

**UNIVERSITY OF THE PUNJAB**

**NOTIFICATION**

It is hereby notified that the Syndicate at its meeting held on 15.11.2021 approved the recommendations of the Academic Council made at its meeting dated 25.08.2021 regarding change of nomenclature of B.Com (Hons.) into BS Commerce and M.Com (1.5 years) into MS Commerce (as per requirement of PPSC and FPSC) alongwith approval of their Syllabi, at the Hailey College of Commerce with effect from the Academic Session2021

The Syllabus of BS Commerce and MS Commerce are attached vide –‘A & B’.

**Admin. Block,  
Quaid-i-Azam Campus,  
Lahore.  
No. D/119/Acad.**

**Sd/-  
Muhammad Rauf Nawaz  
Registrar**

**Dated: 10.01/2022.**

Copy of the above is forwarded to the following for information and necessary action: -

1. Dean, Faculty of Commerce.
2. Principal, Hailey College of Commerce
3. Chairperson, DPCC
4. Director, Quality Enhancement Cell
5. Controller of Examinations
6. Director, IT
7. Secretary to the Vice-Chancellor
8. PS to PVC
9. PS to Registrar
10. Assistant Syllabus



**Assistant Registrar (Academic)  
for Registrar**

**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. The BS Commerce Program consists of 134 credit hours within a time period of 04 years.

### **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 Cell 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
  - Intermediate or equivalent
- b. Admission Criteria
  - As specified by PU/ HEC
- c. Admission Formula
  - As per basic criteria by PU

**7. Duration of the Program**

- a. 08 Semesters
- b. 04 Years
- c. 134 Credit hours
- d. The students of BS Commerce Program may apply for quit/exit after completion of 4 semesters to avail Associate Degree in the respective program.

## 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	
<b>1</b>	6	4	2		-		17 credit hours
<b>2</b>	6	3	2	1	-		18 credit hours
<b>3</b>	6	-	5	1	-		18 credit hours
<b>4</b>	5	1	2	2	-		16 credit hours
<b>5</b>	5	-	2	3	-		15 credit hours
<b>6</b>	5	-	3	2	-		16 credit hours
<b>7</b>	5	-	-	3	2		15 credit hours
<b>8</b>	5	1	-	2	2		16 credit hours
Internship and Viva Voce							3 Credit Hours
<b>PU</b>	44						134 Credit Hours
<b>HEC Guidelines</b>	<b>41-47</b>						124-140 Credit Hours
<b>Difference (HEC and) PU</b>	<b>NIL</b>						

\*Foundation Courses + General Courses according to guidelines of NCRC for BS Commerce

\*\*Quran and Sunnah (1 Credit Hours in 2<sup>nd</sup>, 4<sup>th</sup>, 6<sup>th</sup> and 8<sup>th</sup> Semester respectively)

## 9. Scheme of Studies / Semester-wise workload

## HAILEY COLLEGE OF COMMERCE

## Proposed Courses for BS Commerce

#	Proposed Code	Course Title	Course Type	Pre-req	Cr Hrs	Total
<b>Semester I</b>						
1.	BSC-101	Business Mathematics	Compulsory		3(3,0)	
2	BSC-102	Computer Application in Business	Compulsory		3(1,2)	
3	BSC-103	Financial Accounting-I	Compulsory		3(3,0)	
4	BSC-104	Functional English	Compulsory		3(3,0)	
5.	BSC-105	Business Organizations	Compulsory		3(3,0)	
6.	BSC-106	Islamic Studies	Compulsory		2(2,0)	
<b>Total Credit Hours</b>						17
<b>Semester II</b>						
1.	BSC-111	Business Communication	Compulsory		3(2,1)	
2.	BSC-112	Business Statistics	Compulsory		3(3,0)	
3.	BSC-113	Microeconomics	Compulsory		3(3,0)	
4.	BSC-114	Financial Accounting-II	Compulsory		3(3,0)	
5.	BSC-115	Foreign Language-Arabic/Persian/French/Chinese	Compulsory		3(3,0)	
6.	BSC-116	Pakistan Studies	Compulsory		2(2,0)	
Quran and Sunnah			Compulsory		1(1,0)	
<b>Total Credit Hours</b>						18
<b>Semester III</b>						
1	BSC-201	Macroeconomics	Compulsory		3(3,0)	
2	BSC-202	Cost Accounting	Compulsory		3(3,0)	
3	BSC-203	Advanced Financial Accounting-I	Compulsory		3(3,0)	
4	BSC-204	Taxation Management-I	Compulsory		3(3,0)	
5	BSC-205	Business Law	Compulsory		3(3,0)	
6	BSC-206	Money, Banking and Finance	Compulsory		3(3,0)	
<b>Total Credit Hours</b>						18
<b>Semester IV</b>						
1.	BSC-211	Audit and Assurance	Compulsory		3(3,0)	
2	BSC-212	Entrepreneurship	Compulsory		3(3,0)	
3	BSC-213	Advanced Financial Accounting-II	Compulsory		3(3,0)	
4	BSC-214	Taxation Management-II	Compulsory		3(3,0)	
6	BSC-215	ERP in Business and Commerce	Compulsory		3(0,3)	
Quran and Sunnah			Compulsory		1(1,0)	
<b>Total Credit Hours</b>						16
#	Code	Course Title	Course Type	Pre-req	Cr Hrs	Total

#	Proposed Code	Course Title	Course Type	Pre-req	Cr Hrs	Total
<b>Semester V</b>						
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	Logical and Critical Thinking	Compulsory		3(3,0)	
<b>Total Credit Hours</b>						15
<b>Semester VI</b>						
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)	
Quran and Sunnah			Compulsory		1(1,0)	
<b>Total Credit Hours</b>						16
<b>Semester VII</b>						
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 and Governance	Compulsory		3(3,0)	
4	BSC-404	Elective I	Elective		3(3,0)	
5	BSC-405	Elective II	Elective		3(3,0)	
<b>Total Credit Hours</b>						15
<b>Semester VIII</b>						
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 IV *	Elective		3(3,0)	
5	BSC-415	Elective V *	Elective		3(3,0)	
Quran and Sunnah			Compulsory		1(1,0)	
<b>Total Credit Hours</b>						16
Internship + Viva Voce						
<b>Grand Total (Credit Hours)</b>						<b>134</b>

