.1.4 Trade Oriented Sales Promotion

Unit-XII

12.1 The Role of Public Relations

12.1.2 Process of Public Relations

12.1.2 Publicity

12.1.3 Corporate Advertising

12.1.4 Personal Selling

12.1.5 Integrating Personal Selling with other Promotional Tools

Unit-XIII

13.1 Social Media: An Overview

13.1.1 Comparisons with Traditional Media

13.1.2 Social Media Categories and Brands

13.1.3 Social Networking

13.1.4 Successful Social Media Campaigns

13.1.5 Organizing Social Media Efforts

13.1.6 How to Advertise on Social Networks

13.1.7 Measurement of Social Media

Unit-XIV

14.1 Measuring Promotional Effectiveness

14.1.1 Conducting Research To Measure Advertising

14.1.4

Unit-XV

15.1 The Testing Process

15.1.1 Program for Measuring Advertising Effects

Unit-XI

16.1 Role of International Advertising and Promotion

16.1.1 Global Vs Localized Advertising

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity. Lectures, Article Review (HBR) /Case Analysis, Review of Videos, Review of Research Papers, Group Discussions/Role Plays

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Belch and Belch “Advertising and Promotion: An Integrated Marketing Communications Perspective,” (8th Edition) (McGraw Hill).
2. Shimp T A (2013), Advertising, Promotion and Supplemental Aspects of Integrated Marketing Communications, 9th edition, Dryden Press, New York

10. Suggested Readings**10.1 Books**

16. W. Ronald lane, et al. “Kleppner's Advertising Procedure” (18 Edition)

10.2 Journal Articles/ Reports

- 1) Marcom Insight: Let's Check In! Place-Based Apps, Mobile Scanning Devices and Checking-In with Your “Friends
- 2) IMC Focus: Harley-Davidson—An Iron Horse for Rugged Individualists Including American Women
- 3) Comprehensive Case Study: Grey China (Ivey)
- 4) Marcom Insight: Everyday Consumer Habits Helping the World
- 5) Global Focus: Ad Persuasion for Global Public Causes
- 6) Comprehensive Case: Osscube: Leveraging Social Media (Ivey)
IMC Perspective: What Does The Best Media Plan Look Like?
- 7) IMC Perspective: Magazines Face Pressure to Blend Advertising with Content
- 8) Comprehensive Case: Snacko India Limited: Leveraging Trade Promotions For Competitive Advantage
Comprehensive Case: Tesla Motors: Burning Up The Road To Market Domination Or Doom
IMC Perspective: Marketing To The World's Poorest Consumers

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Sales Management**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

‘Sales Management’ is a living, dynamic and multifaceted course. It gives you an opportunity to develop the necessary skills about the sales function of an organization in existing postmodern marketing era. The course features in-depth, real world examples, cases, and stories that show theoretical concepts of personal selling in action, with the aim of increasing the bottom line for the organization. It is not a dry subject, where everything is known and all you have to do is to only memorize it. Rather, this subject breathes, and a good sales student brings both the hard headiness of an analyst with the soul of an artist to learn the skill of personal selling. You are about to embark on this fascinating journey to learn and apply sales management fundamentals. This course outline accordingly offers a signpost and presents the contents that you will consider during your journey.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Management

3.0 Course Learning Outcomes

- 1 Think strategically about personal selling by using key frameworks to analyze situations and make decisions.
2. Apply theoretical concepts to practical situations by learning about the fundamental of selling.
3. Integrate the key concepts to deal with the relevant sales management issues in a responsible, systematic, and creative manner
4. Enhance the problem-solving skills in sales management by offering a set of tools (i.e., frameworks, models, and analytical techniques).

4.0 Course Learning Outcomes

1. Have a better understanding of selling and selling techniques pertaining to different types of industries.
2. Better understand the sales process to plan, build and implement effective sales tactics and strategies in existing business era.
3. Comprehend the importance of qualitative and quantitative analysis in the sales management which will help them in making efficient and effective sales strategies

5.0 Course Contents:**Unit-I**

1.1 Orientation: Meets and Greet Session

1.1.1 Expectations and Class Conduct

1.1.2 Course Format and Overview

1.1.3 Class Activity: Assessing Your Behavior for Sales Career

1.1.4 Sales Management And The Business Enterprise

- 1.1.5 Importance of studying Sales and SFM, Current trends in Sales Management, Sales Management and Marketing, Role of Sales Management in Marketing, Evolution of Sales Management, Sales activities,
- 1.1.6 Defining Sales Management, Specific functions of sales management, five interrelated dimensions of sales management environment.

Unit-II

- 2.1 Postmodern Consumers: Rethinking Marketing
 - 2.1.1 What is a Salesperson?
 - 2.1.2 What does it 'take' to be good in sales?
 - 2.1.3 Sales Management: An Introduction
 - 2.1.4 Case Discussion: What they did not teach us in sales class?
 - 2.1.5 Personal Selling Personal Selling And Marketing Strategy
 - 2.1.6 Developing a Personal Selling Plan (PSP), the seven-step selling process.

Unit-III

- 3.1 The Effective Sales Executive
 - 3.1.1 Nature of Sales Management Positions, Functions of the Sales Executives
 - 3.1.2 Qualities of Effective Sales Executives, Relations with Top Management
 - 3.1.3 Relations with Managers of other Marketing Activities (Product Management, promotion management, pricing management, distribution management)
 - 3.1.4 Compensation Patterns for Sales Executive
 - 3.1.5 Relationship Marketing: Where Personal Selling Fits
 - 3.1.6 Partnering with Customers
 - 3.1.7 Class Activity: Sell Me This Pen

Unit-IV

- 4.1 Personnel management in the selling field.
 - 4.1.1 Economies of Effective Sales Management, Role of Sales Personnel Turnover
 - 4.1.2 Involvement of Sales Executives in SFM,
 - 4.1.3 Job Analysis (Sales Job Analysis, Sales Job Description, Procedure for sales job analysis and preparation of written job descriptions, Preparation of sales job specifications)

Unit-V

- 5.1 Social, Ethical, and Legal Issues in Selling
 - 5.1.1 Ethics Training and Managing the Salespeople Behavior
 - 5.1.2 Scenario Analysis: What Influences Ethical Behavior?
 - 5.1.3 Case Discussion: Ethical Dilemmas in the Construction Industry

Unit-VI

- 6.1 Recruiting sales personnel
 - 6.1.1 Organization for Recruiting and Selection
 - 6.1.2 The Pre- Recruiting Reservoir
 - 6.1.3 Sources of Sales Force Recruits the Recruiting Effort
 - 6.1.4 Selecting sales personnel
 - 6.1.5 Print view Screening and Preliminary Interview

Unit-VII

- 7.1 The Psychology of Selling: Why People Buy
 - 7.1.1 FABulous Approach to Buyer Need Satisfaction
 - 7.1.2 Class Activity: Uncovering the Buying Motives
 - 7.1.3 Case Discussion: McDonald's Ford Dealership
 - 7.1.4 Planning sales training programs

7.1.5 Building Sales Training Programs, Defining Training Aims, Deciding Training Contents, Selecting Training Methods

Unit-VIII

8.1 Motivating sales personnel

8.1.1 Meaning of Motivation, Motivational “Help” from Management, Need Gratification and Motivation, Interdependence and Motivation

8.1.2 Motivation and Leadership, Motivation and Communications, Unionization

8.1.3 Compensating sales personnel

8.1.4 Requirements of a Good Sales Compensation Plan, Devising a Sales Compensation Plan, Types of Compensation Plans, Fringe Benefits.

8.1.5 Managing expenses of sales personnel

8.1.6 Reimbursement of Sales Expenses-Policies and Practices

8.1.7 Methods of Controlling and Reimbursing Expenses of Sales Personnel

8.1.3 Reimbursement of Automobile Expenses

Unit-IX

9.1 Sales meeting and sales contests

9.1.1 Job Satisfaction and Job Performance, Various types of Sales Meetings and Sales Contests

9.1.2 Controlling Sales Personnel: Evaluating And Supervising

9.1.3 Standards of Performance, Relation of Performance Standard to Personal –Selling Objectives, Recording actual Performance, Evaluating-Comparing Actual Performance with Standards, Taking action-the Dynamic Phase of Control, Controlling Sales Personnel through Supervision

9.1.4 The sales budget

9.1.5 Purpose of The Sales Budget, Sales Budget-Form and Content, Budgetary Procedure

Unit-X

10.1 Sales Knowledge: Customers, Products, Technologies

10.1.1 What’s It Worth? Pricing Your Product

10.1.2 Class Activity: How to do Value Analysis?

10.1.3 Mini Cases: Claire Cosmetics and Electric Generator Corporation

Unit-XI

11.1 Prospecting – The Lifeblood of Selling

11.1.2 Key Selling Issues and Formal Steps of Sales Process

11.1.3 Strategic Customer Sales Planning

11.1.4 Class Activity: Selling Experiential Exercise

Unit-XII

12.1 Sales Presentation, Approaches, and Specific Methods

12.1.1 Sales Presentation Strategy: Opening, Closing and Follow Up

12.1.2 Scenario Analysis: Negotiation with a Friend/ Close Sequence

Unit-XIII

13.1 Planning, Staffing, and Training Successful Salespeople

13.1.1 Motivation, Compensation, Leadership, and Evaluation

Unit-XIV

14.1 Executing and evaluating sales training programs.

14.1.2 Philosophies of Sales Training, Organization for Sales Training,

14.1.3 Evaluating Sales Training Programs

Unit-XV

15.1 Quotas

15.1.1 Objectives in Using Quotas, Quotas, the sales forecast, and the Sales Budget

15.1.2 Types of Quotas and Quotas-Setting Procedures, Administering the Quota System, Reasons 15.1.3 For Not Using Sales Quotas

Unit-XI

16.1 Sales territories

16.1.1 The Sales Territory Concept, Reasons for Establishing or Revising Sales Territories, Establishing Sales Territories.

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, group presentations, and other team activities. The requisite chapter from the text book and any reference readings will be assigned in advance for each session. Reference readings are carefully selected out of hundreds of possibilities. You are expected to read the assigned text from the book and any reference reading before coming to class so as to actively participate in the class discussion. It needs to be emphasized here that this course will primarily be based on inquiry based pedagogy.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Futrell, C., M. (2014). Fundamentals of Selling: Customers for Life. New York: McGraw-Hill Education.
2. Reference articles, case studies, and other helpful readings will be provided in addition to the recommended text for each individual session.

10. Suggested Readings

10.1 Books

1. : Churchill, et al.(2000) “Sales Force Management” Ford and Walker” 6th edition,
2. William Santon et al. “Management of a Sales Force,” Ninth Edition

10.2 Journal Articles/ Reports

Journal of Personal Selling and Sales Management

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Marketing Research Methods**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

This course addresses the use of marketing research as an aid to making marketing decisions; specifically, how the information used to make marketing decisions is gathered and analyzed. Accordingly, the course is appropriate for both prospective users of research results and prospective marketing researchers. This course is structured to follow the steps in the marketing research process; includes, definition, research design (exploratory, descriptive and causal), data collection, problem identification, sampling schemes, attitude measurement, and data analysis and questionnaire design.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**3.0 The Course carries following objectives:**

1. To equip students with an understanding of how market research can help them make business decisions
2. How students can transform research findings into actionable business insights.
3. To help students gain the ability to evaluate and interpret research designed and conducted by outside providers.

4.0 Course Learning Outcomes

1. Discuss what market research is and how, why, and when it's useful
2. Identify a range of market research tools (focus groups, interviews, surveys), consider their strengths and weaknesses, and discuss when it would (and wouldn't) make sense to use each
3. Use these tools to solve business problems and craft business strategies

5.0 Course Contents:**Unit-I**

1.1 Introduction to Marketing Research and Research Design

1.1.1 The Definition of Marketing Research

1.1.2 The Marketing Research Process

Unit-II

2.1 Marketing Research and Marketing Decision Making

Unit-III

3.1 The Importance of Defining the Problem

Unit-IV

4.1 The Management-Decision Problem and the Marketing Research Problem

4.1.1 Research Questions and Hypothesis

Unit-V

5.1 Basic Research Design and the Types of Research

Unit-VI

6.1 Exploratory Research

6.1.1 Secondary vs. Primary Data

Unit-VII

7.1 Sources of Secondary Data

7.1.1 How to Use Secondary Data

Unit-VIII

8.1 Introduction to Qualitative Research

8.1.1 Focus Groups

Unit-IX

9.1 Descriptive Research

9.1.1 Survey Methods

Unit-X

10.1 How to Choose a Survey Method

Unit-XI

11.1 Observational Methods

Unit-XII

12.1 How to Choose Between Surveys and Observation

Unit-XIII

13.1 Scaling

Unit-XIV

14.1 Comparative Scales

Unit-XV

15.1 Non comparative Scales

15.1.1 Non comparative Scale Decisions

Unit-XI

16.1 Scale Evaluation

16.1.1 Questionnaire Design

6.0 Teaching-Learning Strategies

Learning depends on your active involvement. You are expected to read the assigned material before coming to class and to complete the assignments in time. You are also encouraged to bring any issue of interest related to the course of brand management applicable to the topic under discussion. Learning is primarily the responsibility of the individual and it can be enhanced by cooperative effort. While instructor will lead the discussion, my role as an instructor for this course will be that of a facilitator. Instructor does not intend to merely subject you to hours of intense lecturing each week. Rather, students are invited and encouraged to offer their insights and thoughts on the subject matter being discussed.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Thomson, W. G.(2003) “Exploring Marketing Research” 8th edition, South-Western,

10. Suggested Readings**10.1 Books**

Research-Methods-For-Business-A-Skill-Building-Approach-7th edition

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Personal and Professional Development**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Personal Development is focused on improving mental and social skills. ... Professional Development on the other hand is focused on improving the knowledge and skills that improve your potential in your work environment. These are the skills that make you more efficient and effective at your job. The Professional Development course is designed to improve the ability of students to describe their accomplishments and sell their ideas in situations like professional networking, company meetings, response to proposals for services, and interviews. It teaches writing skills and workplace integration for new jobs. Particular emphasis is put on verbal communication and preparation for verbal communication. Students will learn to create career plans that require them to research career options and potential employers, and prepare a developmental roadmap that will lead them success within the chosen profession. Teaching methods include reading assignments, lecture, classroom discussion, and simulation exercises. A high emphasis is placed on participation in simulation exercises with subsequent coaching and feedback by both the instructor as well as fellow classmates.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**3.0 The Course carries following objectives:**

1. The aim of personal and professional development is to help you manage your own learning and growth throughout your career
2. To learn and develop to keep your skills and knowledge up to date and ensure you continue to work safely, legally and effectively

1.0 Course Learning Outcomes

- 1 Communicate effectively and professionally in business situations through writing, speaking, and listening.
- 2 Construct a career development plan (roadmap) that outlines a path to a chosen career by delineating the skills required for the type of job, recognizing individual skill strengths and gaps, and identify activities that can be used to acquire the skills associated with the gaps.
- 3 Explain the value of networking strategies relevant to professional development; apply networking strategies to demonstrate effective networking conversations and written communications.
- 4 Demonstrate the skills needed to create, format and tailor a professional resume.
- 5 Demonstrate understanding of behavioral interview process by preparing interview questions and participating in practice behavioral interviews.
- 6 Perform research on companies identifying major products and markets, size, and growth potential within the industry.
- 7 Understand how to get a successful start in a job by demonstrating awareness of behavioral norms within a business in relationship to communication, appearance, business etiquette, and day-to-day business functions

5.0 Course Contents:**Unit-I**

- 1.1 Creating a Personal Development Plan
 - 1.1.1 Define Results and Motivation
 - 1.1.2 Determine Required Skills
 - 1.1.3 Perform a Skills Self-Assessment
 - 1.1.4 Isolate One Skill
 - 1.1.5 Develop an Action Plan

Unit-II

- 2.1 Creating a Professional Development Plan
 - 2.1.1 Formal Development
 - 2.1.2 Social Development
 - 2.1.3 Experiential Development

Unit-III

- 3.1 Personal Growth vs. Professional Development

Unit-IV

- 4.1 Communication Skills

Unit-V

- 5.1 Disposition for Communication
 - 5.1.1 Laughing
 - 5.1.2 Crying
 - 5.1.3 Smiling
 - 5.1.4 Waving Limbs
 - 5.1.5 Faking a Cry

Unit-VI

- 6.1 Communication Skills Development
 - 6.1.1 Culture
 - 6.1.2 Values
 - 6.1.3 Personality
 - 6.1.4 Life Circumstance
 - 6.1.5 Education (Formal and Informal)

Unit-VII

- 7.1 Communication as a series of Experiences

Unit-VIII

- 8.1 Communication and its process
 - 8.1.1 Listening
 - 8.1.2 Reading
 - 8.1.3 Writing Speaking
 - 8.1.4 Speaking

Unit-IX

- 9.1 Pattern of Communication
 - 9.1.1 One-way Communication
 - 9.1.2 Two-way Communication
 - 9.1.3 Both patterns can exist in following sender and receiver configuration
 - 9.1.4 Individual-Individual
 - 9.1.5 Individual-Group

9.1.6 Group-Individual

9.1.7 Group-Group

Unit-X

10.1 Levels of communication

10.1.1 Non-Verbal

10.1.2 Gestures

10.1.3 Postures

10.1.4 Movements

10.1.5 Verbal

10.1.6 Intra verbal: intonation of word and sound

10.1.7 Extra verbal: implication of words and phrases, semantics

10.1.8 Symbolic

Unit-XI

11.1 Facial expressions

11.1.1 Life Hack

11.1.2 Eye Contact

Unit-XII

12.1 Body Language

12.1.1 How to Handshake

12.1.2 How to Stand

12.1.3 How to Walk

12.1.4 How to detect lies

12.1.5 How do you go about establishing Rapport?

Unit-XIII

13.1 Barriers in Communication

13.1.1 Internal barriers

13.1.2 External barriers

13.1.3 Networking Conversations

13.1.4 How to Write Resume

13.1.5 Preparation for Interviews

13.1.6 Mock Interviews

Unit-XIV

14.1 First Impressions, Business Etiquette, Meetings

14.1.1 Business Communication, Relationship Building, Managing Your Manager

14.1.2 Self-Promotion, Performance Reviews

Unit-XV

15.1 Presentation Skills

15.1.1 Presentation Skills: Case Study

Unit-XI

16.1 How to Eat

16.1.1 Dining Ethics

16.1.2 Personal Dressing

16.1.3 Critical Thinking

16.1.4 Time Management

6.0 Teaching-Learning Strategies

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. John V. Thill and Courtland L. Bovée “Excellence in Business Communications”, 7th Ed., by (Publisher: Prentice Hall)
2. OSU Career Guide 2007 – 2008 by OSU Career Services
3. 20 Most Common Errors: A Guide For Writers In Business

10. Suggested Readings**10.1 Books**

- 1 Diana Hacker and Barbara Fister A Writer’s Reference, 6th Ed., (Publisher: Bedford / St. Martin’s)
- 2 Lunsford, A. “Easy Writer” , 3rd Ed.,(Publisher: Bedford / St. Martin’s

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **International Marketing**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

This advance level course highlights the importance of international marketing principles that are prevalent in today's international marketing activities. Students will actively participate in exploring the fundamentals study of the text book supplemented by discussion of real world examples. Classes will focus on classroom participation, using current business cases and student projects. Upon completion of this course, students will have covered the key basics of promotion and understand the importance of the total integration of all marketing efforts for the basic understanding of the subject. Course material will equip students with basic skills to critically understand theoretical concepts.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

1. To disseminate knowledge regarding the International Marketing.
2. Developing the understanding of the subject in relation to domestic marketing, global marketing,
3. Understanding of multinational marketing, export marketing and International trade.