\*Students could choose 06 credit Research Project/Industrial Project/Independent Studies instead of courses of specialization offered in 8<sup>th</sup> 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. Hassan Mobeen Alam	Corporate Governance, Interest free Banking, Business Ethics, Banking Regulations and Procedures	
3. Prof. Dr. Mubasher Munawar Khan	Advertising and Marketing	
4. Prof. Dr.Sayyid Salman Rizavi	Econometric Modeling and Financial Econometrics	
5. Dr. Hafiz Zafar Ahmad	Cost and Management Accounting	
6. Dr. Ashfaq Ahmad	Banking, Finance, Accounting, Islamic Finance & Banking, Corporate Governance, Research Methods, Project Management	
7. Dr. Ishfaq Ahmed	Organizational Behavior, Leadership, Strategic Analysis, Entrepreneurship	
8. Dr. Ch. Abdul Khaliq	Entrepreneurial Leadership	
9. Dr. Sadia Farooq	Business Finance, Operational Research	
10. Dr. Fouzia Ali	Research Methods, Quantitative Techniques	
11. Dr. Nisar Ahmad	Finance and Accounting	
12. Dr. Muhammad Aamir	Financial Accounting, Financial Reporting and Corporate Auditing	
13. Dr. Muhammad Ramzan	Business Management, Taxation, Audit	
14. Dr. Hafiz Abdur Rashid	Cost and Management Accounting, Finance	
15. Dr. Majid Ali	Business Computing, E Commerce	
16. Dr. Muhammad Usman	Investment, Financial Accounting, Corporate Finance	
17. Dr. Zia ur Rehman	Finance	
18. Dr. Arslan Umer	Marketing	
19. Lubna Uzair	Microeconomic, Management Economic	
20. Attiq ur Rehman	English	
21. Dr Haleema Tariq	Business Law	
22. Tayyab Yousaf	Finance	
23. 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 Mathematics**

Proposed Course Code:       BSC-101

Credit Hours: 03

Program:       BS Commerce

Semester: 1st

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### **1.0 Introduction of the Course**

This course introduces mathematical concepts and their applications in economics, business and finance. It also aims to equip students with practical skills to apply the concepts in real life. For this purpose, the course covers basic mathematical processes and techniques currently used in the fields of business and finance. It includes a review of main business math skills with particular emphasis on equations, percentages, interest, discounts, simple interest, compound interest, loan installments. This course is designed to provide strong mathematical foundations to enable the students to analyze data on the basis of modern mathematical techniques.

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

The course requires understanding of basic mathematical concepts

### **3.0 Course Learning Outcomes**

The course carries following objectives:

1. To develop an understanding about basic concepts used in algebra and mathematics
2. To introduce student to different forms of equations
3. To help solve different Binomial expressions
4. To explain how to analyze progression and find the missing value of series and sum of a series and any term of a series that will help them in business decision making process
5. To facilitate understanding about the process of calculating the return on business investment by using profitability analysis
6. To help analyze annuity and its types with practice questions
7. To explain basic concepts in matrix algebra
8. To help explain how mathematical programming can be used to construct a model from past information to facilitate forecasting and problem solving

### **4.0 Course Learning Outcomes**

At the end of the course students will be able to:

1. Solve the algebraic expression and also able to find the value of in the business problems even where direct calculations are impossible
2. Analyze mathematical and business problems with in a given situation and with a particular give conditional arrangement
3. Learn the application of roots and powers in solving problem with help of logarithms
4. Find the higher square and roots with high value by applying logarithm which is not possible in simple calculation easily
5. Apply the equations to solve business problems and to find the hidden value
6. To take business and investment decisions by comparing returns with the application of different techniques
7. Plan and forecast on the basis of past information

## **5.0 Course Contents:**

### **Unit-1:**

#### **1.1 Basic Algebra**

- 1.1.1 Introduction of Basic Algebra
- 1.1.2 Basic Mathematical Operations with the help of Algebra. (Addition, Subtraction, Division, Multiplication)
- 1.1.3 Factorization

### **Unit-2:**

#### **2.1 Equations**

- 2.1.1. What is Mathematical Equation?
- 2.1.2. Types of Equations
- 2. 1.3. Linear Equation
- 2. 1.4. Simultaneous Equations
- 2. 1.5. Quadratic Equation
  - 2. 1.5.1.Factorization
  - 2. 1.5.2.Completing Square
  - 2. 1.5.3.Quadratic Formula
- 2. 1.6. Introduction of Logarithms
- 2. 1.7. Rules for Determining Characteristics and Mantissa

### **Unit-3:**

#### **3.1 Logarithms**

- 3.1.1. Use of Logarithm Table
- 3. 1.2. Methods of Interpolation
- 3. 1.3. Laws of Logarithm
- 3. 1.4. Application of Logarithm

### **Unit-4:**

#### **4.1 Progression or Series**

- 4. 1.1. Introduction of Progression OR Series
- 4. 1.2. Arithmetic Progression
- 4. 1.3. The Sum of Arithmetic Progression
- 4. 1.4. Arithmetic Mean of a Progression
- 4. 1.5. Introduction of Geometrics Progression
- 4. 1.6. Infinity
- 4. 1.7. Geometric Mean and its Application

### **Unit-5:**

#### **5.1 Permutation, Combinations and Binomial Expansion**

- 5. 1.1. Introduction of Permutation
- 5. 1.2. What is General Term

- 5. 1.3. Circular Permutation
- 5. 1.4. Introduction of Combinations
- 5. 1.5. Introduction of Binomial Theorem
- 5. 1.6. How We Can Solve a Binomial Expression
- 5. 1.7. Pascal Triangle

### **Unit-6:**

#### **6.1 Mathematics of Finance-I**

- 6. 1.1. Introduction of Percentage
- 6. 1.2. Percentage Mark-up
- 6. 1.3. Introduction of Simple interest
- 6. 1.4. Simple Interest and Present Value
- 6. 1.5. What is Compound Interest
- 6. 1.6. Compound Amount
- 6. 1.7. Use of Compound Interest Table.
- 6. 1.8. Effective Rate of Interest
- 6. 1.9. Equivalent Rates