4.0 Course Learning Outcomes

1. Exposit thorough knowledge of product globalization
2. Inquire all disciplines crucial for launching overseas product in national market
3. Data collection of both data types i.e. primary and secondary, for the sake of investigation and analysis
4. Interpretation of results following the self-recommendations and proposed plan
5. Written plan development succeeding presentation of the whole learning to the invigilator and class

5.0 Course Contents:**Unit-I**

1.1 Introduction to marketing, International marketing and global marketing

1.1.1 Definitions

1.1.2 Marketing environments

1.1.3 Consumer welfare issues and business ethics

Unit-II

2.1 International Marketing Strategy

2.1.1 Nature of International Marketing

2.1.2 Necessity of adopting a global business perspective

2.1.3 Major decisions while going global

2.1.4 Importance of marketing orientation

2.1.5 Characteristics of a multinational and a global approach

2.1.6 Marketing standardization and individualization

Unit-III

3.1 Potential market assessment

3.1.1 Effects of country's population, natural environment and technical resources on international marketers

3.1.2 Indicators of economic wealth

3.1.3 Social and cultural environment

3.1.4 Political and legal environment

3.1.5 Firms competitive position

3.1.6 Determination of attractive markets

Unit-IV

4.1 International Economic and Technical Environment

4.1.1 World Economy

4.1.2 Electronic Marketing

Unit-V

5.1 International Marketing Intelligence

5.1.1 Tools of international market research

5.1.2 Steps of international marketing research projects

5.1.3 Interpretation of research results

Unit-VI

6.1 The Global Strategic Position

6.1.1 Strategic alternatives international marketing

6.1.2 Types of confrontations with competitors

6.1.3 Indicators of successful international competition

6.1.4 Consequences of chosen resource allocations

6.1.5 Importance of strategic position

Unit-VII

7.1 Environment of Country, types and its effect on International Marketing

7.1.1 Political Environment

7.1.2 Legal Environment

7.1.3 Economic Environment

Unit-VIII

8.1 Market entry strategy

8.1.1 Marketing Barriers

8.1.2 Major decisions

8.1.3 Local positioning

8.1.4 Market entry mode

8.1.5 Different forms of international business expansion

Unit-IX

9.1 Product management processes

9.1.1 Product innovation

9.1.2 Quality assurance

9.1.3 Brand name

9.1.4 Packaging

Unit-X

10.1 International distribution logistics

10.1.1 Distribution channels

10.1.2 Marketing logistics

10.1.3 Transportation modes

10.1.4 Warehousing decisions and inventory management

Unit-XI

11.1 Local Initiatives for International Marketing

Unit-XII

12.1 International market communication

12.1.1 Integrated international marketing communication

12.1.2 International advertising

12.1.3 Sales promotion

Unit-XIII

13.1 International pricing decisions

13.1.1 Pricing strategies

Unit-XIV

14.1 Factors influencing final price

14.1.1 Methods of payment and counter trade

Unit-XV

15.1 Planning for International Marketing

Unit-XI

16.1 Components of marketing plan

6.0 Teaching-Learning Strategies

Lectures, Case studies, Role plays and Activities and Presentations. Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Hollensen, S. "Global Marketing" 6th Edition

2. Sak Onkvisit, and John J Shaw, "International Marketing (Analysis and strategy):"
Pearson Education Asia Ltd and Tsinghua University Press.

10. Suggested Readings

10.1 Books

- 1) Kotler, P. "International Marketing Management," Prentice-Hall International, Inc Prentice-Hall
- 2) Roger Bennett And Jim Blythe "International Marketing Strategy Planning, Market Entry And Implementation"
- 3) Czinkota, M. R. "International Marketing"
- 4) Vern Terpstra and Ravi Sarathy "International Marketing," New York Holt, Rinehart and Winston Inc
- 5) Keegan, W. "International Marketing," Pearson Education Asia Ltd and Tsinghua University Press.
- 6) Within and Beyond Visegrad Borders "International Marketing:" Front Cover. Elena Horská. Wydawnictwo Episteme,
- 7) Scranton, F. R. R. "International Trade and Investment," International Textbook Co. International, Inc

10.2 Journal Articles/ Reports

International Journal of Market Research: SAGE Journals

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Services Marketing**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Students examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses. Topics include an overview of services marketing; understanding the customer in services marketing; standardizing and aligning the delivery of services; the people who deliver and perform services; managing demand and capacity; and promotion and pricing strategies in services marketing. This course will be able to train students in marketing foundations, specialization and functions in service sector of the economy. Further, to demonstrate and understand strategies used to process of providing quality services effectively in a competitive market.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 Course Learning Outcomes

1. This course aims to provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced and work with tools and strategies that address these challenges. Further, to establish an understanding of the 'state of the art' of service management thinking.
2. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
3. Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer services.

4.0 Course Learning Outcomes

1. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
2. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
3. Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
4. Conduct a services audit plan for a service firm.

5.0 Course Contents:**Unit-I**

1.1 Introduction to service marketing

1.1.1 Characteristics of service marketing

1.1.2 Reasons for growth in service sector

1.1.3 Career opportunities in services sector

1.1.4 The Scope of Services Marketing

1.1.5 The Gaps Model of Services Quality

1.1.6 Focus on the Customer-What Do Customers Expect?

Unit-II

- 2.1 Service Strategy
 - 2.1.1 Strategic Planning Process
 - 2.1.2 Market orientation service strategy
 - 2.1.3 Service triangle
 - 2.1.4 Three dimensions of marketing strategy

Unit-III

- 3.1 Consumer Behaviour in Services
 - 3.1.1 Factors influencing consumer behaviour
 - 3.1.2 Service perception
 - 3.1.3 Model of consumer expectations and perception
 - 3.1.4 Listening to Customers Through Research
 - 3.1.5 Building Customer Relationships
 - 3.1.6 Service Recovery

Unit-IV

- 4.1 Market Segmentation and service position
 - 4.1.1 Undifferentiated Marketing
 - 4.1.2 Bases for segmentation
 - 4.1.3 Service positioning

Unit-V

- 5.1 Service Demand Management
 - 5.1.1 Demand situation
 - 5.1.2 Demand Patterns
 - 5.1.3 Strategies for demand management

Unit-VI

- 6.1 The Service Product
 - 6.1.1 The basic service package
 - 6.1.2 Development of new service
 - 6.1.3 Service life cycle

Unit-VII

- 7.1 Service quality Management
 - 7.1.1 Determinants of service quality
 - 7.1.2 Service quality audit
 - 7.1.3 Total quality services marketing

Unit-VIII

- 8.1 Pricing Of Services
 - 8.1.1 Pricing of services
 - 8.1.2 Pricing objective
 - 8.1.3 Pricing strategies linked to value perception
 - 8.1.4 Promotions and Pricing Strategies in Services Marketing
 - 8.1.5 Integrated Services Marketing Communications
 - 8.1.6 Pricing of Services
 - 8.1.7 The Financial and Economic Impact of Service

Unit-IX

- 9.1 Distribution
 - 9.1.1 Service transaction
 - 9.1.2 Service location
 - 9.1.3 Distributors of service delivery

9.1.4 Employees' Roles in Service Delivery

9.1.5 Customers' Roles in Service Delivery

9.1.6 Managing Demand and Capacity

Unit-X

10.1 Managing Physical Evidence

10.1.1 Physical evidence

10.1.2 Service escape

Unit-XI

11.1 Internal and External Marketing CASE STUDY

11.1.1 Consumer Relationship Management

11.1.2 What is CRM?

11.1.3 CRM in marketing

11.1.4 Customer retention

Unit-XII

12.1 Managing people for service advantage

12.1.1 Service staff are crucially important

12.1.2 Service leadership and culture

Unit-XIII

13.1 Customer feedback and service recovery

13.1.1 Customer complaining behaviour

13.1.2 Service guarantees

13.1.3 Learning from customer feedback

Unit-XIV

14.1 Improving service quality and productivity

Unit-XV

15.1 Measuring and improving productivity

Unit-XI

16.1 Improving service productivity

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Lovelock, C. and Jochen Writz “Services Marketing” (5th edition),

10. Suggested Readings**10.1 Books**

Nargundkar, R. “Service Marketing”

10.2 Journal Articles/ Reports

Journal of Marketing

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Marketing Issues in Pakistan**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

This course is designed to introduce basic principles and foundations of marketing with respect to the economy of Pakistan. This course focuses on developing an understanding of key issues of marketing faced by companies working in Pakistan. To address the blend of social, cultural and religious blend make decisions hard and tricky for companies designing marketing campaigns concepts. Moreover, the objective of the course is to impart the conceptual knowledge tactical marketing mix decisions with respect to Pakistan. Further, it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. Also to this course will address comparative analysis of issues faced by developing countries with respect to Pakistan.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

- 1 To make the students aware of recent trends in marketing in Pakistan.
2. To enable the students to apply marketing knowledge for the economic and social betterment of Pakistan

4.0 Course Learning Outcomes

1. Understand the consumers and the marketplace in Pakistan
2. Understand the marketing mix and its applicability in marketing decisions, in economy of Pakistan
3. Understand the functions of marketing communication and discuss social responsibility and ethics in marketing in Pakistan.

5.0 Course Contents:**Unit-I**

1.1 Marketing to Bottom of the Pyramid

Unit-II

2.1 Market Research

Unit-III

3.1 Product and Service Development

Unit-IV

4.1 Consumer Behavior

Unit-V

5.1 Marketing issues in Agriculture products

Unit-VI

6.1 Marketing issues in Industrial products

Unit-VII

7.1 Marketing issues in service sector

Unit-VIII

8.1 Marketing issues in capital products

Unit-IX

9.1 Marketing issues in fast moving consumer goods

Unit-X

10.1 Retailing and Distribution

Unit-XI

11.1 Sales Management and Personal Selling

Unit-XII

12.1 Social Marketing

Unit-XIII

13.1 Brand Child and Brand Loyalty

Unit-XIV

14.1 Export Marketing

Unit-XV

15.1 Direct Marketing

Unit-XI

16.1 Personal Selling in Pakistan

6.0 Teaching-Learning Strategies

Several techniques and methods will be used to facilitate learning during this course. These methods include face-to-face lectures, class discussions, case studies, demonstrations through examples of real-world application. The required and optional readings will be assigned in advance for each session. These readings are carefully selected out of hundreds of possibilities. Students are expected to read the assigned text before class to actively participate in the discussion and the class group activity.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Marketing Management: A South Asian Perspective,
2. Manning, G. and Reece, B. (2001). Selling Today (8th Ed.). Upper Saddle River, NJ: Prentice Hall.

10. Suggested Readings

10.1 Books

1. Davis, S. M.”Brand Asset Management”
2. Rosenbloom, B. “Marketing Channels: A Management View” Seventh Edition
3. Research Articles (Peer Reviewed and others)

10.2 Journal Articles/ Reports

- 1) Pakistan Management Review
- 2) Far-Eastern Economic Review
- 3) Magazines and Papers
- 4) AURORA, Business Recorder

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Social Media Marketing**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Social Media marketing mainly refers to any online marketing efforts. It includes all types of marketing strategies, including email marketing, social media marketing, pay-per-click advertising, Google ads, and even blogging. Social media marketing, internet advertising, or online marketing, whatever we can call it, to make your company present in the digital world is a big deal these days. The use of the internet has skyrocketed the usage of the online medium for marketing. Over the past decade and this shift has massively affected how people purchase products and interact with businesses. Covid 19 has also been acted as a catalyst to speed up the phenomenon of social media marketing. Social media marketing is a type of marketing; however, it is a cost-effective way to reach target customers online.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

- 1 To provide students with an overview of the application of marketing strategy using the Internet.
2. To develop understanding of the basics of designing a web site for content and functionality, using the web to service and cultivate customers, web advertising and sales promotion tools, e-commerce success factors and trends in web marketing.
3. To learn how the Internet has become a necessity in modern business, and discover how this medium can assist in marketing

4.0 Course Learning Outcomes

1. Develop and implement Internet marketing strategies.
2. Critically appraise the application of the Internet in marketing.
3. Apply the marketing concepts in an online environment.
4. Employ Internet tools to achieve marketing goals.

5.0 Course Contents:**Unit-I**

- 1.1 Introduction to Social Media Marketing Overview
- 1.1.1 Careers in Digital Marketing
- 1.1.2 The Social Media Landscape Overview
- 1.1.3 Introduction to Marketing vs Digital Marketing
- 1.1.4 Introduction to Social Media Marketing
- 1.1.5 Social Media and Business
- 1.1.6 Social Media and Non-Profits
- 1.1.7 Categorizing Social Media
- 1.1.8 The History of Facebook
- 1.1.9 Facebook Products Overview

- 1.1.10 The Social Media Landscape Conclusion
- 1.1.11 How to Create Social Media Accounts for Your Business

Unit-II

- 2.1 The Major Social Media Platforms: Overview
 - 2.1.1 Use Facebook to Connect People and Businesses
 - 2.1.2 Engage and Entertain with Video on YouTube
 - 2.1.3 Make Connections on WhatsApp and Messenger
 - 2.1.4 Connect, Engage and Transact with WeChat
 - 2.1.5 Find People that Care about What You Do on Instagram
 - 2.1.6 Build Professional Connections on LinkedIn
 - 2.1.7 Use Short Video to Connect on TikTok
 - 2.1.8 Boost Your Messaging Game With Snapchat
 - 2.1.9 Join the Conversation on Twitter
 - 2.1.10 Showcase Your Products and Services on Pinterest
 - 2.1.11 Connect on Niche Interests on Social

Unit-III

- 3.1 Goals and Planning for Success Overview
 - 3.1.1 What are Marketing Goals and Why Do you Need them?
 - 3.1.2 Establishing SMART Goals for Your Marketing
 - 3.1.3 What are KPIs and Why Do you Need them?
 - 3.1.4 Setting KPIs for Your Marketing
 - 3.1.5 Preparing For Your SMART Goal and KPIs Project
 - 3.1.6 SMART Goal Worksheet
 - 3.1.7 Key Performance Indicators Worksheet

Unit-IV

- 4.1 Understand Your Audience Overview
 - 4.1.1 What Is a Target Audience and Why Do You Need One?
 - 4.1.2 Defining your Target Audience
 - 4.1.3 Customer Journey and Why Do You Need One?

Unit-V

- 5.1 Mapping your Customer's Journey
 - 5.1.1 Research Tools to Identify Your Target Audience
 - 5.1.2 Target Audience Worksheet
 - 5.1.3 Customer Journey Worksheet

Unit-VI

- 6.1 Choose Your Social Media Channels
 - 6.1.1 Choose Your Platform Carefully
 - 6.1.2 Map Your Audience to the Right Platform
 - 6.1.3 Managing Social Media Policies
 - 6.1.4 Creating a Social Media Policy

Unit-VII

- 7.1 Using your Company Blog
 - 7.1.1 Managing Your Blog
 - 7.1.2 Professional Certificate Job Search Resources Overview10m

Unit-VIII

- 8.1 Social Media: Adapt or Die
 - 8.1.1 Marketing Strategies using Facebook

Unit-IX

9.1 Marketing Strategies on the Use of Blogging**Unit-X****10.1 Marketing Strategies on the Use of Twitter****Unit-XI****11.1 How to Use LinkedIn to Dominate****Unit-XII****12.1 How to Use Google+ to Dominate****Unit-XIII****13.1 How to Use Instagram to Dominate****Unit-XIV****14.1 How to use Pinterest to Dominate****Unit-XV****15.1 How to Use YouTube to Dominate****Unit-XI****16.1 How to Use Snapchat to Dominate****16.1.1 How to Integrate Other Social Media Networks into your Marketing Strategy****16.1.2 Common Social Media Pitfalls to Avoid****6.0 Teaching-Learning Strategies**

Learning depends on your active involvement. You are expected to read the assigned material before coming to class and to complete the assignments in time. You are also encouraged to bring any issue of interest related to the course of brand management applicable to the topic under discussion. Learning is primarily the responsibility of the individual and it can be enhanced by cooperative effort. While instructor will lead the discussion, my role as an instructor for this course will be that of a facilitator. Instructor does not intend to merely subject you to hours of intense lecturing each week. Rather, students are invited and encouraged to offer their insights and thoughts on the subject matter being discussed.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Friedrichsen, M. (2013). Handbook of social media management: Value chain and business models in changing media markets. Springer.

10. Suggested Readings

10.1 Books

Van Looy, A. (2016). Social media management. Springer International Publishing Switzerland 2016.

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Customer Relationship Marketing**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

This course examines customer relationship management (CRM) and its application in marketing, sales, and service. Effective CRM strategies help companies align business process with customer centric strategies using people, technology, and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. Anyone interested in working with customers and CRM technology and would like to be responsible for the development of any major aspect of CRM will find this course beneficial. Emphasis is given on both conceptual knowledge and hands-on learning using a leading CRM software. CRM discussions and assignments will address relationship marketing with both organizational customers (B2B) and consumers/households (B2C).