### **Unit-7:**

#### **7.1 Mathematics of Finance-II**

- 7. 1.1. Present Value with Compound Interest
- 7. 1.2. Comparison between Simple and Compound Interest rates

### **Unit-8:**

#### **8.1 Annuities**

- 8. 1.1. Introduction of Annuities
- 8. 1.2. How We can Find the Amount and Present Value of an Annuity.
- 8. 1.3. Types of annuity
- 8. 1.4. Ordinary Annuity
- 8. 1.5. Annuity Due
- 8. 1.6. Perpetuity

### **Unit-9:**

#### **9.1 Matrix Algebra**

- 9.1.1 Matrix Algebra
  - 9.1.1.1 Definition of Matrix
  - 9.1.1.2 Notation of Matrix
  - 9.1.1.3 Components of Matrix

- 9.1.1.4 Dimension of Matrix
- 9.1.1.5 Types of Matrix
- 9.1.1.6 Application of Matrix
- 9.1.2 Arithmetic Operations of Matrices
- 9.1.3 Laws in Matrix Algebra
- 9.1.4 Concept of Minors and Co-Factors
- 9.1.5 Inverse of a Matrix

**Suggested topics:**

Sets, relations and functions

Ratios and proportions

Shares, Loan, mortgage and bonds

Investment Decisions

Introduction to Mathematical Programming, Models, Algorithms

Application of mathematics in business

Application of linear equations

Breakeven analysis

Differential calculus

**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

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

**9.0 Textbooks**

1. Bowra, Z. A. (2020). Business Statistics and Mathematics, Azeem Academy, Lahore

**10. Suggested Readings**

**10.1 Books**

- Mirza, S.H. (latest edition). Business Mathematic for Management and Finance,
- L W Stafford, Business Mathematics.
- Richard Lacava, Business Statistics.

- Nasir Ali Syed, and G H Gill, Statistics and Business Mathematics, Fair Publication, Lahore

### **10.2 Journal Articles/ Reports/ Web Sources**

- <https://www.khanacademy.org/math>
- <https://www.mathsisfun.com/index.htm>
- <https://www.intmath.com/>
- <https://www.ixl.com/math/>
- <https://www.mathplanet.com/>



**HAILEY COLLEGE OF COMMERCE**

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Computer Applications in Business**

Proposed Course Code: BSC-102

Credit Hours: 03

Program: BS Commerce

Semester: 1st

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**1.0 Introduction of the Course**

The course defines all the notions that allow the student to master the vocabulary of Computer Basics i.e. the set of initiatives that can be carried out related to Computer Uses, Hardware and Software's. In particular, the course will introduce the student to the basic steps involved in Data Processing using MS. Word 2007, MS. Excel 2007 and MS. PowerPoint 2007. Students will learn about the different types of Internet Communications such as Search Engine, World Wide Web and E-mail.

**2.0 Pre-Requisites Course (s) or Other Requirements/Skills:****3.0 Course Learning Outcomes**

Develop awareness of computers hardware and peripherals; concepts regarding software – its types, basic operations, basic OS concepts. Develop advanced user level skills in various Application Packages: MS Word, MS Excel, and MS PowerPoint. Set up a computer for World Wide Web connection; Use e-mail to send / receive messages and file attachments; Concepts of Online discussion.

**4.0 Course Learning Outcomes**

1. Comprehension of Basic Knowledge of Computer
2. Conception of Computer Architecture and Peripherals
3. Understanding the concepts of Computer Networks and Communication Channels.
4. Understanding the concepts of Data Processing for a Business
5. Knowledge of different commands used in MS-Word 2007
6. Practical Application of Commands in Ms. Word 2007.
7. Practical Application of Commands in Ms. Word 2007
8. Practical Application of advanced features of MS Word 2007
9. Knowledge of different commands used in MS-Excel 2007
10. Practical application of commands in MS Excel 2007
11. Practical application of Functions in MS Excel 2007.
12. Practical application of Charts in MS Excel 2007
13. Practical application of Data Analysis in MS Excel 2007
14. Knowledge and Practical application of commands in MS Power Point 2007
15. Comprehension of Internet terms and Website Terminology
16. Comprehension of Email terms

## **5.0 Course Contents:**

### **Unit No.-I**

#### **1.1 Introduction to Computer System**

- 1.1.1 Introduction to Computer and Computer System Block Diagram
- 1.1.2 Uses of Computers
- 1.1.3 Characteristics of Computers
- 1.1.4 Types of Computers (Analog, Digital, Hybrid)
- 1.1.5 Difference Between Analog and Digital Computers
- 1.1.6 Classification of Digital Computers (Super, Mainframe, Mini and Micro/Personal )
- 1.1.7 Types of Personal/Micro Computers
- 1.1.8 Introduction to Window XP
- 1.1.9 Assignment

### **Unit No.-II**

#### **2.1 Computer Hardware's and Software's**

- 2.1.1 Basic Organization (Architecture of a Computer System)
- 2.1.2 CPU and its components (ALU, CU, MU)
- 2.1.3 Primary/Main Storage (RAM) and (ROM)
- 2.1.4 Secondary Storage Device
- 2.1.5 Input Devices / Output Devices
- 2.1.6 Introduction to Computer Software's
- 2.1.7 System Software's, Application Software's, Utility Programs
- 2.1.8 Introduction to Programming Languages
- 2.1.9 Compiler, Interpreter, Assembler
- 2.1.10 Assignment

### **Unit No.-III**

#### **Networks, Data Communication and Data Processing**

- 3.1.1 Introduction to Computer Network
- 3.1.2 Uses of Computer Networks
- 3.1.3 Types of Computer Networks (LAN, WAN, WLAN and Internet)
- 3.1.4 Computer Network Topologies
- 3.1.5 Computer Network Communication Channels (Guided and Unguided)
- 3.1.6 Basic Network Communication Devices
- 3.1.7 Assignment