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Management

3.0 Course Learning Outcomes:

1. Customer behavior, relationship marketing, customer satisfaction, loyalty, customer defection
2. Key concepts, such as Sales Management, Closed Loop Marketing, Drip Marketing
3. CRM impact on sales and marketing strategies; d) data, information and technology

4.0 Course Learning Outcomes

- 1 to recognize the basic technological infrastructure and organizations involved in current and emerging CRM practices.
2. To understand privacy, ethics: consumer and organization privacy concerns
3. To be able to understand CRM impact on sales and marketing strategies; d) data, information and technology

5.0 Course Contents:**Unit-I**

- 1.1 Managing Customer Relationships
 - 1.1.1 Foundations of the past drive. Our future
 - 1.1.2 The major types of customers
 - 1.1.3 Defining Customer Relationship Management

Unit-II

- 2.1 Defining CRM Process
 - 2.1.1 Why create a process for CRM
 - 2.1.2 Major Objectives and Benefits of CRM process
 - 2.1.3 Product focus to customer focus
 - 2.1.4 CRM organization's structure

Unit-III

3.1 The role of Information Technology

3.1.1 Change from data to relationship

3.1.2 Preparing for Cultural and Idea Interchanges

Unit-IV

4.1 Emergence of Relationship Technologies

4.1.1 Customer Retention

4.1.2 Data Mining

Unit-V

5.1 The Stages of Growth for CRM and Data Warehouse

5.1.1 Six Stages of Growth

5.1.2 Types of Decision Support

5.1.3 The Info Structure or Framework

Unit-VI

6.1 Building the CRM Data Warehouse and Info Structure

6.1.1 Analysis and Design

6.1.2 Implementation

6.1.3 Reports, Queries and Analytical Uses

6.1.4 Critical Success Factors

6.1.5 Data Privacy

6.1.6 Final Project Orientation

Unit-VII

7.1 Customer Chemistry

7.1.1 Knowing your customers

7.1.2 Banking your customers

7.1.3 Teaching Employees to focus on Best Customers and Prospects

Unit-VIII

8.1 Customer Chemistry

8.1.1 Creating Customer Oriented Marketing Campaigns

8.1.2 Circumstances for leaving bad customers

8.1.3 Loyalty programs

Unit-IX

9.1 Visioning Customer as Design Point for Business Engineering

9.1.1 Obtaining Customer Vision

9.1.2 Objectivity and Emotional Intelligence

9.1.3 Customer Defined Processes

Unit-X

10.1 Identifying Customer Needs

10.1.1 Approaches to Listening

10.1.2 Exceeding Customer Expectations

10.1.3 Ideal Value Deliver

Unit-XI

11.1 Customer Service

11.1.1 Successful Customer service

11.1.2 7 B's to keep your Customer

Unit-XII

12.1 Phone Based Operations

12.1.1 Customer Response Centre

Unit-XIII

13.1 Effective Telemarketing

13.1.1 Theories of People Management

Unit-XIV

14.1 Practicalities of customer response center

14.1.1 Locating customer response center

14.1.2 Effective environments

Unit-XV

15.1 The Role of IT in CRM

Unit-XI

16.1 The Role of Ethics in CRM

6.0 Teaching-Learning Strategies

Learning depends on your active involvement. You are expected to read the assigned material before coming to class and to complete the assignments in time. You are also encouraged to bring any issue of interest related to the course of brand management applicable to the topic under discussion. Learning is primarily the responsibility of the individual and it can be enhanced by cooperative effort. While instructor will lead the discussion, my role as an instructor for this course will be that of a facilitator. Instructor does not intend to merely subject you to hours of intense lecturing each week. Rather, students are invited and encouraged to offer their insights and thoughts on the subject matter being discussed.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Swift, R. S. "Accelerating Customer Relationships"
2. (MaryNaylor and Susan Greco) "Customer Chemistry"

10. Suggested Readings**10.1 Books**

(Darlene D. Richard) The Customer Response Management

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Marketing Channels and Supply Chain Management**

Proposed Course Code: Marketing (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

In today's competitive environment, a company's performance does not depend just upon its own capabilities. Companies must also rely on and develop effective relationships with the suppliers in its supply chain. Supply Chain Management (SCM) is an approach to managing the entire supply chain – the seamless flow of goods, services and information from your suppliers' suppliers to your customers' customers - based on common goals, shared resources and mutually beneficial relationships. Specific topics include outsourcing, information technology, and globalization. This course will be taught through the use of textbook readings, case study analysis, Internet research, and online discussions.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

- 1 To introduce and study key concepts in Supply Chain Management (SCM)
2. To understand the role and function of marketing channels
3. To study how the global environment and strategic alliances impact SCM

4.0 Course Learning Outcomes

1. To effectively organize, manage, and present data, using contemporary software applications such as spreadsheets, word processing, databases, and electronic presentation software.
2. To locate, evaluate, and synthesize primary and secondary sources into presentations without falling into plagiarism.
3. To lead and participate effectively in group discussions.

5.0 Course Contents:**Unit-I**

1.1 The Significance of Marketing Channels

Unit-II

2.1 Functions of a Channel

2.1.1 Characteristics of a Channel

2.1.2 Types of Marketing Channels

2.1.3 Direct selling;

2.1.4 Selling through intermediaries;

2.1.5 Dual distribution; and

2.1.6 Reverse channels.

Unit-III

3.1 Selecting Marketing Channels

3.1.1 The Value of Channels

3.1.2 Channel Selection

3.1.3 Consumer Preferences

3.1.4 Cost

3.1.5 Brand

3.1.6 Localization

Unit-IV

4.1 Channel Intermediaries

4.1.1 Types of intermediaries

4.1.2 Wholesalers

4.1.3 Distributors

4.1.4 Retailers

4.1.5 Functions of Intermediaries

Unit-V

5.1 Channel Design

5.1.1 Streamlining Distribution Sales planning

5.1.2 Strategic and Long-term Planning

5.1.3 Creation of Supply Chain Network

5.1.4 Stock planning

5.1.5 Supply chain planning

5.1.6 Production planning

5.1.7 Distribution planning

5.1.8 Transport planning

5.1.9 Delivery schedule

Unit-VI

6.1 Channel Structures

6.1.1 B2C Channels

6.1.2 B2B Channels

6.1.3 B2G Channels

6.1.4 Institutional Markets

Unit-VII

7.1 Customer Expectations

7.1.1 Channel Member Expectations

7.1.2 Role of large and small retail outlets

7.1.3 Channel Member Characteristics

Unit-VIII

8.1 Channel Strategy Decisions

8.1.1 Factors Affecting Channel Choice

Unit-IX

9.1 Distribution Intensity

9.1.1 Channel Distribution Intensity

9.1.2 Intensive

9.1.3 Selective

9.1.4 Exclusive

9.1.5 Technology and Channels

Unit-X

10.1 Distribution Centers vs. Direct Store Delivery

10.1.1 Retailers

10.1.2 Department Stores

10.1.3 Discount Houses

Unit-XI

11.1 Non-store Retailing**11.1.1 Wholesalers****11.1.2 Warehousing****11.1.3 Transportation****11.1.4 Selling****Unit-XII****12.1 Marketing Channel Relationships****12.1.1 Competitive Priorities in Marketing Channels****12.1.2 Role and Design in the Marketing Mix****Unit-XIII****13.1 Choosing Marketing Channels****13.1.1 Intensive distribution****13.1.2 Exclusive distribution****Unit-XIV****14.1 Channel Power, Control, and Leadership****14.1.1 Channel Partners****14.1.2 The Value Chain****Unit-XV****15.1 Co-branding****15.1.1 Value-added Resellers****Unit-XI****16.1 Channel Integration****6.0 Teaching-Learning Strategies**

Learning depends on your active involvement. You are expected to read the assigned material before coming to class and to complete the assignments in time. You are also encouraged to bring any issue of interest related to the course of brand management applicable to the topic under discussion. Learning is primarily the responsibility of the individual and it can be enhanced by cooperative effort. While instructor will lead the discussion, my role as an instructor for this course will be that of a facilitator. Instructor does not intend to merely subject you to hours of intense lecturing each week. Rather, students are invited and encouraged to offer their insights and thoughts on the subject matter being discussed.

7.0 Assignments- Types and Number with calendar

Type of Assignment is to be followed as per Discretion of the instructor in week 4, week 6, week 12 and Week 14.

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Nagurney, Anna (2006). Supply Chain Network Economics: Dynamics of Prices, Flows, and Profits. Cheltenham, UK: Edward Elgar.
2. Coughlan, A. "Marketing Channels 7th Edition"

10. Suggested Readings

10.1 Books

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF HE PUNJAB, LAHORE

Course Title: **Marketing in Emerging Markets**

Proposed Course Code: Marketing (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Given their growing middle class and rapidly rising incomes, the lure of emerging markets is hard to resist. Multinationals are deriving larger share of their revenues from such markets and the presence of strong domestic competitors is being felt as well. The purpose of this course is to examine the issues involved in developing a global marketing strategy and the challenges of implementing the marketing mix in emerging markets. We will examine how salient characteristics of emerging markets like socio-cultural factors, underdeveloped or absent institutions and a mix of a large base of poor along with middle-class consumers and a small affluent class, may compel managers to reevaluate traditional marketing programs and strategy.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Principles of Marketing

3.0 The Course carries following objectives:

1. To understand challenges and opportunities involved when marketing decisions both across and within different emerging markets, with the goal of developing effective marketing plans and solutions
2. To understand the social, cultural, institutional and demographics forces marketers must consider when developing the marketing mix, with a focus on the tactical challenges of adapting to specific emerging market needs

4.0 Course Learning Outcomes

1. Engaging consumers from different socio-economic strata that co-exist in emerging markets: base of the pyramid, urban middle class and the wealthy
2. Understand the impact of the rapid but uneven growth in incomes of emerging market households on demand for products and services

5.0 Course Contents:**Unit-I**

- 1.1 Introduction of the subject
- 1.1.1 Emerging economies
- 1.1.3 Importance of emerging economies

Unit-II

- 2.1 Emerging Markets and their Importance to Marketers

Unit-III

- 3.1 Global Marketing Strategy
- 3.1.1 Planning and Organization

Unit-IV

- 4.1 Market Entry Strategies

Unit-V

5.1 Developing A Marketing Mix**5.1.1 Segmentation and Positioning****5.1.2 Product Placement****5.1.3 Product Presentation****5.1.4 Pricing and Promotion****Unit-VI****6.1 Finding the competitive sweet spot and transferring it to other emerging markets****Unit-VII****7.1 Filling in the missing pieces and localizing the business model (and ethics?)****Unit-VIII****8.1 Competitive strategies for engaging local competitors, business model Implications****Unit-IX****9.1 Business opportunities****9.1.1 Analyzing the characteristics of the consumer market****9.1.2 Industry and agribusiness in Emerging Countries****Unit-X****10.1 Logistics and structure****10.1.1 Discussing the current scenario of airports, railways, and roads****10.1.2 Freight companies in emerging countries****Unit-XI****11.1 Concept development and framework tools to consider Getting started****11.1.1 Big picture of winning in Emerging Markets****11.1.2 Local adaptation and global integration****11.1.3 New rules of the game and what it takes to win****Unit-XII****12.1 Thinking different and local mass market competitive advantage****Unit-XIII****13.1 Affordability and sustainability****13.1.1 Disruptive business model****Unit-XIV****14.1 Opportunities and challenges of emerging market firms going global****Unit-XV****15.1 Evolution of emerging market MNCs,****15.1.1 Competition in newly industrializing contexts****Unit-XI****16.1 Evolution of emerging market MNCs,****16.1.1 competition in newly industrializing contexts****6.0 Teaching-Learning Strategies**

Learning depends on your active involvement. You are expected to read the assigned material before coming to class and to complete the assignments in time. You are also encouraged to bring any issue of interest related to the course of brand management applicable to the topic under discussion. Learning is primarily the responsibility of the individual and it can be enhanced by cooperative effort. While instructor will lead the discussion, my role as an instructor for this course will be that of a facilitator. Instructor does not intend to merely subject you to

hours of intense lecturing each week. Rather, students are invited and encouraged to offer their insights and thoughts on the subject matter being discussed.

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8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Adhikari, A. "Strategic Marketing Issues in Emerging Markets"

10. Suggested Readings

10.1 Books

Amitava Chattopadhyay, et al. "The New Emerging Market Multinationals: Four Strategies for Disrupting Markets and Building Brands"

10.2 Journal Articles/ Reports

Strategic Marketing cases in Emerging Markets by Atanu Adhikari and Sanjit Kumar Roy

Microfinance Specialization

1. **Introduction to Microfinance**
2. **Islamic Microfinance**
3. **Banking and Microfinance**
4. **Regulations and Supervision of MF**
5. **Microfinance and Poverty alleviation**
6. **Commercialization of Microfinance**
7. **MIS for Microfinance**
8. **Contemporary issues in Microfinance**
9. **Transformation of MFIs**
10. **Triangle of Microfinance**
11. **Financial ratio of the MFIs**
12. **The Theory and Practice of Microfinance**

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Introduction to Microfinance**

Proposed Course Code: Microfinance (Specialization

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Microfinance has proved itself as an essential part of financial system over the years. Showing a tremendous growth, it has gained popularity as key player for financial inclusion in financial landscape. Now economies are working for an inclusive financial system where microfinance is a significant contributor towards financial access for poor. This course provides a concise introduction of microfinance by elaborating the background of microfinance, its emergence as a tool of poverty reduction, and explaining the need of microfinance in financial system. It further includes the topics on working of microfinance models, its products and service and the lending methodologies. This course also highlights the challenges of MFIs in their operations, investing options for MFIs and the recent innovations in the field of microfinance.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Students should have a basic understanding of financial system, financial markets and financial institutions.

3.0 The Course carries following objectives:

This course will enable students:

1. To understand historical background of microfinance
2. To learn basic concepts, terminologies, and principles of microfinance
3. To elaborate the products and services offered by MFIs, their lending methodologies and target customers
4. To understand the key challenges of MFIs, innovations and emerging trends

4.0 Course Learning Outcomes

After completing this course the students will be able:

1. To comprehend the emergence of microfinance in financial landscape
2. To differentiate between the financial products and services of MFIs and financial institutions
3. To analyze the lending methodologies of MFIs and their role in serving a large poor base
4. To identify the key issues for MFIs

5.0 Course Contents:**Unit 1:****1.1 Introduction to Microfinance****1.1.1** Microfinance and the History of informal savings**1.1.2** The major components of Microfinance's ecosystem**1.1.3** An overview of issues in Microfinance: gender, impact, alternatives

Unit 2:**1.1 Detailed Design – Group Lending and Variations, Gender****1.1.1** The reasons for microfinance's unique structure**1.1.2** Rates of return and cost of money**1.1.3** Individual versus group lending**Unit 3:****10.2 Managing and Working at an MFI – Compensation, Structure****10.2.1** Management challenges of MFIs**10.2.2** What can go wrong within microfinance institutions?**10.2.3** Scale issues, strategy drift, and sustainability**Unit 4:****4.1 Challenges in Microfinance****4.1.1** Lecture: Applicability of entrepreneurship**4.1.2** Gaining liquidity for investors**4.1.3** Country context and variations**Unit 5:****5.1 Other Microfinance products offering – Beyond Credit****5.1.1** Introduction to products in addition to loans, for example savings, insurance, and education**Unit 6:****6.3 Investing in MFIs****6.3.1** Measuring impact**6.3.2** Selecting an investment vehicle and process**6.3.3** Assessing sustainability**Unit 7:****7.1 Innovation and entrepreneurship in MFI land****7.1.1** New Innovations in Microfinance**Recommended Readings****6.0 Teaching-Learning Strategies**

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations:**8.0 Assessment and Examinations:** As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

Watkins, T. A. (2018). *Introduction to Microfinance*. Routledge.

10. Suggested Readings**10.1 Books**

1. Ledgerwood, J. (1998). *Microfinance Handbook: An institutional and financial perspective*. The World Bank.
2. "Millions for Millions", Connie Bruck, *The New Yorker*, October 30, 2006. (14 pages) http://www.newyorker.com/archive/2006/10/30/061030fa_fact1
3. "Perspectives on informal rural finance," Jochem Zoetelief, SD dimensions, Sept. 1999. (8 pages) <http://www.fao.org/sd/ppdirect/ppan0015.htm>
4. Ismail, A., Farooq, S., and Ahmed, Z. (2020). Understanding the functions of microfinance ecosystem: A perspective of microfinance providers in Pakistan. *Paradigms*, 14(2), 50-64.
5. Armstrong, K., Ahsan, M., and Sundaramurthy, C. (2018). Microfinance ecosystem: How connectors, interactors, and institutionalizers co-create value. *Business Horizons*, 61(1), 147-155.
6. Purkayastha, D., Tripathy, T., and Das, B. (2020). Understanding the ecosystem of microfinance institutions in India. *Social Enterprise Journal*.
7. CGAP FAQ, <http://www.microfinancegateway.org/section/faq>
8. Variations in Micro-finance Design : Some Important Variables," Par Jens REINKE, ADA. <http://www.globenet.org/archives/web/2006/www.globenet.org/horizon-local/ada/reinke.html>
9. CGAP, <http://www.cgap.org>
10. "Controlling Growth at a Mexican Microfinance Start-Up," Cases for Management Education. (4

- pages) <http://emdapcasebook.iie.org/pdfs/4.3%20Controlling%20Growth%20MFI%20Startup-Mexico.pdf>
11. "Designing Staff Incentive Schemes," Martin Holtmann, MicroSave Briefing Note #15. (2 pages) http://www.microfinancegateway.org/files/3530_03530.pdf
 12. Prisma Microfinance, <http://www.prismamicrofinance.com>
 13. "Microloan Sharks," Jonathan Lewis, *Stanford Social Innovation Review*, Summer 2008. (4 pages) http://www.ssireview.org/articles/entry/microloan_sharks
 14. "A Letter to Our Peers," Carlos Danel and Carlos Labarthe, *Compartamos Banco Website*, June 2008. (11 pages) <http://microfinancegateway.org/content/article/detail/49967>
 15. "Lenders to the Poor Adopt Guidelines," Elisabeth Malkin, *The New York Times*, September 26, 2008. (2 pages). <http://www.nytimes.com/2008/09/26/business/worldbusiness/26micro.html>
 16. Compartamos Banco, <http://compartamos.com>, Accion, www.accion.org
 17. Adding Value to Microfinance and to Public Health Education—At the Same Time," Christopher Dunford, *Finance for the Poor*. Volume 4, Number 4. December 2003. (4 pages) www.adb.org/documents/periodicals/microfinance/finance_200344.pdf
 18. "Micro-insurance: the next revolution?" Jonathan Morduch, *What Have We Learned About Poverty?* Oxford University Press, Updated June 1, 2004. www.nyu.edu/projects/morduch/documents/insurance/Micro-insurance_the_Next_Revolution.pdf
 19. Freedom From Hunger, <http://freedomfromhunger.org> LeapFrog Investments, <http://www.leapfroginvest.com/>
 20. "Evidence of Microfinance's Contribution to Achieving the Millennium Development Goals," Christopher Dunford, Global Microcredit Summit, November 12-15, 2006. (16 pages) www.microcreditsummit.org/papers/Workshops/17_Dunford.pdf
 21. "Beyond Good Intentions: Measuring the Social Performance of Microfinance Institutions," Hashemi, S., Foose, L. and Badawi, S., *CGAP*, May 2007. (12 pages) <http://microfinancegateway.org/content/article/detail/42300>
 22. The Mix Market, www.themixmarket.org, BlueOrchard <http://www.blueorchard.org/jahia/Jahia/>
 23. "Kiva Case Study," Joel Ramirez and Sarah Anderson, *UC Berkeley*, December 2007. (10 pages) link will be updated
 24. "Microlending for Microbankers," Jilian Mincer, *The Wall Street Journal*, March 20, 2008 (2 pages). http://online.wsj.com/article/SB120597508026550479.html?mod=googlenews_wsj
 25. "Extra Helping," Rob Walker, *The New York Times*, January 27, 2008. (2 pages) <http://www.nytimes.com/2008/01/27/magazine/27wwln-consumed-t.html>
 26. Kiva, www.kiva.org Microplace, www.microplace.com

Additional Resources

1. "Kiva Chronicles," Matt Flannery, *Social Edge*. <http://www.socialedge.org/blogs/kiva-chronicles>
2. "Uganda: A little goes a long way," *Frontline/World*, October 2006. http://www.pbs.org/frontlineworld/stories/uganda601/video_index.html

3. "Changing the World, One Loan at a Time," Jenn Brown, The Today Show, August 21, 2007. <http://www.msnbc.msn.com/id/20534002/>
4. "Measuring the Impact of Microfinance," Nathanael Goldberg, Grameen Foundation USA Publication Series, December 2005. (52 pages) www.grameenfoundation.org/pubdownload/dcl/index.php?GFUSA-MicrofinanceImpactWhitepaper.pdf
5. "Good Practice for Funders of Microfinance," CGAP, October 2006. (42 pages) <http://www.cgap.org/docs/donorguidelines.pdf>
6. CGAP Social Performance Resource Center, http://www.microfinancegateway.com/resource_centers/socialperformance
- 7.
8. *Article*: "Reimagining Microfinance," Alex Counts, Stanford Social Innovation Review, Summer 2008.
- 9.
10. "Who's Making Money from Microcredit," NOW: Enterprising Ideas PBS, September 2007. <http://www.pbs.org/now/enterprisingideas/Compartamos.html>
11. "CGAP Reflections on the Compartamos Initial Public Offering," CGAP, June 2007. (15 pages) <http://www.microfinancegateway.org/content/article/detail/41181>

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Islamic Microfinance**

Proposed Course Code: Microfinance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Convergence of Islamic banking and microfinance is the emerging field for academia. This amalgamation has an immense potential to practice Islamic principle of “caring for the poor” within the landscape of microfinance which aims to provide financial access to the poor. The phenomenal growth of Islamic finance has led the basis for a merger of Islamic banking principles with microfinance to serve the poor in true spirit. This course aims to introduce the historical background of Islamic finance followed by Shari'ah compliance principles. It includes basic discussion on Islamic microfinance, its working and the products offered under Islamic microfinance. It further elaborates the mechanism of developing various microfinance products and the model of financing used in Islamic microfinance. It also explains the concept of “Takaful” in Islamic microfinance and accentuates its importance in mitigating the risks involved in the microfinance operations.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

This course requires basic knowledge of Islamic finance and microfinance to understand the application of Shari'ah principles in microfinance.

2.0 The Course carries following objectives:

The learning objectives of this course are:

1. To provide historical background of Islamic finance, its principles and various products
2. To equip students with detailed knowledge of emergence of Islamic microfinance and the development of various microfinance products based on Shari'ah principles
3. To elaborate the models and practices used in Islamic microfinance as an emerging field
4. To enhance the knowledge of students on risk mitigation microfinance with the use of Islamic principles

4.0 Course Learning Outcomes

After completing this course, students will be able to:

1. Comprehend the basic principles of Islamic finance and the amalgamation of these principles in microfinance
2. Describe and explain Shari'ah compliant financing models applicable in microfinance
3. Demonstrate specific skills required for the development of products for Islamic microfinance

4. Recognize the significance of Shari'ah principles in the risk management of microfinance clients
5. Practice the features of Islamic microfinance in the market place

5.0 Course Contents:

Unit I:

1.1 A Glance on Islamic Finance

- 1.1.1 Riba and Prohibition of Riba
- 1.1.2 Economic Rationale for Prohibition of Riba
- 1.1.3 Difference between Islamic Finance and Conventional Finance Mechanism
- 1.1.4 Development of Islamic Finance in Pakistan

Unit II:

2.1 Shari'ah Foundation and Applications of Islamic Microfinance

- 2.1.1 Conceptual Framework of Islamic microfinance ·
- 2.1.2 Islamic Microfinance – Characteristics
- 2.1.3 Sustainability, outreach and Problems pertaining to microfinance system

Unit III:

3.1 Microfinance and its Product Mechanism

- 3.1.1 Islamic Micro Finance as effective tool of poverty alleviation
- 3.1.2 Islamic Micro Financial Products Mechanisms and Compatibility with Conventional Microfinance Products
- 3.1.3 Trade Based Modes of Islamic Microfinance (Murabaha, Salam, Istisna etc.)
- 3.1.4 Mechanism of Trade Based Product (Murabaha, Salam and Istisna)

Unit-IV:

4.1 Islamic Microfinance Products

- 4.1.1 Partnership based of Islamic Microfinance (Mudarabah and Musharakah)
- 4.1.2 Rental Based Mechanism/Products of Islamic Microfinance (Ijarah and Diminishing Musharakah)
- 4.1.3 Application of Partnership and Rental based modes in Islamic Microfinance

Unit-V:

5.1 Different Models and Deposit Management in Islamic Microfinance

- 5.1.1 Definitions, Concept and Uses of Waqf, Qarz-e-Hassan
- 5.1.2 Cooperatives and Zakat in Islamic Microfinance system
- 5.1.3 Liability (Deposit) Management Techniques for Islamic Microfinance
- 5.1.4 Product Development for Islamic Microfinance Institutions. ·
- 5.1.5 Development of Islamic microfinance in Pakistan - A case study Aukhawati

Unit-VI:

6.1 Micro Takaful (Islamic Micro Insurance) and Risk Mitigation

- 6.1.1 Definition of Micro Takaful
- 6.1.2 How MicroTakaful products works with Islamic Microfinance
- 6.1.3 Structure, Operation and Performance of Micro Takaful for Poverty Alleviation.
- 6.1.4 Opportunities and Challenges of Micro Takaful in Islamic Microfinance ·

6.0 Teaching-Learning Strategies

1. Lectures

2. Handouts (hard or soft copies)
3. Group Discussions
4. Presentations
5. Assignments

7.0 Assignments

1. Short tests
2. Quizzes
3. Term Paper
4. Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Nazim S. A. (2013). *Shari'a compliant microfinance*. Routledge.
2. Harper, M., and Khan, A. A. (Eds.). (2017). *Islamic Microfinance: Shari'ah Compliant and Sustainable*. Rugby, UK: Practical Action Publishing.

10. Suggested Readings

10.1 Books

- 1) Suzuki, Y., and Miah, M. D. (Eds.). (2018). *Dilemmas and Challenges in Islamic Finance: Looking at Equity and Microfinance*. Routledge.
- 2) Obaidullah, M., and Khan, T. (2008). *Islamic microfinance development: Challenges and initiatives*. Islamic Research and Training institute Policy Dialogue Paper.
- 3) Alam N., Gupta L., Shanmugam B. (2017). Prohibition of Riba and Gharar in Islamic Banking. In *Islamic Finance*. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-319-66559-7_3
- 4) Iqbal, M. (2010). Prohibition of Interest and Economic Rationality. *Arab Law Quarterly*, 24(3), 293-308. Retrieved May 19, 2021, from <http://www.jstor.org/stable/27896097>
- 5) Hassan, M. U. (2005). An Explanation of Rationale behind the Prohibition of Riba in the Doctrines of three major Religions: with special reference to Islam.
- 6) Hanif, M. (2014). Differences and similarities in Islamic and conventional banking. *International Journal of Business and Social Sciences*, 2(2), 1-25.
- 7) Zafar, M., Bilal and Sulaiman, A. A. (2020). Islamic banking in Pakistan: Emergence, growth, and prospects. 10.4018/978-1-7998-1611-9.ch004.
- 8) Khan, N., and Rehman, Z. (2013). Islamic microfinance: Concept, outreach and conceptual framework of operations. *Al-Barkaat Journal of Finance and Management*, 5(1), 18-35.
- 9) Smolo, E., and Ismail, A. G. (2011). A theory and contractual framework of Islamic micro-financial institutions' operations. *Journal of Financial Services Marketing*, 15(4), 287-295.

- 10) Ahmad, M. K. (2014). Islamic Microfinance-A Conceptual Framework. Episteme. *An Online Interdisciplinary, Multidisciplinary and Multi-Cultural Journal*, 3(3).
- 11) Tamanni, L., and Liu, F. H. (2017). What is Islamic microfinance? In *Microfinance for Entrepreneurial Development* (pp. 169-195). Palgrave Macmillan, Cham.
- 12) Hermes, N., and Lensink, R. (2011). Microfinance: its impact, outreach, and sustainability. *World development*, 39(6), 875-881.
- 13) Fersi, M., and Boujelbéne, M. (2016). The determinants of the performance and the sustainability of conventional and Islamic microfinance institutions. *Economics World*, 4(5), 197-215.
- 14) Khaleequzzaman, M. (2007, April). Islamic microfinance: Outreach and sustainability. In *International Conference on Islamic Banking and Finance* (pp. 23-25).
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10.2 Journal Articles/ Reports

1. Engku Ali. E. R. A. E. (2010). Riba and its prohibition in islam, <https://www.maybank2u.com.my/iwov-resources/islamic-my/document/my/en/islamic/scoe/knowledge-centre/research-paper/riba-and-its-prohibition.pdf>
2. Muhammad, A. (2013). Development and growth of Islamic banking in Pakistan. *African Journal of Business Management*. 7. 3144-3151. 10.5897/AJBM11.1748.
3. Alkhan, A. M., and Hassan, M. K. (2021). Does Islamic microfinance serve maqāsid al-shari'a? *Borsa Istanbul Review*, 21(1), 57-68.
4. Aman, N., and Ullah, K. (2016). Challenges faced by the Islamic microfinance institutions in Pakistan. *Asian Journal of Islamic Finance*, 1(1), 1-13.
5. Erlbeck, A., Altuntas, M., and Berry-Stölzle, T. R. (2011). *Microtakaful: Field study evidence and conceptual issues*. Department of Risk Management and Insurance, University of Cologne.
6. Nasir, A., Farooq, U., and Khan, A. (2021). Conceptual and influential structure of Takaful literature: a bibliometric review. *International Journal of Islamic and Middle Eastern Finance and Management*.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Banking and Microfinance**

Proposed Course Code: Microfinance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Microfinance has emerged as a new field of finance and gradually proved itself as an essential element of financial system. The role of microfinance for financial access of unbaked population is becoming critical as the population at bottom of pyramid is increasing. Considering this critical role, traditional banks are using windows for microfinance whereas MFIs are also collaborating with banks to better serve the poor. This course is specially designed to highlight how banking and microfinance are interrelated. This course will elaborate the interaction between MFIs and banks by focusing on their competition, and collaborations with the help of case studies. It will further throw light on growth of MFIs, their strategies and products by exemplifying the cases from Asian countries. It also includes key topics of funding and investing in microfinance by focusing on governance, risk management and technological issues.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Students should have understanding of commercial banking, its products and operations and a basic knowledge of microfinance.

3.0 The Course carries following objectives:

This course will enable students:

1. To understand the interaction between commercial banking and microfinance institutions
2. To recognize how MFIs are competing with banks to establish themselves as a part of financial system
3. To analyze the expansion strategies of MFIs by comparing the practices of Asian countries
4. To develop an understanding about funding and investing mechanism of MFIs

4.0 Course Learning Outcomes

After completing this course, students will be able to:

1. Describe and compare traditional banking with MFIs
2. Comprehend the collaborations and competition between MFIs and traditional banking
3. Analyze the expansion strategies of MFIs, their products and the pattern of growth among MFIs of different countries of Asia
4. Explain the role of governance, risk management practices and technology in managing funding and investment mechanism for microfinance

5.0 Course Contents:

Part I:**1.1 Banking and microfinance: institutions, interrelationships and competition**

- 1.1.1 Access to financial services
- 1.1.2 Relationships between banks and MFIs
- 1.1.3 Competition
- 1.1.4 Cooperation and linkages
- 1.1.5 Competition between MFIs
- 1.1.6 Correlation between traditional financial sector development and the microfinance sector from a macro point of view
- 1.1.7 Latin American country cases on financial sector development, the role of microfinance institutions and the effects of increasing competition

Part II:**2.1 Microfinance expansion strategies and access to financial services**

- 2.1.1 Location and access to financial services
- 2.1.2 Expansion strategies of MFIs and their logics
- 2.1.3 Cases: Pakistan, India, and Bangladesh

Part III**3.1 MFIs and MIFs**

- 3.1.1 Introduction: MFI vs MIF
- 3.1.2 Fund Development (Case Study)
 - 3.1.2.1 Market positioning: demand versus offer
 - 3.1.2.2 Fund raising
 - 3.1.2.3 Fund structure
 - 3.1.2.4 Governance
 - 3.1.2.5 Investment Policy
 - 3.1.2.6 Risk Management
 - 3.1.2.7 Servicing (payment collection, custodian
 - 3.1.2.8 Financial modeling
 - 3.1.2.9 Technical Assistance
- 3.1.3 Investment criteria
 - 3.1.3.1 Country risk
 - 3.1.3.2 Regulatory context, institutional development and microfinance market
 - 3.1.3.3 Ownership, governance and human resources
 - 3.1.3.4 Products and services
 - 3.1.3.5 Operations and internal control
 - 3.1.3.6 Social and Environmental Risk
 - 3.1.3.7 MIS
 - 3.1.3.8 Loan portfolio development and quality
 - 3.1.3.9 Financial performance
 - 3.1.3.10 Asset and liabilities management (ALM)
 - 3.1.3.11 Liquidity, solvency, currency risk
 - 3.1.3.12 Business Plan and Development Prospects

6.0 Teaching-Learning Strategies

- 1. Lectures
- 2. Handouts (hard or soft copies)

3. Group Discussions
4. Presentations
5. Assignments

7.0 Assignments

1. Short tests
2. Quizzes
3. Term Paper
4. Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Kenneth Kaoma Mwenda (2002). Banking and Micro-finance Regulation and Supervision

10. Suggested Readings

10.1 Books

- 3 Buyske, G. (2007). Banking on Small Business: Microfinance in Contemporary Russia
1. Burney, F. (2007). Introduction to Microfinance in Pakistan and Banking Procedure
2. Atapattu, D. (2015). Microfinance: For Bankers, Lecturers, Students, Investors and Professionals of Microfinance
3. Ahlin, C., Lin, J. and M. Miao, 2011, Where does Microfinance Flourish? Microfinance Institution Performance in Macroeconomic Context, Journal of Development Economics, vol. 95, no. 2, pp. 105-120
4. Assefa, E., Hermes, N. and A. Meesters, 2012, Competition and Microfinance, Available at SSRN: <http://ssrn.com/abstract=2029568>
5. Claessens, S., 2009, Competition in the Financial Sector: Overview of Competition Policies, IMF Working Paper, 09/45, The International Monetary Fund, Washington D.C.
6. Cull R, Demirgüç-Kunt, A. and Morduch, J., 2009, Microfinance Meets the Market, Policy Research Paper, no. 4630, the World Bank.
7. Demirguc-Kunt, A., Beck, T. and Honohan, P., 2008, Finance for All? Policies and Pitfalls in Expanding Access. World Bank Policy Research Report, World Bank, Washington DC.
8. Vanroose, A. and D'Espallier, B., 2012, Do Microfinance Institutions Accomplish their Mission? Evidence from the Relationship Between Traditional Financial Sector Development and MFIs' Performance and Outreach, Applied Economics, Vol 45, no. 15, pp. 1965-1982.
9. Bebbington, A., 2004, 'NGOs and Uneven Development: Geographies of Development Intervention', Progress in Human Geography, 28 (6), pp. 725 – 745.

10. Fouillet, C., 2009, 'La Construction Spatiale de la Microfinance en Inde', Doctoral Thesis, Université Libre de Bruxelles, Brussels.
11. Fruttero, A. and V. Gauri, 2005, 'The Strategic Choices of NGOs: Location Decisions in Rural Bangladesh', *The Journal Of Development Studies*, 41(5), pp. 759-787.
12. Vanroose, A., 2010, Which Local Factors Drive the Regional Expansion of Microfinance Institutions? Evidence from Peru? Unpublished Working Paper (will be distributed).
13. Robert Peck Christen, Mark Flaming, (2009), "Due Diligence Guidelines for the Review of Microcredit Loan Portfolios", CGAP (<http://www.cgap.org/sites/default/files/CGAP-Technical-Guide-Due-DiligenceGuidelines-for-the-Review-of-Microcredit-Loan-Portfolios-Dec-2009.pdf>)
14. Sarah Forster and Estelle Lahaye, with Heather Clark, Antonique Koning, and Kate McKee, (2010), "Implementing the Client Protection Principles: A Technical Guide for Investors", 2nd Edition, CGAP (http://smartcampaign.org/storage/documents/110125_SC_Tool_CGAP_Investor_CPP_Guide.pdf)
15. "Calculating Transparent Pricing Tool" – v2.2, www.mftransparency.org
16. Mftransparency, (2013), "MicroFinance Transparency in a Snapshot", (<http://www.mftransparency.org/wp-content/uploads/2013/08/MFT-ORG-104-EN-MFTransparency-in-a-Snapshot-2013-08.pdf>)
17. Dieckmann, R. (2007), "Microfinance: An emerging investment opportunity", Deutsche Bank Research, Frankfurt.

10.2 Journal Articles/ Reports

1. Andriasik, S. (2019). *Microfinance partnership among MFIs, banks, guarantee funds and national states* (No. 673596a2-243f-4aba-9ca2-d48251871947).
2. Mutua, I. M. (2006). *The linkages between Micro Finance Institutions (MFIs) and commercial banks in Kenya* (Doctoral dissertation, University of Nairobi).
3. Delfiner, M., and Peron, S. (2007). Commercial banks and microfinance

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Regulations and Supervision of MF**

Proposed Course Code: Microfinance (Specialization

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Regulation and supervision are essential for the efficient working of an industry. Similar to other sectors, microfinance industry also requires a regulatory environment to meet its goals. This course outlines the regulations and supervisory control of microfinance. It elaborates the need of regulations for microfinance institutions, main types of prudential and non-prudential regulations and their underlying principles. This course also highlights the different regulatory structure for varying MFIs and the role of supervisory control for the operations of MFIs. It further explains key regulatory approaches and regulatory issues faced by MFIs. This course will also provide a practice insight into regulatory issues with a focus on contextual case studies.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Student should have basic understanding of regulatory framework for financial institutions, microfinance and types of microfinance institutions.

3.0 The Course carries following objectives:

This course will enable students:

1. To describe the significance of regulatory and supervisory controls for microfinance
2. To understand key regulations (prudential and non-prudential) for MFIs
3. To develop an understanding of how regulations vary for different types of microfinance institutions
4. To analyze the main approaches used to develop regulations for MFIs
5. To get familiar with issue in regulations for MFIs

4.0 Course Learning Outcomes

After completing this course, students will be able to:

1. Comprehend the significance of regulations and supervisory control for microfinance
2. Differentiate the regulations for different types of MFIs
3. Apply regulatory approach for the formulation of regulatory framework for MFIs
4. Analyze various issues MFIs may face in implementing the regulations

5.0 Course Contents:

1.1 Introduction

- 1.1.1 Why are regulation and supervision of microfinance institutions necessary?
- 1.1.2 Timing the implementation of a new regulatory framework

2.1 Rationale and objectives of regulation and supervision

- 10.1.1 Information and incentive problems on financial markets
- 10.1.2 Positive regulation theory
- 10.1.3 Specific regulatory needs of MFIs
- 10.1.4 Different institutional types in microfinance
- 10.1.5 Risk profile of MFIs
- 3.1 Prudential and non-prudential regulation**
 - 3.1.1 Prudential regulation
 - 3.1.1.1 Capital adequacy
 - 3.1.1.2 Relaxation of unsecured lending limits and loan loss provisions
 - 3.1.1.3 Loan documentation
 - 3.1.2 Non-prudential regulation
 - 3.1.2.1 Permission to lend
 - 3.1.2.2 Consumer protection
- 4.1 . Principles and Instruments for Regulating and Supervising MFIs**
 - 4.1.1 Principles of regulation
 - 4.1.2 Regulatory instruments
 - 4.1.3 Supervisory methods
 - 4.1.4 Idealized regulatory and supervisory approaches
 - 4.1.4.1 Regulation by banking law
 - 4.1.4.2 Regulation by a special MFI law
 - 4.1.4.3 Self-regulation
- 5.1 Experience to Date with Regulating and Supervising MFIs**
 - 5.1.1 General principles for regulating MFIs
 - 5.1.1.1 Regulatory needs of the different institutional types
 - 5.1.1.2 Recommendations for protective measures
 - 5.1.1.3 Recommendations for preventive measures
 - 5.1.1.4 Accountancy rules and reporting/disclosure requirements
 - 5.1.1.5 Supervisory methods
- 6.1 Specific experience with different regulatory approaches**
 - 6.1.1 Regulation by banking law
 - 6.1.1.1 BancoSol, Bolivia
 - 6.1.1.2 Finansol, Colombia
 - 6.1.1.3 K-Rep Bank, Ltd., Kenya
 - 6.1.2 Regulation by a special MFI law
 - 6.1.2.1 Fondos Financieros Privados, Bolivia
 - 6.1.2.2 CMAC and EDPYME, Peru
 - 6.1.2.3 West Africa
 - 6.1.3 Self-regulation
 - 6.1.3.1 Philippine Coalition for Microfinance Standards, Philippines
 - 6.1.3.2 AMEDP and MLA, South Africa
- 7.3 . Regulating and supervising microfinance: Main issues at stake**
 - 7.3.1 Who should be regulated
 - 7.3.2 Amending existing regulations or creating a new regulatory framework for microfinance
 - 7.3.3 Adjusting prudential and non-prudential regulations to the specific risks of microfinance
 - 7.3.4
 - 7.3.5 Prudential regulations of microfinance
 - 7.3.6 Consumer protection
 - 7.3.7 Facing the challenge of supervision

8.1 Microfinance regulation in Practice: Lesson from Pakistan

8.1.1 Risk management

8.1.2 Corporate Governance

8.1.3 Money laundering terrorist financing and other unlawful activities

8.1.4 Operations

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

SBP (2014). Prudential regulations for microfinance banks.
<https://www.sbp.org.pk/acd/2014/c3-annex.pdf>

10. Suggested Readings**10.1 Books****10.2 Journal Articles/ Reports**

1. McNew, B. S. (2009). Regulation and supervision of microfinance institutions: A proposal for a balanced approach. *Law and Bus. Rev. Am.*, 15, 287.
2. Staschen, S. (1999). Regulation and supervision of microfinance institutions: State of knowledge. GTZ, Eschborn.
3. CGAP (2013). Regulation and supervision of microfinance: Helping to Improve Donor Effectiveness in Microfinance. Donors Brief, 3
<https://www.cgap.org/sites/default/files/CGAP-Donor-Brief-Regulation-and-Supervision-of-Microfinance-May-2003.pdf>
4. Pouchous, A. (2012). The Regulation and Supervision of Microfinance: Main issues and progress. The International Institute for Sustainable Development, www.iisd.org/tkn
5. Zulfiqar, G. (2014). Microfinance: To what end? Findings from Pakistan. *Economic and Political Weekly*, 63-67.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Microfinance and Poverty alleviation**

Proposed Course Code: Microfinance (Specialization

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Microfinance was started with an objective to alleviate poverty by providing financial access to the poor. From its beginning, microfinance has faced much criticism in terms of meeting the objectives and a debate is still open for academicians and researchers for various interventions in microfinance. This course highlights the current debate on microfinance on finding market base solutions for poor, and its role in alleviating poverty. It also elaborates the ways that can be used to bring informal microfinance to a formalized circle. This course is also helpful for students to understand various saving and lending plans for the clients of microfinance. It further focuses on financial performance and sustainability issues of microfinance and provides a practical insight into impact of microfinance through case studies.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Students should have an understanding of microfinance.