### **Unit No.-IV**

#### **4.1 Networks, Data Communication and Data Processing**

- 4.1.1 Introduction to Analog and Digital Data
- 4.1.2 Components of Communication System
- 4.1.3 Stages in Data Processing
- 4.1.4 Data Processing Cycle
- 4.1.5 Data Processing as a Business Need
- 4.1.6 Reasons Why Organizations used Electronic Data Processing
- 4.1.7 Quiz

### **Unit No.-V**

#### **5.1 LEARNING WORD'S 2007 BASICS**

- 5.1.1 Introduction to Ms Word 2007
- 5.1.2 Title Bar, Office Button, Quick Access Toolbar,
- 5.1.3 The Ribbon, Mini Tool Bar, Status Bar
- 5.1.4 Create a new document
- 5.1.5 Navigation in a document
- 5.1.6 Selection in a document
- 5.1.7 Type text into a document
- 5.1.8 Edit text
- 5.1.9 Find and Replace text
- 5.1.10 Check a document's spelling and grammar
- 5.1.11 Print a document
- 5.1.12 Assignment

## **Unit No.-VI**

### **6.1 MAKING YOUR WORD LOOK GOOD**

- 6.1.1 About the rulers
- 6.1.2 Indents and Tab Stops
- 6.1.3 About paragraph breaks
- 6.1.4 Apply character formatting
- 6.1.5 Apply paragraph formatting
- 6.1.6 Set up page formatting
- 6.1.7 Create a multicolumn newsletter
- 6.1.8 Use a style
- 6.1.9 Use a theme
- 6.1.10 Use a template
- 6.1.11 Assignment

## **Unit No.-VII**

### **7.1 ADDING LISTS, TABLES, AND GRAPHICS**

- 7.1.1 Add a bulleted list
- 7.1.2 Add a numbered list
- 7.1.3 Create a table of contents
- 7.1.4 about word tables
- 7.1.5 Create a quick table
- 7.1.6 Create a table
- 7.1.7 Manage tables
- 7.1.8 Create a cover page
- 7.1.9 insert graphics into a document
- 7.1.10 Draw with word
- 7.1.11 Quiz

## **Unit No.-VIII**

### **8.1 USING WORD'S ADVANCED FEATURES**

- 8.1.1 Insert a symbol
- 8.1.2 Count the words in your document
- 8.1.3 Use drop caps
- 8.1.4 Use auto correct to improve your typing

- 8.1.5 Add a watermark
- 8.1.6 Add a header or footer
- 8.1.7 Add a footnote or an endnote
- 8.1.8 Save a document in a different format
- 8.1.9 Add word art to a document
- 8.1.10 Word Options
- 8.1.11 Quiz

#### **Unit No.-IX**

### **9.1 Microsoft Excel 2007 – Introduction**

- 9.1.1 Introduction to Microsoft Excel and uses of Microsoft Excel
- 9.1.2 Main Features of Microsoft Excel
- 9.1.3 Workbook and Worksheet
- 9.1.4 Navigation in Microsoft Excel
- 9.1.5 Selection in Microsoft Excel
- 9.1.6 Create , Save, Open, Save As, Close Excel Work Book

#### **Unit No.-X**

### **10.1 Microsoft Excel 2007 – Working With Worksheet**

- 10.1.1 Working with Rows and Columns
- 10.1.2 Excel Formatting Options - Numbers, Alignment, Fonts and Borders
- 10.1.3 Finding Worksheet Data
- 10.1.4 Page Setup in MS Excel
- 10.1.5 Printing in MS Excel Split and Freezing worksheet
- 10.1.6 Assignment

#### **Unit No.-XI**

### **11.1 Microsoft Excel 2007 – Formulae , Functions, Charts and Data Analysis**

- 11.1.1 Introduction to Formulae and Functions
- 11.1.2 Displaying Formulae
- 11.1.3 Entering Functions
- 11.1.4 Sub Total
- 11.1.5 Quiz

#### **Unit No.-XII**

### **12.1 Microsoft Excel 2007 – Formulae , Functions, Charts and Data Analysis**

- 12.1.1 Formula Auditing
- 12.1.2 Introduction to Charts in MS Excel
- 12.1.3 Basic Components of Charts in MS Excel
- 12.1.4 Creating Charts Before Data Selection
- 12.1.5 Creating Charts After Data Selection
- 12.1.6 Quiz

#### **Unit No.-XIII**

### **13.1 Microsoft Excel 2007 –Data Analysis and use of Forms**

- 13.1.1 Data Analysis
- 13.1.2 Filtering Data in MS Excel

- 13.1.3 Inserting Data using Forms
- 13.1.4 Sorting Data in MS. Excel Introduction to Pivot Tables
- 13.1.5 Quiz

#### **Unit No.-XIV**

#### **14.1 Microsoft PowerPoint 2007**

- 14.1.1 Introduction to MS Power Point 2007 and Features of MS Power Point
- 14.1.2 Creating and Saving Presentation in MS Power Point
- 14.1.3 Viewing a Presentation in MS Power Point
- 14.1.4 Working with, Themes and Templates
- 14.1.5 Changing Slide Layout
- 14.1.6 Adding Pictures to a Slide
- 14.1.7 Working with Transitions
- 14.1.8 Playing a Slide Show
- 14.1.9 Assigning Time to Slides
- 14.1.10 Presentation

#### **Unit No.-XV**

#### **15.1 Internet**

- 15.1.1 Introduction to Internet and Services of Internet
- 15.1.2 Advantages and Disadvantages of Internet
- 15.1.3 Introduction to World Wide Web
- 15.1.4 Microsoft Internet Explorer and Web Browsers
- 15.1.5 Searching and Saving Information from a webpage
- 15.1.6 Quiz

#### **Unit No.-XVI**

#### **16.1 E-mail**

- 16.1.1 Introduction to Email and Creating email address
- 16.1.2 Creating email using Gmail.
- 16.1.3 Role of email fields such as To, CC, BCC and Attachment in an email.
- 16.1.4 Sending and Receiving Email using Internet Free Websites
- 16.1.5 Presentation