3.0 The Course carries following objectives:

This course will enable students:

1. To know about the current debate on microfinance
2. To understand market based solutions for the clients of microfinance
3. To analyze formal and informal financial services, their features and ways to bring informal services into formal sphere
4. To describe various saving and lending plans for poor
5. To have a practical knowledge of microfinance impact by analyzing different case studies

4.0 Course Learning Outcomes

After completing this course student will be able to:

1. Develop an understanding about interventions in microfinance that can bring solutions for poverty reduction
2. Comprehend and differentiate formal and informal financial services
3. Analyze and compare various saving and lending plans for microfinance clients
4. Apply different measures of financial performance and sustainability of MFIs to access the impact of microfinance

5.0 Course Contents:**Unit 1:****1.1 Current Debates in Microfinance**

- 1.1.1 Subsidized credit provision
- 1.1.2 The move to market based solutions
- 1.1.3 Making use of social collateral
- 1.1.4 Savings
- 1.1.5 Can microfinance interventions reduce poverty
 - 1.1.5.1 Poverty as powerless
 - 1.1.5.2 Credit for micro-enterprises
 - 1.1.5.3 Reaching the poorest
- 1.1.6 Financial intervention and social change
- 1.1.7 Treading carefully in microfinance interventions

Unit 2:

2.2 Informal Financial Services

- 2.2.1 Introduction
- 2.2.2 User-owned informal financial services
 - 2.2.2.1 Some examples of user-owned financial services
- 2.2.3 Informal financial services for profit
 - 2.2.3.1 Some examples of financial service provided for profit
- 2.2.4 Tuning the informal into formal
- 2.2.5 What can be learned from informal finance
- 2.2.6 Deciding when and how to intervene
- 2.2.7 Research questions on existing informal financial services
- 2.2.8 Filling the gaps
- 2.2.9 Some examples of innovative services
- 2.2.10 Promotion: An alternative strategy for NGOs:
- 2.2.11 Formation of saving groups and development of internal credit facilities
- 2.2.12 Promotion of small-scale formalized approaches
- 2.2.13 Linking groups to the formal system
- 2.2.14 Linking with specialized financial services NGOs
- 2.2.15 Summary and conclusions

Unit 3:

3.1 The Design of Savings and Credit Schemes for the Poor People

- 3.1.1 Introduction
- 3.1.2 Targeting savings and credit to the poor people
- 3.1.3 Women as user of financial services
- 3.1.4 Lending through groups
 - 3.1.4.1 Functioning of the groups in microfinance schemes
 - 3.1.4.2 Including the poorest
 - 3.1.4.3 Other examples of group based schemes
- 3.1.5 Savings
 - 3.1.5.1 The value of a savings facility
 - 3.1.5.2 Compulsory or voluntary savings
 - 3.1.5.3 Linking savings to credit
- 3.1.6 Forms of loans
 - 3.1.6.1 Credit in cash or kind

- 3.1.6.2 Directed or undirected credit
- 3.1.6.3 Loan disbursement and repayment schedule
- 3.1.6.4 Interest rates
- 3.1.6.5 Integrating financial services with other activities
- 3.1.7 Savings and credit groups formation and institution-building
- 3.1.8 Social development programs
- 3.1.9 Economic development activities
- 3.1.10 Summary and conclusions

Unit 4:

4.1 Financial Performance and Sustainability

- 4.1.1 Introduction
- 4.1.2 Managing and assessing financial performance
 - 4.1.2.1 The repayment rate
 - 4.1.2.2 Arrears and defaults
- 4.1.3 Financial sustainability
 - 4.1.3.1 The pros and cons of scaling up
 - 4.1.3.2 Issues in sustainability: The experience of village banking
 - 4.1.3.3 Sustainability through extending coverage
 - 4.1.3.4 Measuring financial sustainability
- 4.1.4 Managerial and organizational sustainability
 - 4.1.4.1 The role of staff in microfinance interventions
 - 4.1.4.1.1 Organizational sustainability and change
- 4.1.5 Summary and conclusions

Unit 5:

5.1 Assessing Impact

- 5.1.1 Introduction
- 5.1.2 The difficulties of assessing impact
 - 5.1.2.1 Establishing the loan use
 - 5.1.2.2 Measuring change: controls and baselines
 - 5.1.2.3 Providing causality
- 5.1.3 Innovations in impact assessment
 - 5.1.3.1 Researching usefulness: a case study
 - 5.1.3.2 Assessing impact on social relationships
 - 5.1.3.3 Impact assessment as a dynamic process
 - 5.1.3.4 Validating qualitative data
 - 5.1.3.5 Using quantitative data in impact assessment
- 5.1.4 Learning and adaptability
- 5.1.5 Summary and conclusions

Unit 6:

6.1 Case Studies

- 6.1.1 Introducing the case studies
- 6.1.2 Union Regional de Apoyo Campesino (URAC), Mexico

- 6.1.3 SUNGI Development Foundation, Pakistan
- 6.1.4 Ladywood Credit Union, UK
- 6.1.5 ACTIONAID in the Gambia
- 6.1.6 Casa Campesina Cayambe, Ecuador

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments
- Short tests
- Quizzes
- Term Paper
- Research Papers

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

- | | | |
|----------------------------|---|-------------|
| • Mid-Term | Written Paper | 35 % |
| • Final Examination | Written Paper | 40 % |
| • Sessional | Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc. | 25 % |

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

Johnson, S. and Rogaly, B. (1997). *Microfinance and poverty reduction*. London, England: Oxfam.

10. Suggested Readings

10.1 Books

1. Shahidur Autor Khandker, Shahidur R. Khandker. (1998). *Fighting Poverty with Microcredit: Experience in Bangladesh*. Oxford University Press.
2. Islam, T. *Microfinance and poverty alleviation*. Routledge.
3. Smith P., Thurman E. (2007). *A Billion Bootstraps_ Microcredit, Barefoot Banking, and the Business Solution for Ending Poverty*. McGraw-Hill.
4. Farag, N. (2012). *Microfinance and Poverty Alleviation*. Lap Lambert Academic Publishing.
5. Quinones, B., and Remenyi, J. (Eds.). (2014). *Microfinance and poverty alleviation: Case studies from Asia and the Pacific*. Routledge.

10.2 Journal Articles/ Reports

1. Bashir, Muhammad Khalid and Amin, Akhtar and Naeem, Muhammad. (2010). Micro-Credit and Poverty Alleviation in Pakistan. *World Applied Sciences Journal*. 8. 1381-1386.
2. Mamun, Chowdhury and Hasan, Md and Rana, Arif. (2013). Micro-credit and poverty alleviation: The Case of Bangladesh. *World Journal of Social Sciences*. 3. 102-108.
3. Vatta, K. (2003). Microfinance and poverty alleviation. *Economic and Political Weekly*, 38, 432-433.
4. Swope, T. (2010). Microfinance and poverty alleviation. *Rollins Undergraduate Research Journal*, 2(1), 9.
5. Subramaniam, Y., Masron, T. A., Wahab, M. A., and Mia, M. A. (2021). The impact of microfinance on poverty and income inequality in developing countries. *Asian-Pacific Economic Literature*.
6. Mastoi, N., Talpur, A. B., and Mastoi, R. B. (2021). The Role of Microfinance in The Empowering Women Across Poverty Alleviation: An Assessment of Socio-Economic Conditions in Shaheed Benazirabad, Sindh, Pakistan. *International Journal of Management (IJM)*, 12(2), 676-683.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Commercialization of Microfinance**

Proposed Course Code: Microfinance (Specialization

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Microfinance world has changes from a highly poverty reduction focused towards a sustainable microfinance. During this journey of change microfinance has faced a criticism on becoming more commercial compared to traditional microfinance approach. This course is designed to outline the background of commercialization in microfinance by elaborating its origin and various approaches of commercialization for MFIs. This course also describes the regulatory and other challenges faced by MFIs in the process of commercialization. It further enlightens the commercialization of MFIs by describing the contextual examples from Asian countries. This course will enable students to deeply understand the commercialization mechanism in microfinance industry.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Student should have an understanding of microfinance, types of microfinance intuitions, and their regulatory structure.

3.0 The Course carries following objectives:

Main objectives of this course are:

1. To develop an understanding of what does commercialization mean for microfinance
2. To know how microfinance shifted from traditional approach towards commercialization approaches
3. To analyze different approaches MFIs used for commercialization
4. To explain commercialization of MFIs in Asian countries

4.0 Course Learning Outcomes

At the end of the course, students will be able to:

1. Comprehend the process of commercialization for microfinance industry
2. To describe and compare various approaches of commercialization for MFIs
3. To highlight key issues for MFIs in the process of commercialization
4. To differentiate commercialization approaches used in different countries of Asia

5.0 Course Contents:

1.1 A Framework for Understanding the Commercialization of Microfinance.

1.1.1 Commercialization: The New Reality of Microfinance.

2.1 Approaches to a Commercialized Microfinance Industry.

2.1.1 Transformation: Journey from NGO to Regulated MFI

2.1.2 Getting the Recipe Right: The Experience and Challenges of Commercial Bank Downscalers

- 2.1.3 The Role of Specialized Investors in Commercialization.
- 2.1.4 Teaching Old Dogs New Tricks: The Commercialization of Credit Unions.
- 3.1 **Commercial Entrants into Microfinance.**
 - 3.1.1 Commercialization and Crisis in Bolivian Microfinance.
 - 3.1.2 The FFP Experience: FASSIL Case Study.
 - 3.1.3 Corposol and Finansol: Institutional Crisis and Survival
 - 3.1.4 Creating an institution to regulate and monitor Microfinance Banks (MFBs): Pakistan Microfinance Network
- 4.1 **Challenges to Commercial Microfinance.**
 - 4.1.1 Microfinance Institutions in Competitive Conditions
 - 4.1.2 Governance and Ownership of Microfinance Institutions
 - 4.1.3 The Experience of Microfinance Institutions with Regulations and Supervision: Perspectives from Practitioners and a Supervisor
 - 4.1.4 Credit Bureaus: A Necessity for Microfinance?
- 5.1 **Commercialization of Microfinance in Asian countries**
 - 5.1.1 Commercialization of Microfinance – Indonesia
 - 5.1.2 Commercialization of Microfinance: Philippines
 - 5.1.3 Commercialization of Microfinance: Sri Lanka (Commercialization of Microfinance series)
 - 5.1.4 Commercialization of Microfinance: Bangladesh Country Study
 - 5.1.5 Commercialization of Microfinance in Pakistan
 - 5.1.6 Commercialization of Microfinance in India

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

Drake, D; Rhyne, E. (eds). (2002). *The Commercialization of Microfinance: Balancing Business and Development*. Oxford, United Kingdom: Kumarian Press.

a. Suggested Readings**10.1 Books**

1. Asian Development Bank (2016). Commercialization of Microfinance – Indonesia. Asian Development Bank.
2. Asian Development Bank (2004). Commercialization of Microfinance – Philippines. Asian Development Bank.
3. Nimal A. Fernando (2003). Commercialization of Microfinance: Sri Lanka (Commercialization of Microfinance series). Asian Development Bank.
4. Asian Development Bank (2004). Commercialization of Microfinance – Bangladesh Country Study (Commercialization of Microfinance series). Asian Development Bank

10.2 Journal Articles/ Reports

1. Hina, H. (2014): Commercialisation of microfinance in Pakistan. University of Leicester. Thesis. <https://hdl.handle.net/2381/28567>
2. Dorp, M. V. Universitet. U., and Handelshögskolan, (2010). The commercialization debate: A contextual study of microfinance in India. Umeå University. Umeå School of Business.
3. Atiase, V. (2008). Commercialization of Microfinance; Promising or perilous to the poor? A case study of Ghanaian Microfinance Institution. 10.13140/RG.2.2.15858.25282.
4. Beisland, L. A., D’Espallier, B., and Mersland, R. (2019). The commercialization of the microfinance industry: Is there a ‘personal mission drift’ among credit officers?. *Journal of Business Ethics*, 158(1), 119-134.
5. Getu, M. (2007). Does commercialization of microfinance programs lead to mission drift? *Transformation*, 169-179.
6. Hossain, S. (2013). Is commercialization of microfinance responsible for over-indebtedness? The case of Andhra Pradesh crisis. *Journal of Economics and Sustainable Development*, 4(17), 142-153.
7. Khan, A. A. (2008). Commercialization of microfinance–Is the sector losing its identity by evading its original ‘social service’ responsibility. *Social and Environmental Accountability Journal*, 28(2), 78-90.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **MIS for Microfinance**

Proposed Course Code: Microfinance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.1 Introduction of the Course

Recent innovations in information and communication technology (ICT) have transformed the traditional microfinance operations. For microfinance, ICT can be a strategic need to scale up performance, outreach and sustainability. Microfinance institutions can achieve efficiency in their operations with a strong back office management information system (MIS). This course is designed to develop an understanding about the significance of MIS for financial services and especially for microfinance. This course focuses on the role of MIS in achieving triple bottom line of microfinance. It also explains the challenges of microfinance institutions for using MIS in their operations, the emerging trend in MIS for microfinance industry. It further elaborates the critical success factors of implementing MIS in microfinance institutions. This course also sheds light on the role of MIS in making the risk mitigations techniques more useful for microfinance.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

. This course requires an understanding of management information system, information and communication technology and microfinance to better grasp the knowledge of MIS in microfinance.

3.0 Course Learning Outcomes

Main objectives of this course are:

- 1 To become familiar with the role and significance of management information system for microfinance institutions
- 2 To enable the students to develop an understanding about the prerequisites of using MIS in microfinance operations
- 3 To elaborate innovations and emerging models in microfinance with a use of MIS
- 4 To understand the challenges and difficulties in selection and management of a suitable MIS for microfinance institutions

4.0 Course Learning Outcomes

At the end of the course students will be able to:

1. Understand preliminary background of MIS for microfinance
2. Comprehend the need to use information technology to enhance the performance of microfinance institutions
3. Access how MIS can act as a catalyst for triple bottom line of microfinance institutions
4. Realize the key challenges and opportunities for the implementation of MIS in microfinance industry
5. Practice the innovative risk mitigation techniques for microfinance clients

5.0 Course Contents:**Unit-I preliminary background**

- 1.1.1 Introduction
- 1.1.2 The evolution of microfinance
- 1.1.3 Introduction of MIS for financial services

Unit-II Information Requirements for Microfinance

- 2.1 Introduction
 - 2.1.1 MIS as a Potential Catalyst for Social Performance Management Frances Sinha, Rupal Patel and Nitin Madan
 - 2.1.2 MIS and Reporting in Microfinance in the Framework of the Triple Bottom Line
 - 2.1.3 An Exploratory Assessment of Customer Intelligence Information Systems in Microfinance Transactions: Evidence from India

Unit-III: Software for Microfinance

- 3.1.1 Introduction
- 3.1.2 Drivers to Action: Organizational Buyer Behavior in the Microfinance Management Information System Market
- 3.1.3 The Challenges of Being an MIS Service Provider in Microfinance: Cases from Pakistan
- 3.1.4 The Evolving Industry for Microfinance Software: Evaluation and Guide for MFIs and MIS Vendors
- 3.1.5 The Open Source Attitude in Microfinance: the Case of Airdie Vitalie Bumacov, Frederic Lanet and Arvind Ashta
- 3.1.6 SaaS: Strategic Innovation in MIS for Microfinance Markets
- 3.1.7 Risks and Mitigation in Cloud Computing for Microfinance

Unit-IV MIS Implementation in MFIs

- 4.1.1 Introduction
- 4.1.2 Peculiarities of the Microfinance Sector: Success Factors for MIS
- 4.1.3 MFI Growth Phase: Difficulties in the Management Information System
- 4.1.4 Status of Information Systems in Microfinance Institutions and Over indebtedness of Clients in Pakistan

Unit-V

- 5.1.1 Information Systems Catering to the Microfinance Industry
- 5.1.2 Introduction
- 5.1.3 Designing a Distributed Microfinance Credit Bureau System
- 5.1.4 Institutional Work in Building a Credit Bureau for Microfinance: The MFIN Case Study

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)

- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Ashta, B. B. A. (2015). *Management information systems for microfinance: Catalyzing social innovation for competitive advantage*. Cambridge Scholars Publishing.
2. Ashta, A. (Ed.). (2010). *Advanced technologies for microfinance: Solutions and challenges: solutions and challenges*. IGI Global.

10. Suggested Readings

10.1 Books

1. Waterfield, C., and Ramsing, N. (1998). *Management information systems for microfinance institutions-a handbook* (No. 34251, pp. 1-222). The World Bank.
2. Quadri, S. M. N., Singh, V. K., and Iyengar, K. P. (2011). *IT and MIS in microfinance institution effectiveness and sustainability issues*. In *Advanced technologies for microfinance: Solutions and challenges* (pp. 33-53). IGI Global.

10.2 Journal Articles/ Reports

1. Ashta, A. (2010). MIS software for the Microfinance Market: An analysis. Available at SSRN 1583131.
2. Rozzani, N., Rahman, R. A., Mohamed, S. I., and Yusuf, S. N. S. (2013). Applying technology: Issues in microfinance operations. *Middle-East Journal of Scientific Research*, 17(3), 374-381.
3. Ashta, A. (2010). MIS software for the Microfinance Market: An analysis. Available at SSRN 1583131

4. HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Contemporary issues in Microfinance**

Proposed Course Code: Microfinance (Specialization

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Microfinance has gained popularity as a tool to reduce poverty and showed a significant growth to provide financial access for the unbanked population. The growth of MFIs and merger of technology with microfinance lead towards new financing models and opened arenas for researchers and academicians. The increasing role of technology has led the basis for innovative financing models; therefore, the understanding of these trends is critical for the success of microfinance. This course is designed to offers insight into contemporary issues of microfinance with a special focus on green microfinance, microfinance plus, fintec and microfinance, investment vehicles used in microfinance, and linking sustainable development goals with microfinance. This course will enable students to analyze prevailing trends and technological innovation in the field of microfinance.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Students should have basic knowledge of microfinance, and contemporary issues in finance.

3.0 Course Learning Outcomes:

This course will enable students:

1. To develop an understanding about green microfinance, its parameters and application in real scenarios
2. To know about significance of non-financial services for MFIs
3. To become familiar with the emerging financial models of MFIs based on technology
4. To understand impact investment and investment vehicles in microfinance
5. To develop a link between sustainable development goals and microfinance

4.0 Course Learning Outcomes

After completing this course, students will be able:

1. To comprehend the contemporary issues in microfinance
2. To analyze and apply the role of technology in microfinance for the innovative products and financing models
3. To compare the different investment vehicles available for microfinance
4. To analyze the role of microfinance in achieving SDGs

5.0 Course Contents:**Unit I: Green Microfinance**

- 1.1.1 What is green microfinance?
- 1.1.2 Qualitative indicators of green microfinance
- 1.1.3 Quantitative indicators of green microfinance
- 1.1.4 Case studies related to green microfinance

Unit II: Microfinance Plus

- 2.1.1 Definition, characteristics and scope of microfinance plus
- 2.1.2 Integration of financial and non-financial services
- 2.1.3 Microfinance plus products
- 2.1.4 Microfinance plus programs

Unit III: FinTech and Microfinance

- 3.1.4 Definition of Fintech
- 3.1.5 Role of Fintech in MFIs
- 3.1.6 Determinants of Fintech

Unit IV: Impact Investing in Microfinance

- 4.1.1 Definition and characteristics of impact investing
- 4.1.2 From microfinance to impact investing: Opportunities and challenges

Unit V: Microfinance Investment Vehicles

- 5.1.1 Definition and Characteristics of microfinance investment Vehicles (MIVs)
- 5.1.2 Performance of MIVs
- 5.1.3 Challenges faced by MIVs

Unit VI: Microfinance and SDGs

- 6.1.1 The Sustainable Development Agenda
- 6.1.2 Achieving SDGs
- 6.1.3 Adoption of SDGs by microfinance sector of Pakistan

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

8.

10. Suggested Readings**10.1 Books**

1. Kimenyi, M. S., and Wieland, R. C. (2019). *Strategic issues in microfinance*. Routledge.
2. Torre, M. La, and Chiappini, H. (2020). *Contemporary Issues in Sustainable Finance: Creating an Efficient Market through Innovative Policies and Instruments*. Springer International Publishing.
3. MIX (2016) Assessing Green Microfinance: Qualitative and quantitative indicators for measuring environmental performance. <https://www.e-mfp.eu/sites/default/files/resources/2016/01/Assessing%20Green%20Microfinance%20-%20Qualitative%20and%20quantitative%20indicators%20for%20measuring%20environmental%20performance.pdf>
4. Allet, M., and Hudon, M. (2015). Green microfinance: Characteristics of microfinance institutions involved in environmental management. *Journal of Business Ethics*, 126(3), 395-414.
5. Moser, R., Barbosa, M., and Gonzalez, L. (2016). Green microfinance: a new frontier to inclusive financial services. *Revista de Administração de Empresas*, 56(2), 242-250.
6. Rouf, K. A. (2012). Green microfinance promoting green enterprise development. *Humanomics*.
7. Bastiaensen, J., Romero, M., and Huybrechts, F. (2019). Addressing Climate Change with Microfinance Plus: Experiences in Cattle and Coffee Regions of Nicaragua. In *Emerging Challenges and Innovations in Microfinance and Financial Inclusion* (pp. 13-37). Palgrave Macmillan, Cham.
8. Garcia, A., and Lensink, R. (2019). Microfinance-plus: A review and avenues for research. *A Research Agenda for Financial Inclusion and Microfinance*.
9. Lensink, R., Mersland, R., Vu, N. T. H., and Zamore, S. (2018). Do microfinance institutions benefit from integrating financial and nonfinancial services? *Applied Economics*, 50(21), 2386-2401.
10. Lensink, R., Mersland, R., and Nhung, V. T. H. (2011). Should microfinance institutions specialize in financial services. In *Second international research conference on microfinance, Groningen, The Netherlands*.
11. Krumm, D. (2010). 2. Microfinance Plus programmes. In *UMM Workshop Report* (p. 7).
12. Adi Sudewa (2020). Impact investing: Beyond microfinance business model. <https://adisudewa.medium.com/impact-investing-beyond-microfinance-business-model-b40dcd6cf1>
13. Convergence (2017) Microfinance Berometer 2017. https://www.convergences.org/wp-content/uploads/2017/09/BMF_2017_EN_FINAL-2.pdf
14. CGAP (2013). Where do impact investing and microfinance meet? <https://www.cgap.org/sites/default/files/Brief-Where-Do-Impact-Investing-and-Microfinance-Meet-JX`une-2013.pdf>
15. Morgan Simon (2018). Can impact investing avoid the failures of microfinance? *Harvard Business Review*. <https://hbr.org/2018/06/can-impact-investing-avoid-the-failures-of-microfinance>
16. Janda, K., and Svárovská, B. (2013). Performance of microfinance investment vehicles. *Journal of Economics*, 61(1), 47-66.

17. La Torre, M., and Chiappini, H. (2016). Microfinance investment vehicles: How far are they from OECD social impact investment definition? In *Bank funding, financial instruments and decision-making in the banking industry* (pp. 145-191). Palgrave Macmillan, Cham.
18. CGAP (2007). Microfinance investment vehicles. <https://www.cgap.org/sites/default/files/CGAP-Brief-Microfinance-Investment-Vehicles-Apr-2007.pdf>
19. MicroRate (2007). Microfinance Investment Vehicle Survey. <http://www.microrate.com/media/docs/archived/2007-miv-survey-summary.pdf>
20. Dang, T. T., and VU, H. Q. (2020). Fintech in microfinance: a new direction for microfinance institutions in Vietnam. *The Journal of Business Economics and Environmental Studies*, 10(3), 13-22.
21. Pytkowska, J., and Korynski, P. (2017). Digitalizing microfinance in Europe. *Microfinance Centre*. Access: <https://www.europeanmicrofinance.org/sites/default/files/document/file/Digitalization-research-paper.pdf>.
22. Responsible Finance Forum (2020). Fintech or die: Five Ways microfinance can (and must) respond to the digital age <https://responsiblefinanceforum.org/fintech-die-five-ways-microfinance-can-must-respond-digital-age/>
23. Manko, K., and Watkins, T. A. (2021). Microfinance and SDG 7: financial impact channels for mitigating energy poverty. *Development in Practice*, 1-13.
24. Razak, D. A. (2020). Achieving sustainable development goals through microfinance in four selected countries: issues and challenges. *Journal of Islamic Management Studies*, 3(1), 1-15.
25. Microfinance and Sustainable development goals (SDGs)
26. Uddin, M. N., Kassim, S., Hamdan, H., Saad, N. B. M., and Embi, N. A. C. (2021). Green Microfinance Promoting Sustainable Development Goals (SDGs) in Bangladesh. *Journal of Islamic Finance*, 10, 011-018.
27. Jamal, M., and Ahmad, R. A. (2020). Realizing Sdgs 2030 by Estimating Poverty Through Islamic Micro Financial Institutions. *International Journal on Economics, Finance and Sustainable Development*, 2(12), 6-12.
28. García-Pérez, I., Fernández-Izquierdo, M. Á., and Muñoz-Torres, M. J. (2020). Microfinance institutions fostering sustainable development by region. *Sustainability*, 12(7), 2682.

10.2 Journal Articles/ Reports

1. Ndungu, J. M., and Moturi, C. A. (2020). Determinants of Mobile Fintech Uptake in Kenyan Microfinance Sector. *Current Journal of Applied Science and Technology*, 102-114.
2. Warnecke, T. (2015). "Greening" Gender Equity: Microfinance and the Sustainable Development Agenda. *Journal of Economic Issues*, 49(2), 553-562.
3. García-Pérez, I., Muñoz-Torres, M. J., and Fernández-Izquierdo, M. Á. (2018). Microfinance institutions fostering sustainable development. *Sustainable Development*, 26(6), 606-619.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Transformation of MFIs**

Proposed Course Code: Microfinance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Microfinance institutions have grown up in terms of their size and organization structure over the period. MFIs have transformed from simple NGOs towards regulated institutions making their working environment more secure. This course is designed to highlight the transformation process of MFIs by explaining basic principles of transformation. It elaborates the strategic decisions taken for transformation and also accentuates governance, funding and regulatory aspects in the transformation of MFIs. It further explains operational implication of transformation by describing human resource management, financial management and internal control system of MFIs for transformation. This course will provide a practice insight into transformation of MFIs through case studies from different contexts.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Students should have an understanding of microfinance institutions and regulation for different forms of MFIs.

3.0 The Course carries following objectives:

This course will enable students:

1. To understand policies and regulatory requirements of MFIs for saving and mobilization of savings
2. To develop an understanding of transformation process for MFIs by focusing on strategic decisions
3. To analyze funding structure, governance and regulations in the process of transformation
4. To describe operational implications of transformation for MFIs
5. To get an insight into practical side of transformation through case studies on different contexts

4.0 Course Learning Outcomes

After completing this course, students will be able to:

1. Comprehend how savings are mobilized in MFIs and what are the regulations for mobilization
2. Describe transformation process in MFIs
3. Explain how to manage human and financial resources of MFIs during transformation
4. Highlight internal controls and audit requirements of transformation
5. Analyze and differentiate transformation of MFIs in different countries

5.0 Course Contents:

Part 1: Savings and Regulation: Principles and Policies**1.1 Mobilizing Savings from the Public: 10 Basic Principles**

- 1.1.1 Mobilizing and Intermediating Savings in Developing Countries
- 1.1.2 Ten Basic Principles for MFIs that Collect Savings from the Public
- 1.1.3 Who Benefits?

2.1 Mobilizing and Intermediating Savings in Developing Countries

- 2.1.1 Key Policy Issues
- 2.1.2 The Strategic Approach to Regulation
- 2.1.3 The Regulatory Framework
- 2.1.4 Supervision
- 2.1.5 Remaining Challenges

Part II: Transforming the Institution: Strategic Decisions**3.1.1 Planning for Transformation**

- 3.1.2 Fundamental Changes Resulting from Transformation
- 3.1.3 Leading the Transformation
- 3.1.4 Planning the Transformation
- 3.1.5 Managing the Transformation
- 3.1.6 Funding the Transformation

4.1 Marketing and Competitive Positioning

- 4.1.1 Marketing
- 4.1.2 Marketing intelligence
- 4.1.3 The Total Product
- 4.1.4 Delivery Channels
- 4.1.5 Branding
- 4.1.6 Communications Strategy
- 4.1.7 Implementation: Consolidating the Pieces

5.1 Strategic and Business Planning

- 5.1.1 Developing a Strategy
- 5.1.2 Institutional Transformation and the Role of the NGO
- 5.1.3 Development of the Business Plan
- 5.1.4 Financial Modeling Tools and Methods
- 5.1.5 Financial Modeling
- 5.1.6 Tax Strategy Considerations

6.1 The Funding Structure

- 6.1.1 Funding Sources
- 6.1.2 Funding Considerations
- 6.1.3 Funding Structure Options
- 6.1.4 Optimal Leverage

14.1.9 Ownership and Governance

- 14.1.10 Choosing the Type of Investor
- 14.1.11 Seeking Potential Investors
- 14.1.12 Effective Governance

10.6 Legal Transformation

- 10.6.1 Managing the Legal Aspects of Transformation
- 10.6.2 Surveying the Legal and Regulatory Landscape
- 10.6.3 Managing Constituent Documents and Preexisting Obligations

10.6.4 Negotiating Investor Documents

PART III: Transforming the Institution: Operational Implications

10.7 Human Resources Management

10.7.1 Adapting the Organizational Culture

10.7.2 Adapting the Organizational Structure

10.7.3 Ensuring the Right Staff

11 Financial Management

11.1.1 Financial Management Functions

11.1.2 Financial Planning and Budgeting

11.1.3 Financial Control

11.1.4 Treasury Management

11.1.5 Investor Relations

12 Internal Control and Audits

12.1.1 Components of Effective Internal Controls

12.1.2 Risk of Poor Controls: Overview of Fraud in MFIs

12.1.3 Preventive Controls: Policies and Procedures

12.1.4 Detective Control: The Internal Audit

12.1.5 Detective Control: The External Audit

12.1.6 Supervision: Evaluating Internal Controls

13 Customer Service and Operations

13.1.1 Transformation of Operations

13.1.2 Customer Service Framework

13.1.3 Branch Structure and Service

13.1.4 Managing Cash

13.1.5 Deposit Account Management

13.1.6 Documentation Management

PART IV: Case Studies**14 Creating a Separate Tier: The Micro Finance**

14.1.1 Deposit-Taking Institutions Act, 2003

14.1.2 The Financial Sector

14.1.3 Regulation of Microfinance Deposit-Taking Institutions

14.1.4 The Micro Finance Deposit-Taking Institutions Act

14.1.5 Licensing Begins

14.1.6 Key Success Factors

14.1.7 Remaining Challenges

15 The Creation of Uganda Microfinance Limited

15.1.1 Background

15.1.2 Planning and Managing the Transformation

15.1.3 Operational Transformation: Upgrading and Systemizing

15.1.4 Structural Transformation: Creating UML and Attracting Investors

15.1.5 Financial Transformation: Launching the MDI

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

1. Ledgerwood J. and White, V. (2006). *Transforming Microfinance Institutions: Providing Full Financial Services to the Poor*. Washington, DC: The World Bank.

10. Suggested Readings**10.1 Books**

Ledgerwood, J. (1998). *Microfinance handbook: An institutional and financial perspective*. The World Bank.

10.2 Journal Articles/ Reports

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Triangle of Microfinance**

Proposed Course Code: Microfinance (Specialization

Credit Hours: 03

Program: BS Commerce

Semester:

2.0 Introduction of the Course

This course is designed to elaborate triangle of microfinance. Taking microfinance as a development tool, financial sustainability, outreach and impact are three areas of focus for researchers and academicians. Starting with an understanding of demand and access of credit, this course has explained the demand of credit, constraints in the supply of credit and ways to improve the access based on case studies. This course further elaborates the concepts of financial sustainability and outreach, and impact. It also highlights the evaluation tools and techniques for three aspects of microfinance triangle. It will enable students to learn about the recent developments in financial markets and especially in microfinance.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Students should have a basic understanding of financial system, financial markets and financial institutions.

3.0 The Course carries following objectives:

This course will enable students:

1. To understand supply and demand of credit for poor in various contexts
2. To describe the concepts of financial sustainability outreach and impact as three key aspect of microfinance triangle
3. To analyze various tools to evaluate microfinance triangle
4. To learn about recent developments in microfinance

4.0 Course Learning Outcomes

After completing this course the students will be able:

5. To comprehend demand and supply of credit in various contexts for the poor
6. To describe and differentiate between financial sustainability, outreach and impact
7. To apply various tools and techniques for the evaluation of financial sustainability, outreach and impact of microfinance
8. To analyze the implications of current microfinance developments for MFIs and poor

5.0 Course Contents:**1.1 Access to and Demand for Financial Services by the Poor**

- 1.1.1. Access to and demand for financial services by the rural poor: A multicountry synthesis
- 1.1.2. Characteristics of household demand for financial services in highly uncertain economies
- 1.1.3. Wealth and rural credit among farmers in Pakistan: Is market participation consistent with targeting
- 1.1.4. Credit constraint and local demand in rural areas of Pakistan
- 1.1.5. Improving access to land markets: evidence from emerging farmers in Pakistan

2.1 Outreach and Financial Sustainability of Institutions

- 2.1.1 Outreach and financial sustainability of member based rural financial intermediaries

- 2.1.2 Microcredit and poorest of the poor: Theory and evidence
- 2.1.3 An operational tool for evaluating the poverty outreach of development policies and projects
- 2.1.4 Transaction costs of individual and group lending
- 2.1.5 Transaction costs of access to rural financial market
- 3.2 Measuring the Impact of Microfinance**
 - 3.2.1 Impact of microfinance on food security and poverty alleviation
 - 3.2.2 Impact of access to credit on Maize and Tobacco productivity in Malawi
 - 3.2.3 Explaining poverty: an empirical investigation of the effect of health and uncertainty on the savings of rural Pakistani households
- 4.1 Towards Economic Sustainability of Rural Financial Systems for the Poor: The Role of Public Action and the Private Sector**
 - 4.1.1 The microfinance revolution: implications for the role of state
 - 4.1.2 Recent development in rural financial markets
 - 4.1.3 Credit system for the rural poor in the economic transition of China: Institutions, outreach and policy options
- 5.1 Summary and implications for future research**

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Zeller, M. and Richard L. M. (2002). *The Triangle of Microfinance: Financial Sustainability, Outreach, and Impact*. The John Hopkins University Press

10. Suggested Readings

10.1 Books

1. Ledgerwood, J. (1998). *Microfinance handbook: An institutional and financial perspective*. The World Bank.

10.2 Journal Articles/ Reports

1. Schubert, M. (2004). The triangle of microfinance: Financial sustainability, outreach, and impact/replicating microfinance in the United States. *American Planning Association. Journal of the American Planning Association*, 70(2), 230.
2. Singapurwoko, A. (2014). Ownership type and the triangle of microfinance: Empirical evidence from Indonesia microfinance institutions. *The Business and Management Review*, 5(2), 68-78.
3. Zeller, M., and Meyer, R. L. (2002). Improving the performance of microfinance: Financial sustainability, outreach and impact. *The Triangle of Microfinance, Baltimore, Maryland, 2002*, 1-18.
4. Haggblade, S., Hazell, P. B., and Reardon, T. (Eds.). (2007). *Transforming the rural nonfarm economy: Opportunities and threats in the developing world*. Intl Food Policy Res Inst.
5. KHAN, A. A. (2010). Analysis of critical factors of microfinance institutions of Pakistan. *Paradigms: A Research Journal of Commerce, Economics and Social Sciences*, 4(1), 24-47.
6. Mushtaq, R., and Rauf, S. A. (2012). Social Impacts of Microfinance Institutions in Pakistan. *The Microfinance*, 178.
7. Hussain, H., Shaheen, L. Y. B. A., and Shahid, M. A. (2018). Microfinance NGOs in Pakistan: Outreach and sustainability. *International Journal of Accounting and Financial Management Research (IJAFMR)*, 8(2), 17-26.
8. Muhammad, S., Chen, Y., and Ahmad, H. (2019). The impact of social outreach on the financial performance of microfinance providers in Pakistan.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Financial ratio of the MFIs**

Proposed Course Code: Microfinance (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Introduction of the Course

Financial performance of companies is an indicator for the stakeholders to know how well a company is performing to maximize the return. Similar to other financial institutions, microfinance institutions also use financial ratios as one of the common tools used to analyze financial performance. This course mainly includes the topics of key financial statements of MFIs, format of reporting in financial statement for MFIs under guidelines of SEEP, critical financial ratios, analyzing the quality of portfolio, assets/liabilities management, ratios for efficiency, productivity, sustainability and profitability of MFIs. This course also highlights the benchmark of ratios for the key indicators used to compare the performance of MFIs under the guidelines of SEEP.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Student should have an understanding of financial statement analysis with a basic knowledge of microfinance.