### **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

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

### **9.0 Textbooks**

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

1. Ali, Dr. L., & Bilal, H. "Computer Applications in Business"  
(Recommended by University of the Punjab)

## **10. Suggested Readings**

### **10.1 Books**

### **10.2 Journal Articles/ Reports**

- <http://www.hcc.edu.pk/it>
- <http://www.microsoft.com>

**HAILEY COLLEGE OF COMMERCE**  
**UNIVERSITY OF THE PUNJAB, LAHORE**

Course Title: **Financial Accounting-1**

Proposed Course Code: BSC-103

Credit Hours: 03

Program: BS Commerce

Semester: 1st

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### **1.0 Introduction of the Course:**

This course introduces the objectives, principles, assumptions, and concepts of financial accounting. This subject covers the basics of financial accounting through the accounting cycle for service and merchandising business. This course will help students learn about the accounting equation, double entry system of accounting, principles of debit and credit, preparation of journal, ledger, trial balance, adjustment and closing entries, accruals, worksheet, and financial statements. This course will also introduce the concepts of capital and revenue in accounting and rectification of errors. This course is designed in a way to serve as a solid foundation for all accounting and finance related courses in the subsequent semesters.

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

This course presumes no previous accounting knowledge.

### **3.0 The Course carries following objectives:**

1. Defining accounting, its purpose and importance, types of accounting, the purpose and role of accounting and introduction to basic accounting principles and conventions, GAAP
2. Recording transactions, Preparation of books of accounts i.e. journal and ledger, trial balance
3. Explain the need and purpose of major financial statements and preparing income statement and balance sheet.
4. Recording closing entries, adjusting entries, preparation of worksheet
5. Preparation of financial statements of merchandizing concerns
6. Explaining inventory, perpetual inventory system and periodic inventory system
7. Describing concept of capital and revenue in accounting and rectification of errors

### **4.0 Course Learning Outcomes:**

After studying this course student should be able to

1. Define accounting, its types, purpose, and scope of accounting,
2. Use Journals, ledgers, and trial balance to accumulate corporate information.
3. Prepare and analyze three major financial statements for services and merchandizing concerns.
4. Rectify the errors in recording accounting transactions and understand the concept of capital and revenue.
- 5.

### **5.0 Course Contents:**

**Unit No.-I****1.1** Introduction to Accounting

**1.1.1** Definition of accounting, scope and objectives of accounting, types of accounting, accounting principles and conventions, generally accepted accounting principles (GAAP), forms of business organizations, ethics in accounting (competence, integrity, and professional judgment).

**Unit No.-II****2.1** Recording changes in financial position

**2.1.1** Introduction to financial statements, definition, features, types and objectives of financial statements, users of financial business, business transactions, accounting equation, double entry accounting system, rules of debit and credit, journal, ledger, trial balance

**Unit No.-III****3.1** Measuring business income

**3.1.1** Net income, set of financial statements, income statement, statement of financial position, cash flow statement, closing entries, adjusting entries including provision for bad and doubtful debts, worksheet

**Unit No.-IV****4.1** Merchandising activities

**4.1.1** Financial statements of merchandising concerns, general ledger, subsidiary ledger, inventory and its recognition, inventory valuation, first in first out, weighted average cost, periodic and perpetual inventory systems and their entries, closing entries of inventory, Lower of cost or net realizable value, write down of inventory, cost of goods sold statement

**Unit No.-V****5.1** Rectification of Errors

**5.1.1** Rectification of Errors, types of errors and their correction,

**Unit No.-VI****6.1** Capital and Revenue

**6.1.1** Capital and revenue concepts and their application, entries for practice of capital and revenue

**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:**

Students would submit assignments on regular basis throughout semester.

### **8.0 Assessment and Examinations:**

As per University Rules

### **9.0 Textbooks:**

1. Meigs and Meigs, *Accounting the basis for business decisions*, McGraw Hill Publishing Company.

### **10.0 Suggested Readings:**

- Niswonger and Fess, *Accounting Principles*, South Western Publishing Company.
- Ghani, M. A. *Principles of Accounting*, Pak Imperial Book Depot, Lahore.
- M. Arif, M. and Afzal, S. *Accounting*, Azeem Academy, Lahore.
- Hanif, C. M. and Shafiq, A. *Fundamentals of Accounting*, Kitab Markaz, Faisalabad.

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**HAILEY COLLEGE OF COMMERCE**  
**UNIVERSITY OF THE PUNJAB, LAHORE**

Course Title:           **Functional English**

Proposed Course Code:       BSC-104

Credit Hours: 03

Program:       BS Commerce

Semester: 1st

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### **1.0 Course Description**

The Functional English course is customized to meet the needs and requirements of Business and Commerce students at basic level. The course includes all the language skills in an integrated fashion.

Hence, the course is a combination of integrated:

- Receptive Language Skills and
- Productive Language Skills

These are further divided into four segments:

- Listening Skills
- Speaking Skills
- Reading Skills
- Writing Skills

### **2.0 Prerequisites**

No specific prerequisites are required to take this course. However, students are expected to have a basic understanding of English language as taught at intermediate level.

### **3.0 The Course carries following objectives:**

1. The basic objective of this course is to enable students to communicate in English language. This course focuses on basics of grammar and composition, sentence structure, vocabulary, and reading comprehension, listening and speaking for day-to-day language functions. After studying this course, students should be able to communicate in English in an effective manner. The focus of the course, as stated earlier, would be on English reading comprehension and basic English writing skills as well as listening and speaking.