3.0 Course Learning Outcomes

This course aims to enable students to:

1. Understand the essential components of financial statements of microfinance institutions, their accounting system and other reports
2. Learn the reporting mechanism of financial statements for MFIs
3. Analyze financial performance of MFIs based on key financial indicators
4. Become familiar with the management of portfolio quality, assets and liabilities of MFIs
5. Develop an understanding of self-sufficiency and its significance for MFIs

4.0 Course Learning Outcomes

After completing this course the students will be able to:

1. Learn the role of financial statements, their components and reporting system for microfinance institutions
2. Differentiate between the financial reporting mechanism of financial institutions and MFIs
3. Apply the financial ratios for comparing the performance of MFIs based on SEEP benchmarks
4. Evaluate and compare which ratios are significant for analyzing the performance, efficiency and sustainability of MFIs

5.1 Course Contents:**1.1 : Overview of Financial Statements and Other Managerial Reports**

- 1.1.1 The purpose and components of the three types of financial statements and a portfolio report and their importance
- 1.1.2 Identifying relationships between each of the financial statements and between them and the portfolio report

2.1 : Accounting System

- 2.1.1 Review of basic concepts of financial and management accounting
- 2.1.2 The Chart of Accounts and its relationship to financial statements and analysis
- 2.1.3 Tracing common financial transactions through chart of accounts to financial statements
- 2.1.4 Identifying and accounting for non-cash transactions

4.5 : Formatting Financial Statements

- 4.5.1 Formatting income statements and balance sheets to fit the SEEP-recommended format
- 4.5.2 Treating donor funds
- 4.5.3 The importance of the cash flow statement

4.1 : Overview of Financial Analysis

- 4.1.1 The reasons why one needs to analyze financial information
- 4.1.2 Introduction to the eighteen SEEP ratios
- 4.1.3 The importance of financial ratios for decision makers
- 4.1.4 Strategies to overcome barriers preventing MFIs from getting good financial information

5.1 : Portfolio Quality How to:

- 5.1.1 Define and calculate portfolio-at-risk
- 5.1.2 Calculate loan loss provision and reserves
- 5.1.3 Assess the impact of loan loss on financial statements

1.1 : Analytical Adjustments How to:

- 1.1.1 Calculate adjusted operating expenses for an MFI
- 1.1.2 Make adjustments for inflation
- 1.1.3 Make adjustments for subsidized cost of funds
- 1.1.4 Make adjustments to reflect in-kind donations
- 1.1.5 Create adjusted financial statements

13.2 : Asset/Liability Management

- 13.2.1 Define Asset/Liability Management
- 13.2.2 Calculate the five recommended SEEP asset/liability management ratios
- 13.2.3 Explain the significance of the ratios for an MFI

8.1 : Efficiency and Productivity

- 8.1.1 Defining efficiency and productivity
- 8.1.2 Examining types and components of efficiency and productivity ratios
- 8.1.3 Calculating the SEEP efficiency and productivity ratios

9.1 : Sustainability and Profitability Analysis

- 9.1.1 Defining sustainability and profitability
- 9.1.2 Defining and computing profitability ratios, ROA, AROA, ROE, and AROE
- 9.1.3 Defining and computing operational and financial self-sufficiency

10.3 . Putting It All Together

- 10.3.1 Practicing how to calculate adjustments and ratios and the efficiency/productivity and sustainability/profitability ratios
- 10.3.2 Use benchmarking to better understand ratios and MFI performances
- 10.3.3 Practicing how to use all the ratios to make managerial decisions

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations:

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Mbeba, R. D. (2008). Basic Financial Management and Ratio Analysis for MFIs Toolkit. Mennonite Economic Development Associates https://www.findevgateway.org/sites/default/files/publications/files/mfg-en-toolkit-basic-financial-management-and-ratio-analysis-for-mfis-toolkit-mar-2008_0.pdf

10. Suggested Readings**10.1 Books**

1. Kustin, B. (2015). *Islamic (micro) finance: culture, context, promises, challenges*.
2. Onyemah, H. O. (2019). Basic Financial Analysis, Ratios and Performance Monitoring in Microfinance Banks: Amazon Digital Services LLC - Kdp Print Us.

10.2 Journal Articles/ Reports

1. CGAP (2009). Financial analysis for microfinance institutions. <https://www.cgap.org/sites/default/files/CGAP-Training-Financial-Analysis-Course-2009.pdf>
2. Kiani, O. I., Awais, M., Ahmed, W., Dar, I. B., and Shafiq, M. (2020). The role and analysis of Microfinance Banks in Pakistan. *Foundation University Journal of Business and Economics*, 5(1), 34-62.
3. Daher, L., and Le Saout, E. (2013). Microfinance and financial performance. *Strategic Change*, 22(1-2), 31-45
4. Kar, S. (2020). Sustainability of Indian Microfinance Institutions: Ratio Analysis Approach. *IUP Journal of Bank Management*, 19(2), 32-46.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **The Theory and Practice of Microfinance**

Proposed Course Code: Microfinance (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Introduction of the Course

Microfinance has experienced rapid growth and evolved from its simpler beginning of providing credit towards a modern microfinance. New financing models, products and services are emerging to meet the needs of increasing base of microfinance clients. This source is designed to introduce the emerging concepts in microfinance, growing stock of microfinance taxonomy and modern products and services. It will help the students to understand the features of modern products and services of microcredit and new approaches to measure sustainability and outreach of MFIs. It further elaborates the risk management practices in microfinance by highlighting the risks involved and the ways to monitor those risks. This course will enable students to analyze the significance of regulations for modern microfinance and the recent trends in microfinance landscape.

2.0 Pre-Requisites Course (s) or Other Requirements/Skills:

Students must have a basic understanding of microfinance, its products and services and regulations.

3.0 The Course carries following objectives:

This course will help students:

1. To understand the concept of modern microfinance and its taxonomy
2. To develop an understanding of new financial products and services for microfinance
3. To analyze different approaches of measuring sustainability and outreach of MFIs
4. To describe key risks involved in microfinance and the ways to manage those risks
5. To elaborate the role of regulations and monitoring process in microfinance
6. To highlight new trends in microfinance

4.0 Course Learning Outcomes

After completing this course, students will be able to:

1. Explain difference between traditional and modern microfinance and its products and services
2. Comprehend key features of modern microcredit
3. Differentiate between features of financial and non-financial products and services
4. Apply risk management and monitoring approaches
5. Describe regulatory framework for modern microfinance

5.1 Course Contents:**1.1 A New Conception of Microfinance**

- 1.1.1 Introduction
- 1.1.2 The nature of microfinance: microfinance vs microcredit
- 1.1.4 The demand for microfinance
- 1.1.5 The supply of microfinance
- 1.1.6 Products and services in microfinance
- 1.1.7 A new taxonomy for microfinance
- 1.1.8 Microfinance and ethical finance
- 1.1.9 Conclusion

2.1 Products and Services in Modern Microfinance

- 2.1.1 Introduction
- 2.1.2 Financial services
- 2.1.3 Product development process
- 2.1.4 Non-financial services: minimalist vs integrated approach
- 2.1.5 New frontiers in microfinance services
- 2.1.6 Conclusion

3.1 The Main Features of Microcredit

- 3.1.1 Introduction
- 3.1.2 The screening of beneficiaries
- 3.1.3 The nature of financed assets
- 3.1.4 Distinguishing features of microcredits
- 3.1.5 Collateral policies
- 3.1.6 Interest rates in microcredit
- 3.1.7 Conclusion

4.1 Sustainability and Outreach: The Goals of Microfinance

- 4.1.1 Introduction
- 4.1.2 Sustainability and outreach
- 4.1.3 Sustainability: how to reach it
- 4.1.4 Outreach: how to select the beneficiaries
- 4.1.5 The microfinance dilemma: sustainability vs outreach
- 4.1.6 The policies for improving sustainability
- 4.1.7 Conclusion

5.1 Risk Management in Microfinance

- 5.1.1 Introduction
- 5.1.2 A taxonomy of risks for microfinance
- 5.1.3 The business risk
- 5.1.4 Financial risks
- 5.1.5 Process risks
- 5.1.6 Conclusion

6.1 Monitoring the Microfinance Processes

- 6.1.1 Introduction
- 6.1.2 Reasons for a process approach
- 6.1.3 Microfinance processes
- 6.1.4 The process of microcredit
- 6.1.5 Process-related risks
- 6.1.6 Control typologies
- 6.1.7 The incentive system

6.1.8 Conclusion

1.0 . Microfinance Performance

1.0.1 Introduction

1.0.2 Performance analysis

1.0.3 Performance evaluation model for microfinance project

1.0.4 Performance evaluation models for MFIs

1.0.5 Conclusion

8.1. The Role of Regulation

8.1.1 Introduction

8.1.2 Regulation, supervision and microfinance

8.1.3 Determinants for regulating microfinance

8.1.4 Key variables for microfinance regulation

8.1.5 Which instruments to adopt

8.1.6 Conclusion

14.2 The Road Ahead: A Platform for Microfinance

9.1.1 Introduction

14.2.1 The features of modern microfinance

14.2.2 The microfinance platform: actors and functions

14.2.3 Conclusion

6.0 Teaching-Learning Strategies

- Lectures
- Handouts (hard or soft copies)
- Group Discussions
- Presentations
- Assignments

7.0 Assignments

- Short tests
- Quizzes
- Term Paper
- Research Papers

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

In the detail course outline, one may mention chapters of the textbook with the content topic(s).

Torre, M. L. and Vento, G. A. (2006). *Microfinance*. Hampshire, England; Palgrave Macmillan.

10. Suggested Readings

10.1 Books

1. Mahmud, W. and S. R. Osmani. (2017). *The theory and practice of microcredit*. New York, NY: Routledge.
2. Hulme, D., and Arun, T. (Eds.). (2009). *Microfinance: A reader*. Routledge.

10.2 Journal Articles/ Reports

1. Seibel, H. D. (2007). *From informal microfinance to linkage banking: putting theory into practice, and practice into theory* (No. 2007, 1a). Working Paper.
2. Hulme, D. (2000). Impact assessment methodologies for microfinance: theory, experience and better practice. *World development*, 28(1), 79-98.
3. Marr, A. (2012). Effectiveness of rural microfinance: What we know and what we need to know. *Journal of Agrarian Change*, 12(4), 555-563.
4. LI, Y. H., and BI, J. H. (2011). Theory and Practice of Rural Microfinance——Postal Savings Bank Based on Investigation and Analysis of Heilongjiang. *Journal of Harbin University of Commerce (Social Science Edition)*, 4.
5. Morduch, J. (2000). The microfinance schism. *World development*, 28(4), 617-629.
6. Argandoña, A. (2010). Microfinance. *Finance ethics: Critical issues in theory and practice*, 419-434.
7. Bos, J. W., and Millone, M. (2015). Practice what you preach: Microfinance business models and operational efficiency. *World Development*, 70, 28-42.

Supply Chain Management Specialization

- 1. Global Supply Chain Management**
- 2. Information Technology and SCM**
- 3. Inventory Management**
- 4. Logistic Management**
- 5. Operation Research**
- 6. Procurement Management**
- 7. Production Management**
- 8. Sales and Distribution Management**
- 9. Supplier and Distributor Relationship Management**
- 10. Supply Chain Management**

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Global Supply Chain Management**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

Global supply Chain Management involves the flows of materials and information among all of the firms in different locations that contribute value to a product, from the source of raw materials to end customers. We will integrate issues from logistics, marketing (channels of distribution), and operations management to develop a broad understanding of a global supply chain by taking into account factors including geographic distribution of resources and demand, exchange rate risk, availability and reliability of suppliers in different regions, and consumer characteristics in different markets. By taking a strategic perspective, we will focus on relatively long-term decisions involving the configuration of processes, product designs, investment in productive resources, and development of partnerships with suppliers and channels of distribution. The presentation is designed to refine the intuition developed from models to develop managerial insights.

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

- Supply Chain Management
- Procurement management
- Distribution management

3.0 The Course carries following objectives:**4.0 Learning Outcomes:**

The course aims at the following CLO:

1. This course aims to develop students' abilities to understand the basics of supply chain management in the global arena.
2. At the completion of the course, students should be familiar with key ideas and approaches in SCM across various countries.

5.0 Course Contents:

- I. Introduction to supply chain management
- II. Understanding cultures and languages

- III. International procurement
- IV. International trade regions, policies and impact on supply chain
- V. Make or buy decision – considering international markets
- VI. International suppliers management
- VII. Import and export policies, Quotas and other international trade considerations
- VIII. Licensing and marketing agreements with international firms
- IX. Information technology role in international supply chain
- X. Other topics

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

- Class lectures
- Video lectures
- Readings
- Panel discussions
- Seminars
- Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Hugos, M. H. (2018). *Essentials of supply chain management*. John Wiley and Sons.
2. Wisner, J. D., Tan, K. C., and Leong, G. K. (2018). *Principles of supply chain management: A balanced approach*. Cengage Learning.
3. Chopra, S. (2019). *Supply chain management: strategy, planning, and operation* (7th edition). Boston, MA: Pearson.
4. Mangan, J., and Lalwani, C. C. (2016). *Global logistics and supply chain management*. John Wiley and Sons.
5. Golinska, P. (Ed.). (2014). *Logistics operations, supply chain management and sustainability* (p. 619). Springer International Publishing.

10.0 Suggested Readings

1. Waters, D., and Rinsler, S. (2014). *Global logistics: New directions in supply chain management*. Kogan Page Publishers.
2. Skjott-Larsen, T., Schary, P. B., Kotzab, H., and Mikkola, J. H. (2007). *Managing the global supply chain*. Copenhagen Business School Press DK.
3. Autry, C. W., Goldsby, T. J., Bell, J. E., and Hill, A. V. (2013). *Managing the global supply chain (Collection)*. FT Press.

4. Branch, A. E. (2008). *Global supply chain management and international logistics*. Routledge.
5. Wu, T., and Blackhurst, J. V. (Eds.). (2009). *Managing supply chain risk and vulnerability: tools and methods for supply chain decision makers*. Springer Science and Business Media.
6. Neureuther, B. D. (2009). *Managing risks and disruptions in global supply chains*. Taylor and Francis
7. Skjott-Larsen, T., Schary, P. B., Kotzab, H., and Mikkola, J. H. (2007). *Managing the global supply chain*. Copenhagen Business School Press DK.
8. Lan, Y. C., and Unhelkar, B. (Eds.). (2006). *Global integrated supply chain systems*. IGI Global.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Information Technology and SCM**

Proposed Course Code: Supply Chain Management (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Course Description and Objectives:

Information Technologies, Methods, and Techniques of Supply Chain Management has compiled chapters from experts from around the world in the field of supply chain management. This vital compendium of the latest research, case studies, frameworks, methodologies, architectures, and best practices will serve as a research handbook and reference guide to practitioners and academics alike, truly a critical resource within the field of supply chain management.

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

- Supply Chain Management
- Information Technology
- Enterprise Resource Planning

3.0 The Course carries following objectives:

4.0 Learning Outcomes:

The course aims at the following CLO:

3. This course aims to develop students' abilities to understand the basics of supply chain management and value chain for various forms of businesses.
4. At the completion of the course, students should be familiar with key ideas and approaches in SCM across various industries.

5.0 Course Contents:

- I. Enterprise applications of supply chain management
- II. Information technology implementation prioritization in supply chain
- III. Moderated multiple regression of absorptive capacity attributes
- IV. Strategies of e procurement
- V. Industry wide supply chain information integration
- VI. The strategic role of human collaboration in supply chain management
- VII. Supply chain dispute resolution
- VIII. E distribution system
- IX. Technology in inventory management
- X. Technology in operations management and production
- XI. Technology in decision making

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

- Class lectures
- Video lectures
- Readings
- Panel discussions
- Seminars
- Term project and presentations

7.0 Assignments- Types and Number with calendar**8.0 Assessment and Examinations:** As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Hofmann, E., Stewe, U. M., and Bosia, N. (2017). *Supply chain finance and blockchain technology: the case of reverse securitisation*. Springer.
2. Pagano, A. M., and Liotine, M. (2019). *Technology in Supply Chain Management and Logistics: Current Practice and Future Applications*. Elsevier.
3. Pal, K. (2019). Quality Assurance Issues for Big Data Applications in Supply Chain Management. In *Predictive Intelligence Using Big Data and the Internet of Things* (pp. 51-76). IGI Global.

4. Madu, C. N., and Kuei, C. H. (2005). *ERP and supply chain management*. Chi Publishers Inc.
5. Graham, D., Manikas, I., and Folinas, D. (Eds.). (2013). *E-logistics and e-supply chain management: Applications for evolving business*. IGI Global.
6. Bozarth, C. C., and Handfield, R. B. (2016). *Introduction to operations and supply chain management*. Pearson.
7. Blecker, T. (Ed.). (2014). *Innovative methods in logistics and supply chain management: current issues and emerging practices* (Vol. 19). epubli.
8. Chorafas, D. N. (2001). *Integrating ERP, CRM, supply chain management, and smart materials*. CRC Press.

10.0 **Suggested Readings**

1. Bidgoli, H. (2010). *The handbook of technology management, supply chain management, marketing and advertising, and global management* (Vol. 2). John Wiley and Sons.
2. Ivanov, D., and Sokolov, B. (2009). *Adaptive supply chain management*. Springer Science and Business Media.
3. Geunes, J., Akçali, E., Pardalos, P. M., Romeijn, H. E., and Shen, Z. J. M. (Eds.). (2006). *Applications of supply chain management and e-commerce research* (Vol. 92). Springer Science and Business Media.
4. Olson, D. L. (2012). *Supply chain information technology*. Business Expert Press.
5. Wang, J. (Ed.). (2012). *Information technologies, methods, and techniques of supply chain management*. IGI Global.
6. Ross, D. F., Weston, F. S., and Stephen, W. (2010). *Introduction to supply chain management technologies*. Crc Press.
7. Shah, J. (2009). *Supply chain management: Text and Cases*. Pearson Education India.
8. Jung, H., Chen, F. F., and Jeong, B. (Eds.). (2007). *Trends in supply chain design and management: technologies and methodologies*. Springer Science and Business Media.
9. Boone, T., and Ganeshan, R. (2002). *New directions in supply-chain management: technology, strategy, and implementation*. Amacom.
10. Kalakota, R., Robinson, M., and Tapscott, D. (2001). *E-business 2.0: Roadmap for Success*. Addison-Wesley Professional.
11. Morris, P., and Pinto, J. K. (Eds.). (2010). *The Wiley guide to project technology, supply chain, and procurement management* (Vol. 7). John Wiley and Sons.