### **4.0 Course Learning Outcomes**

By the end of the course, students should be able to:

1. Identify and use grammatical components in context
2. Use vocabulary in context
3. Listen and understand English language
4. Use language, spoken and written, both

### **6.0 Course Contents)**

**Unit-I****1.1 Grammar and Its Uses**

1.1.1 Basic uses of grammar and its importance to learn and use a language

**Unit-II****2.1 Parts of Speech**

2.1.1 Use of verb, adverb, noun, pronoun, adjective, preposition, conjunction and interjection in English sentences

**Unit-III****3.1 Rules of Sentences**

3.1.1 Using declarative, interrogative, imperative, exclamatory and optative sentences

3.1.2 Simple, compound, complex and conditional sentences

**Unit-IV****4.1 Tenses**

4.1.1 Understanding use and application of tenses in different sentences

**Unit-V****5.1 Direct and Indirect Speech**

5.1.1 Understanding direct and indirect modes of speech and their application

5.1.2 Using correct verb and punctuation in direct and indirect speech

**Unit-VI****6.1 Active and Passive Voice**

6.1.1 Understanding use of active and passive voice

6.1.2 Ability to transform active voice to passive voice and vice versa

**Unit-VII****7.1 Punctuation**

7.1.1 Understanding use of correct punctuation including use of capital letter, question mark, exclamation mark, full stop, comma, semi-colon, colon, apostrophe, quotation marks, brackets, dash, hyphen, and ellipsis

**Unit-VIII****8.1 Vocabulary**

8.1.1 Ability to use 3000 basic words used in English world

8.1.2 Ability to correctly assign meanings to a specific word and use it in different sentences correctly

**Unit-IX**

## **9.1 Vocabulary**

- 9.1.1 Basic synonyms and antonyms
- 9.1.2 Using words in sentences correctly

## **Unit-X**

### **10.1 Comprehension**

- 10.1.1 Developing skill of basic English comprehension

## **Unit-XI**

### **11.1 Comprehension**

- 11.1 Ability to comprehend written English paragraphs and answer questions from that paragraph correctly

## **Unit-XII**

### **12.1 Speed Reading**

- 12.1.1 Ability to identify key points in a lengthy paragraph and answer questions from the paragraph in a correct manner

## **6.0 Teaching-Learning Strategies**

Lectures, discussions, presentations, quizzes and assignments

## **7.0 Assignments**

## **8.0 Assessment**

- Mid Term Examination: 35%,
- Sessional Marks: 25% (Quizzes and Assignments **with principal emphasis on listening/speaking activities**)
- Final Term Examination: 40%

## **9.0 Textbooks**

1. *Functional English* (2019). (3<sup>rd</sup> ed.) Emile Woolf International. Berkshire: UK.
2. Wren, Martin, and Prasada, R. N. D. V. (2008). *High school English: Grammar and composition*. Batu Caves, Selangor: Crescent News (KL.)
3. The Oxford 3000 – Seventh Edition

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Business Organization**

Proposed Course Code: BSC-105

Credit Hours: 03

Program: BS Commerce

Semester: 1st

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### **1.0 Introduction of the Course**

The subject is the foundation of almost all of the subjects that any business program has to offer. Whether it is finance, marketing, accounting, tax, auditing or management, each of them consists of concepts about the basic functioning of the business organizations. This course aims at developing an understanding of the actual business environment which our students might have to face even after the academic career i.e. in performance of their professional duties.

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

The subject is aimed at developing a basic understanding of the business and it has no prerequisite subject or personal requirements

### **3.0 The Course carries following objectives:**

1. To make students familiar with the basic concepts of business
2. To acquaint student with the entrepreneurship as the basis of business
3. To acquaint students with the scope and objectives of business activities
4. To make student familiar with the external environment and its effects on business activities
5. To make students familiar with the internal environment of business and its importance

### **4.0 Course Learning Outcomes**

The course offers following outcomes:

1. Make students understand the basics of business
2. To link internal and external environment of business
3. To find various players/aspects of various internal and external stakeholders
4. To increase students' understandings with the help of local case studies and examples

### **5.0 Course Contents:**

#### **Unit-1:**

##### **1.1 Basics of business activity – Emergence from economic activity**

- 1.1.1 Here the focus would be on the factors leading (land, labour, capital and entrepreneurship/enterprising) to creation of business organization, including scarce resource and unlimited needs and wants of people. It will also cover the concept of opportunity cost and ultimately definition of business would be rationalized.

#### **Unit-2:**

##### **2.1 Business and its environment**

- 2.1.1 This chapter focuses on the environment in which a business has to operate. There are two type so business environments, i.e. Internal and External. Internal environment deals with the strength and weakness factors while external environment causes opportunities and

threats to the business (collectively called SWOT analysis). Various factors related to external environment and internal environment are also explained in the chapters.

### **Unit-3:**

#### **3.1 Enterprising and Entrepreneurship**

3.1.1 This chapter focuses on the entrepreneurship (one who identifies people needs and wants, recognizes opportunity from that and takes risk of utilizing limited resources to start business activity). Thus, the need and role of entrepreneur emerges. This chapter also covers the characteristics and types of entrepreneurs, factors causing failure of business ventures, economic value of entrepreneurship, entrepreneurship process and various sources of finance available to entrepreneurs in Pakistan.

### **Unit-IV:**

#### **4.1 Scope of business**

4.1.1 This chapter focuses on the scope of business activities and its various forms that is on the basis of activity, nature of business, size, ownership and other forms of business.

### **Unit-V:**

#### **5.1 Stakeholders and objectives of business organization**

5.1.1 A business may be set-up for many reasons, though the profit is the basic purpose. For instance, a look at the types of entrepreneur/ship highlights that the businesses may work for many reasons, ranging from profit-making to serving the community (i.e. social entrepreneurship). But who owns the business (sole owner, partners, or shareholders) also sets directions of business. For the sole owner, the profit could be the material objects, but for partners and shareholders' wealth maximization could be the greater cause (the difference of both these terms is highlighted in the forthcoming sessions). Thus, both purpose (business objectives) and for whom (stakeholders) to achieve that purpose sets the direction of the business. This chapter aims to explain the various types of stakeholders, eras of business and overall various considerations while deciding purpose of business. This chapter also covers some other determinants of objectives of business.

### **Unit-6:**

#### **6.1 Business Ethics**

6.1.1 This chapter focuses on the ethics and its value in business. It also covers various philosophies and theories of ethics prevalent at work. The following part of the chapter covers the ethics and stakeholders' relationship and how various stakeholders influence business ethics.

### **Unit-7:**

#### **7.1 Common forms of business – sole proprietorship and partnership**

7.1.1 After discussing the basics of business, its environment, who starts business (entrepreneurship), scope and objectives of business. After starting business an entrepreneur has to make a choice of form of business (i.e. sole proprietorship, partnership, company, cooperative society). This chapter focuses on two forms of business i.e. sole proprietorship and partnership. It also covers the characteristics of both forms of businesses, pros and cons associated with them, types of partners, types of partnership firms, registration of firm and benefits/drawbacks associated with non-registration.

### **Unit-8:**

#### **8.1 Common forms of business – Limited Liability Partnership**

8.1.1 After discussing two basic forms of ownership (sole proprietorship and partnership), this chapter is aimed at explaining a latest form of ownership allowed by the government (i.e. Limited liability partnership), which is governed under LLP Act, 2017. This chapter covers the basics of LLP, legal considerations for that and how it differs from conventional partnership and company.

### **Unit-9:**

## **9.1 Common forms of business – Companies**

9.1.1 After discussing two basic forms of ownership (sole proprietorship and partnership and LLP), this chapter is aimed at explaining company as a form of ownership. It covers various chapter that focus on types of companies, their characteristics, process of formation of companies, various legal documents required by each company, types of share capital of companies, management of companies (for example Board of directors, CEO, secretary, and Chairman), types of meetings (statutory, annual general and extra ordinary general meetings) and ultimately various modes of winding up of a company

### **Unit-10:**

## **10.1 Common forms of business – Cooperative societies**

10.1.1 After discussing sole proprietorship, partnership and companies this chapter focuses on yet another form of business ownership available to entrepreneur i.e. cooperative society. This chapter covers various legal aspects of societies, types of societies, role of societies, registration process and management of a society.

### **Unit-11:**

## **11.1 Other business ownership options – Business combinations**

11.1.1 An entrepreneur cannot only own business in form of sole proprietorship, partnership, company or cooperative society, rather he/she may go for shared ownership with other businesses i.e. often called business combination or may enter in an agreement with other businesses to improve efficiency of business operations. This chapter focuses on the business combination, its concept, forms and kinds, and advantages and disadvantages.

### **Unit-12:**

## **12.1 Business Risks and Insurance**

12.1.1 As this course focuses on entrepreneurial aspect of business, and an entrepreneur is one who takes risk of starting business venture; thus, risk management becomes an important function of a business. Considering its value, this chapter focuses on various forms of risk associated with business, risk management strategies and insurance as a source of risk mitigation technique. It also covers various forms and types of insurance (for example life, fire and marine).

### **Unit-13:**

## **13.1 Business functions**

13.1.1 As this book focuses on entrepreneurial aspect of business and how to manage business, the remaining part of the course would cover the internal environment which would cover discussion of functions of business (leadership, strategic management, management, human resource management, operations and production management, marketing, sales and distribution, and accounting and finance functions). Rest of the chapters of the book deal with all such functions.

## **6.0 Teaching-Learning Strategies**

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

## **7.0 Assignments-**

Students would submit assignments on regular basis. The assignments would cover both field work and internet base documents.

**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).

2. Ahmed, I (2021). *Introduction to Business Studies: Text and Cases*. Lahore: Azeem Publishers
3. Cheema, K.M., Introduction to Business, Syed Mobin Mahmood and company, Lahore.
4. Asakari Zaidi S A, Fundamentals of Business, Orient Publishers, Karachi.
5. Nisar-ud-Din, Business Organization, Aziz Publishers, Urdu Bazar, Lahore.
6. Muhammad Irshad, Introduction to Business, Naveed Publications Lahore.
7. Theodore J Sielaff and John W Aberle, Introduction to Business, Belmont, California Wardsworth Publishing Company, Inc.
8. Glass and Baker, Introduction to Business.
9. Ali M H, Introduction to Business.
10. Koontz and Weirick, Management.

## **11. Suggested Readings**

### **10.1 Books**

- Business recorder
- <http://www.businessstudiesonline.co.uk/live/>
- <http://www.bized.co.uk/>
- <http://www3.open.ac.uk/study>
- <http://c4lpt.co.uk/learn-about-business/>
- <http://www.businessenglishstudy.com/>

### **10.2 Journal Articles/ Reports**

- Would be suggested at times



**HAILEY COLLEGE OF COMMERCE**

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Islamic Studies**

Proposed Course Code: BSC-106

Credit Hours: 02

Program: BS Commerce

Semester: 1st

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**1.0 Introduction of the Course**

The basic purpose to teach this subject is to learn about the basic principles of Islam and how to apply these principles in practical life. Course will also covers selected portion of Quran, Al-Hadees, Serat-un-Nabi and others topics as well as Islamic Culture and Civilization, Islam and Science, Exchange Trade and Commerce, Islamic Economic System, Political System of Islam, Social System of Islam and Islamic History.

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

None

**3.0 The Course carries following objectives:**

This course is aimed at;

1. To provide basic information about Islamic Studies
2. To enhance understanding of the students regarding Islamic Civilization.
3. To improve Students skill to perform prayers and other worships
4. To enhance the skill of the students for understanding of issues related to Faith and Religious Life.
5. To develop a concrete understanding about divine and explicit Verses, Mandates, Provisions concerning permissible Methods and Modes of Islamic Trade and Commerce

**4.0 Course Learning Outcomes**

1. After completing this course the students will be able to lead the people in right way and know about the true spirit of the Islam.
2. Students will also know about the Islamic Economic, Social, Political, Trade and commerce system.