HAILEY COLLEGE OF COMMERCE

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Inventory Management**

Proposed Course Code: Supply Chain Management (Specialization)

Credit Hours: 03

Program: BS Commerce

Semester:

1.0 Course Description and Objectives:

This course explains the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain, including customer demand, distribution, and product transformation processes. The inter-relationships of all functions are examined. Emphasis is placed on the ramifications of inventory management. The methods and techniques for reducing the cost of holding goods while providing an efficient and effective service to their customers are covered.

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

- Introduction to management
- Supply chain management
- Procurement management

3.0 The Course carries following objectives:**4.0 Learning Outcomes:**

Our goal in this course is to let students understand how to use basic concepts, strategies and techniques to analyze a variety of inventory systems and make optimal decisions for the improvement of these systems. In addition, we emphasize the practical implementation of the strategies and techniques that are taught in this course.

- Comprehend the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain (customer demand, distribution, and product transformation processes)
- Understand the methods used by organizations to obtain the right quantities of stock or inventory
- Familiarize themselves with inventory management practices.

5.0 Course Contents:

1. Independent and dependent demands
2. Deterministic and stochastic demands
3. Different inventory systems
4. Inventory costs
5. Service level and safety stock
6. Inventory policy, order quantity and reorder point
7. Deterministic demand model
8. Stochastic demand model
9. Newsvendor model

10. Optimal solution and approximation
11. Independent and dependent demands
12. ABC analysis
13. Joint replenishment inventory problem
14. Series, assembly, tree and general production network systems
15. Optimal solutions, heuristics and approximation
16. Bill of material and material requirements planning
17. Supply chain management
18. Material management organization
19. Centralized and decentralized management

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Muller, M. (2019). *Essentials of inventory management*. HarperCollins Leadership.
2. Schreibfeder, J. (2017). *Achieving effective inventory management* Moscow.

Suggested Readings

- 4 Keller, S., and Keller, B. C. (2014). *The definitive guide to warehousing: managing the storage and handling of materials and products in the supply chain*. Pearson Education.
- 5 Waller, M. A., and Esper, T. L. (2014). *The Definitive Guide to Inventory Management: Principles and Strategies for the Efficient Flow of Inventory Across the Supply Chain*. Pearson Education.
- 6 Max, M. (2003). *Essentials of inventory management*. AMACOM, a division of American Management Association, 49-65.
- 7 Sachan, N., and Jain, A. (2018). *SAP Warehouse Management in SAP S/4HANA: Embedded EWM (SAP PRESS)*. SAP PRESS.
- 8 Jaffeux, C., and Wieser, P. (Eds.). (2012). *Essentials of logistics and management*. CRC Press.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Logistic Management**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

Business Logistics is the set of activities involved in the flow of materials and products through an organization and through the supply chain to the market. More specifically, business logistics is the subject that manages efficient, effective flow and storage goods, services, and related information in a supply chain. The key elements of business logistics covered in this course include logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling. This course addresses questions about logistics planning, transport modes selection, vehicle routing, inventory policies, purchasing quantity and timing, and storage selection.

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

- Introduction to management
- Supply chain management
- Procurement and inventory management

3.0 The Course carries following objectives:

4.0 Learning Outcomes:

The course aims at the following CLO:

- Develop knowledge about the interconnectedness of business units and organizations (via the flow of products, money, and information) within the supply chain.
- Develop knowledge about key elements of logistics processes, such as logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling.
- Enhance analytical skills and capability to synthesize information from several perspectives.
- Enhance communication, reflection and teamwork skills.

5.0 Course Contents:

1. Business logistics and SCM
2. Logistics strategy and planning logistics products
3. Logistics customer service; order processing and information system
4. Transportation fundamentals
5. Transport decisions

6. Modes of logistics and make a choice
7. Cost benefit analysis of logistic sources
8. Inventory policy decisions
9. Purchasing decisions
10. Storage and handling

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Murphy, P. R., and Knemeyer, A. M. (2018). Contemporary logistics. Pearson
2. Waller, M. A., and Esper, T. L. (2014). *The Definitive Guide to Inventory Management: Principles and Strategies for the Efficient Flow of Inventory Across the Supply Chain*. Pearson Education.
3. Goldsby, T. J., Iyengar, D., and Rao, S. (2014). *The definitive guide to transportation: Principles, strategies, and decisions for the effective flow of goods and services*. Pearson Education.

Suggested Readings

1. Dyckhoff, H., Lackes, R., and Reese, J. (Eds.). (2013). *Supply chain management and reverse logistics*. Springer Science and Business Media.
2. Christopher, M. (2011). *Logistics and supply chain management*. Pearson education limited.
3. Richards, G., and Grinsted, S. (2020). *The Logistics and Supply Chain Toolkit: Over 100 Tools for Transport, Warehousing and Inventory Management*. Kogan Page Publishers.
4. Rushton, A., Croucher, P., and Baker, P. (2014). *The handbook of logistics and distribution management: Understanding the supply chain*. Kogan Page Publishers.
5. Harrison, A., and Van Hoek, R. I. (2008). *Logistics management and strategy: competing through the supply chain*. Pearson Education.

6. Fawcett, S. E., and Fawcett, A. M. (2013). *The definitive guide to order fulfillment and customer service: principles and strategies for planning, organizing, and managing fulfillment and service operations*. Pearson Education.
7. Ballou, R. H. (2007). *Business logistics/supply chain management: planning, organizing, and controlling the supply chain*. Pearson Education India.
8. Liu, J. J. (2011). *Supply chain management and transport logistics*. Routledge.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Operation Research**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

Operations research has had an increasingly great impact on the management of organizations, including business, government, and military. Operations research involves formulation of real life situations into mathematical models, and then developing optimal solutions by application of various algorithms. The purpose of this course is to provide an appreciation of various techniques used in operations research, and their application in developing optimal solutions for real life problems

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

- Mathematics
- Linear algebra

3.0 Course Learning Outcomes

4.0 Learning Outcomes:

The course aims at the following CLO:

1. Formulate a real life situation into a mathematical model
2. Develop an optimal solution for the problem using appropriate algorithm
3. Interpret the optimal solution, and perform post-optimality analysis
4. Develop mathematical insight for popular algorithms developed to solve mathematical programs

5.0 Course Contents:

1. Introduction to Operations research and linear programming
2. LP formulations
3. Graphical solutions
4. Simplex method in tabular form
5. Adaptions of simplex algorithms.
6. Big M method
7. Use of compute to solve LP models

8. Post-optimality analysis
9. Revised simplex method
10. Duality theory
11. Role of duality theory in post-optimality analysis
12. Transportation simplex method
13. Hungarian method
14. Network models
15. Solving maximum flow problems

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Carter, M., Price, C. C., and Rabadi, G. (2018). *Operations research: a practical introduction*. Crc Press.
2. Sharma, S. C. (2006). *Operation research: Pert, Cpm and cost analysis*. Discovery Publishing House.
3. Sharma, S. C. (2006). *Operation Research: Simulation and Replacement Theory*. Discovery Publishing House.
4. Sharma, S. C. (2006). *Operation research: inventory control and queuing theory*. Discovery Publishing House.
5. Taha, H. A. (2011). *Operations research: an introduction* (Vol. 790). Upper Saddle River, NJ, USA: Pearson/Prentice Hall.
6. Abid, M. (2008). *Operation research for management*. Global India Publications.

Suggested Readings

Winston, W. L., and Goldberg, J. B. (2004). *Operations research: applications and algorithms* (Vol. 3). Belmont^ eCalif Calif: Thomson/Brooks/Cole.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Procurement Management**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

Students explore the methods used by organizations to acquire the raw materials, components, supplies, equipment, facilities, and services needed to operate. Topics include strategic procurement, procurement process, competitive bidding and negotiation, procurement and supply management organization, make or buy, price and cost analysis, quality and inventory, supplier selection, supplier development and certification, services procurement, e-Procurement, and involving users and suppliers.

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

- Introduction to management
- Marketing Management
- Supply chain management

3.0 Course Learning Outcomes

4.0 Learning Outcomes:

Upon completing this course, students will be able to:

1. Develop a procurement strategy for an organization.
2. Discuss the procurement process and how it relates to the supply chain of an organization.
3. Employ competitive bidding and negotiations in the procurement process.
4. Analyze make or buy, price, cost, quality, or inventory decision.
5. Demonstrate the effective selection, development and certification of a supplier network.

6. Apply procurement principles to the acquisition of services.
7. Illustrate techniques for using information technology in purchasing.
8. Summarize the different methods of involving users and suppliers in the procurement process.

5.0 Course Contents:

1. Strategic procurement
2. Procurement process
3. Procurement and supply chain management
4. Competitive bidding and negotiation
5. Make or buy decisions
6. Price and cost analysis
7. Quality and inventory
8. Supplier selection
9. Supplier development and certification
10. Services procurement
11. e-procurement
12. Involving users and suppliers

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Lysons, K., and Farrington, B. (2020). “*Procurement and supply chain management*” 10th edition, Pearson
2. Monczka, R. M., Handfield, R. B., Giunipero, L. C., and Patterson, J. L. (2015, 6th edition). *Purchasing and supply chain management*. Cengage Learning.
3. Johnson, P.F. (2019). *Purchasing and supply chain management*. McGraw Hill publishers.
4. Baily, P., Farmer, D., Crocker, B., Jessop, D., and Jones, D. (2015, 11th edition). *Procurement principles and management*. Pearson Education.

Suggested Readings

1. DePaoli, T. (2004). *Common sense purchasing: hard knock lessons learned from a purchasing pro*. Apollo Solutions.
2. Tate, W. (2014). *The Definitive Guide to Supply Management and Procurement: Principles and Strategies for Establishing Efficient, Effective, and Sustainable Supply Management Operations*. Pearson Education.
3. Van Weele, A. J. (2009). *Purchasing and supply chain management: Analysis, strategy, planning and practice*. Cengage Learning EMEA.
4. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., and Shankar, R. (2008). *Designing and managing the supply chain: concepts, strategies and case studies*. Tata McGraw-Hill Education.
5. Christopher, M. (2016). *Logistics and supply chain management*. Pearson UK.
6. Johnsen, T. E., Howard, M., and Miemczyk, J. (2014). *Purchasing and supply chain management: A sustainability perspective*. Routledge.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., and Patterson, J. L. (2015). *Purchasing and supply chain management*. Cengage Learning.
8. Ashlock, J. (2018). *Sourcing and Procurement in SAP S/4HANA (SAP PRESS)*. SAP PRESS.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Production Management**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many

companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operations, i.e., in product design, manufacturing, engineering and distribution, is essential for competitive success and long term survival. This course considers the operations from a managerial perspective. We will consider key performance measures of operations (productivity, quality and response time) as well as important concepts for improving the performance of operations along these dimensions. At the end of the course students will have a fair understanding of the role Production/Operations Management plays in business processes. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems arising in the management of operations

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

1. Introduction to management
2. Supply chain management

3.0 Course Learning Outcomes

4.0 Learning Outcomes:

The course aims at the following CLO:

5. To make students familiar with the production mechanism in the supply chain process
6. To help students make select decisions about production processes

5.0 Course Contents:

1. Scope of operation management
2. Strategy and productivity
3. Product design
4. Capacity planning
5. Process selection
6. Managing of quality
7. Quality control
8. Inventory management
9. Aggregate planning
10. MRP, ERP, JIT and Lean production
11. Scheduling

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Meredith, J. R., and Shafer, S. M. (2019). *Operations and supply chain management for MBAs*. John Wiley and Sons.
2. Carter, M., Price, C. C., and Rabadi, G. (2018). *Operations research: a practical introduction*. Crc Press.

10.0 Suggested Readings

1. Russell, R. S., and Taylor, B. W. (2014). *Operations and supply chain management*. Hoboken, NJ: John Wiley and Sons.
2. Jacobs, F. R., Chase, R. B., and Lummus, R. R. (2011). *Operations and supply chain management* (Vol. 567). New York: McGraw-Hill Irwin.
3. Golinska, P. (Ed.). (2014). *Logistics operations, supply chain management and sustainability* (p. 619). Springer International Publishing.
4. Russell, R. S., and Taylor-Iii, B. W. (2008). *Operations management along the supply chain*. John Wiley and Sons.
5. Heizer, J., Render, B., and Munson, C. (2014). *Operations Management-Sustainability and supply chain management* (11. utg.). Essex: Pearson.
6. Cetinkaya, B., Cuthbertson, R., Ewer, G., Klaas-Wissing, T., Piotrowicz, W., and Tyssen, C. (2011). *Sustainable supply chain management: practical ideas for moving towards best practice*. Springer Science and Business
7. Media.Note:
8. It is preferable to use latest available editions of books. Mention the publisher and year of publication.
9. The References/ bibliography may be in accordance with the typing manual of the concerned faculty/subject

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Sales and Distribution Management**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

The objective of the course is to provide a customer centric approach to the sales and distribution function. The customer centric approach helps in (a) integrating advertising, sales force and channel members by building non-conflicting and non overlapping routes to fulfill the needs of the consumer and (b) developing frameworks for decision making keeping the customers as the primary focus. The course will use Indian environment as the backdrop but will also draw from international experiences whenever needed. The perspective will be effective managerial decision making in these areas.

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

1. Supply chain management
2. Marketing management

3.0 Course Learning Outcomes

4.0 Learning Outcomes:

The course aims at the following CLO:

1. Understand the roles and responsibilities of the Sales Managers
2. Manage and enhance the sales force productivity and performance
3. Plan and implement an effective sales strategy for their organizations.
4. Design and implement distribution channel strategy.

5. Manage the Channels efficiency and effectiveness; wholesaling, and retailing.

5.0 Course Contents:

1. Introduction to sales and distribution management
2. Sales forecasting techniques
3. Personal selling
4. Managing sales areas and quotas
5. Sales training, motivation and compensation
6. Evaluating and controlling sales performance
7. Distribution channel management
8. Marketing and sales interrelationship
9. Key issues of channel designs
10. Managing channel relationship
11. Wholesaling and retailing
12. Non-store retailing
13. Electronic commerce and distribution decisions

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Agnihotri, R. (2018). Ramendra Singh: sales and distribution management: a practice-based approach. Springer publishers.

10.0 Suggested Readings

1. Choudhury, R. G. (Ed.). (2019). *Sales and Distribution Management for Organizational Growth*. IGI Global.
2. Singh, R. (2016). *Sales and Distribution Management: A Practice-Based Approach*. New Delhi: Vikash publishing.
3. Ross, D. F. (2015). *Distribution Planning and control: managing in the era of supply chain management*. springer.
4. Garg, M. (2011). *Cases on supply chain and distribution management: Issues and principles*. IGI global.
5. Rushton, A., Croucher, P., and Baker, P. (2014). *The handbook of logistics and distribution management: Understanding the supply chain*. Kogan Page Publishers.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Supplier and Distributor Relationship Management**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

Continuous improvement in all aspects of the supply chain is necessary to remain competitive in the world of today. The traditional adversarial relationship and transactional focus of buyers and suppliers cannot meet this demand. As a result, significant changes are occurring in the philosophies and approaches that define the relationship between purchaser and seller. The core aim of this course is to highlight such value system where customer-supplier relationship could be nourished.

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

1. Supply chain management
2. Procurement process
3. Distribution management

3.0 Course Learning Outcomes

4.0 Learning Outcomes:

The course aims at the following CLO:

1. This course aims to develop students' abilities to understand the basics of supply chain management and value chain for various forms of businesses.
2. It also aims to make students understand the ways of improving and nurturing value based relationships between/with suppliers and customers.

5.0 Course Contents:

1. Introduction to Supplier – buyer relationship
2. Value chain for business
3. Types of suppliers and understanding their values
4. Cultural, social and emotional intelligence in bargaining process
5. Suppliers network assessment
6. Distribution options and choices
7. Distribution through outsourcing (wholesalers and retailers)
8. Managing the distributors demands
9. Developing strong sales force
10. Managing global supply chain network

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar**8.0 Assessment and Examinations:** As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. O'Brien, J. (2018). *Supplier relationship management: Unlocking the hidden value in your supply base*. Kogan Page Publishers.

10.0 Suggested Readings

1. Schuh c. et al., (2017). The purchasing chessboard: 64 methods to reduce costs and increase value with suppliers
2. Emmett, S. (2012). A quick guide to supplier relationship management in the supply chain. The Liverpool Academic Press.
3. Sethi, S. (2009). Enhancing supplier relationship management using SAP SRM: A detailed and practical understanding of SAP SRM. SAP press.

HAILEY COLLEGE OF COMMERCE
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Supply Chain Management**

Proposed Course Code: Supply Chain Management (Specialization) Credit Hours: 03

Program: BS Commerce Semester:

1.0 Course Description and Objectives:

A supply chain is comprised of all the parties involved in fulfilling a customer request. The integrated management of this network is a critical determinant of success in today's competitive environment. Companies like Nestle, Toyota, Dell, Unilever, Procter and Gamble, and a relatively new comer like Tesla Motors are proof that excellence in supply chain management is a must for financial strength and industry leadership. With increasing competition around the globe, supply chain management is both a challenge and an opportunity for companies. Hence a strong understanding of supply chain management concepts and the ability to recommend improvements should be in the toolbox of all managers. The objective of this course is to introduce you to the key concepts and techniques that will allow you to analyze, manage and improve supply chain processes for different industries and markets. At completion of this course, you will have the skills to assess supply chain performance and make recommendations to increase supply chain competitiveness

2.0 Pre-Requisites Course Requirements/Skills:

The student should be acquainted with the following subjects:

- Introduction to management
- Human Resource Management
- Marketing Management
-

3.0 Course Learning Outcomes

4.0 Learning Outcomes:

The course aims at the following CLO:

1. This course aims to develop students' abilities to understand the basics of supply chain management and value chain for various forms of businesses.
2. At the completion of the course, students should be familiar with key ideas and approaches in SCM across various industries.

Course Contents:

1. Introduction to supply chain management
2. Value chain for business
3. Procurement and vendor management
4. Operation and production management

5. Inventory management
6. Warehousing
7. Logistics management
8. Global supply chain
9. Enterprise resource planning
10. Block chain and supply chain

6.0 Teaching-Learning Strategies

The course will have following instruction methodologies:

1. Class lectures
2. Video lectures
3. Readings
4. Panel discussions
5. Seminars
6. Term project and presentations

7.0 Assignments- Types and Number with calendar

8.0 Assessment and Examinations: As per University Rules

Mid-Term	Written Paper	35 %
Final Examination	Written Paper	40 %
Sessional	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	25 %

9.0 Textbooks

1. Myerson, P. (2015). *Supply chain and logistics management made easy: methods and applications for planning, operations, integration, control and improvement, and network design*. Pearson education.
2. Hugos, M. H. (2018). *Essentials of supply chain management*. John Wiley and Sons.
3. Wisner, J. D., Tan, K. C., and Leong, G. K. (2018). *Principles of supply chain management: A balanced approach*. Cengage Learning.
4. Chopra, S. (2019). *Supply chain management: strategy, planning, and operation* (7th edition). Boston, MA: Pearson.

10.0 Suggested Readings

1. Min, H. (2015). *The essentials of supply chain management: New business concepts and applications*. FT Press.
2. Christopher, M. (2016). *Logistics and supply chain management*. Pearson UK.