**5.0 Course Contents:**

**Unit-I**

**1.1 INTRODUCTION TO QURAN STUDIES**

- 1.1.1 Basic Concepts of Quran
- 1.1.2 History of Quran
- 1.1.3 Uloom-ul –Quran

**Unit-II**

**2.1 STUDY OF SELECTED TEXT OF HOLY QURAN**

- 2.1.1 Verses of Surah Al-Baqra Related to Faith (Verse No-284-286)
- 2.1.2 Verses of Surah Al-Hujrat Related to Adab Al-Nabi (Verse No-1-18)
- 2.1.3 Verses of Surah Al-Mumanoon Related to Characteristics of faithful (Verse No-1-11)
- 2.1.4 Verses of Surah al-Furqan Related to Social Ethics (Verse No.63-77)
- 2.1.5 Verses of Surah Al-Inam Related to Ihkam (Verse No-152-154)
- 2.1.6 Verses of Surah Al-Ihzab Related to Adab al-Nabi (Verse No.6,21,40,56,57,58.)
- 2.1.7 Verses of Surah Al-Hashar (18,19,20) Related to thinking, Day of Judgment
- 2.1.8 Verses of Surah Al-Saf Related to Tafakar, Tadabar (Verse No-1,14)

### **Unit-III**

#### **3.1 INTRODUCTION TO SUNNAH**

- 3.1.1 Basic Concepts of Hadith
- 3.1.2 History of Hadith
- 3.1.3 Kinds of Hadith
- 3.1.4 Uloom –ul-Hadith
- 3.1.5 Sunnah and Hadith
- 3.1.6 Legal Position of Sunnah

### **Unit-IV**

#### **4.1 SEERAT OF HOLY PROPHET (S.A.W.W)**

- 4.1.1 Life of Muhammad Bin Abdullah ( Before Prophet Hood)
- 4.1.2 Life of Holy Prophet (S.A.W.W.) in Makkah
- 4.1.3 Important Lessons Derived from the life of Holy Prophet (S.A.W.W.) in Makkah
- 4.1.4 Life of Holy Prophet (S.A.W.W.) in Madina
- 4.1.5 Important Events of Life Holy Prophet (S.A.W.W.) in Madina
- 4.1.6 Important Lessons Derived from the life of Holy Prophet (S.A.W.W.) in Madina

### **Unit-V**

#### **5.1 SELECTED STUDY FROM TEXT OF HADITH (given below)**

## ضمیمہ ب: منتخب احادیث نبوی

### (ملحق ب: نخبہ من الأحادیث النبویہ)

- (۱) عن عمر بن الخطاب رضی اللہ عنہ قال: سمعت رسول اللہ صلی اللہ علیہ وسلم يقول: انما الاعمال بالنيات وانما لكل لامرئ ما نوى فمن كانت هجرته الى الله ورسوله فهجرته الى الله ورسوله ومن كانت هجرته الى دنيا يصيبها او امرأة يتزوجها فهجرته الى ماهاجر اليه (رواه البخارى ومسلم)
- (۲) عن عثمان بن عفان رضی اللہ عنہ عن النبی صلی اللہ علیہ وسلم قال: خيركم من تعلم القرآن وعلمه (رواه البخارى)
- (۳) عن مالك بن انس رضی اللہ عنہ قال: قال رسول اللہ صلی اللہ علیہ وسلم: تركت فيكم امرين لئن تضلوا ما تمسككم بهما كتاب الله وسنة رسوله (رواه مالك في الموطأ مرسلًا)
- (۴) عن ابن عمر رضی اللہ عنہما قال: قال رسول اللہ بنى الاسلام على خمس شهادة ان لا اله الا الله وان محمداً عبده ورسوله و اقام الصلوة وإيتاء الزكوة وحج البيت وصوم رمضان (متفق عليه)
- (۵) عن عمر بن الخطاب رضی اللہ عنہ قال: بينما نحن جلوس عند رسول الله صلی اللہ علیہ وسلم ذات يوم اذا طلع علينا رجل شديد بياض الثياب شديد سواد الشعر لا يرى عليه اثر السفر ولا يعرفه منا احد حتى جلس الى النبي صلی اللہ علیہ وسلم فاسند ركبته الى ركبته ووضع كفيه على فخذيه وقال: يا محمد اخبرني عن الاسلام؟ فقال رسول اللہ صلی اللہ علیہ وسلم: الاسلام ان تشهد ان لا اله الا الله وان محمداً رسول الله وتقيم الصلوة وتؤتي الزكوة وتصوم رمضان وتحج البيت ان استطعت اليه سبيلاً قال صدقت قال: فمجبنا له يساله ويصدقته قال: فأخبرني عن الايمان؟ قال: ان تؤمن بالله وملئكته وكتبه ورسله واليوم الآخر وتؤمن بالقدر خيره وشره قال: صدقت قال: فأخبرني عن الاحسان؟ قال: ان تعبد الله كأنك تراه فان لم تكن تراه فانه يراك قال فأخبرني عن الساعة؟ قال: ما المسؤول عنها باعلم من السائل قال: فأخبرني عن اماراتها؟ قال: ان تلد الأمة ربتها وأن ترى الحفاة العرانة العالة رعاء الشاء

يتطاولون في البيان قال: ثم انطلق، فلبثت ملياً، ثم قال لي: يا عمر اتدري من  
السائل؟ قلت: الله ورسوله اعلم، قال: فانه جبرئيل أتاكم يعلمكم دينكم - (رواه  
مسلم)

(٢) عن شهر بن معبد رضي الله عنه قال: قال رسول الله مروا الصبي الصلوة اذا بلغ سبع  
سنين وانا بلغ عشر سنين فاضربوه عليها اعزجه أبو داود و الترمذي ولفظه علموا  
الصبي الصلوة ابن سبع سنين واضربوه عليها ابن هشر (صحيح البخاري)

(٤) عن معاوية رضي الله عنه قال: قال رسول الله صلى الله عليه وسلم: من يرد الله به غيراً  
يفقهه في الدين - (رواه البخاري)

(٨) عن أبي هريرة رضي الله عنه قال: قال رسول الله ﷺ من سلك طريقاً يلتمس فيه علماً  
سهل الله له به طريقاً إلى الجنة وما اجتمع قوم في بيت من بيوت الله يتلون كتاب  
الله ويتدارسونه بينهم الا نزلت عليهم السكينة و غشيتهم الرحمة و حفتهم الملكة  
و ذكرهم الله فيمن عنده ومن بطأ به عمله لم يسرع به نسبه (رواه مسلم)

(٩) عن أبي هريرة رضي الله تعالى عنه قال: كان رسول الله صلى الله عليه وسلم يقول اللهم اني  
اعوذ بك من الازم من العلم لا ينفع، ومن قلب لا يخشع، ومن نفس لا تشبع، ومن دعاء لا  
يسمع (رواه احمد، و ابو داود، و ابن ماجه) مشكوة المصابيح (رواه مسلم و احمد و ابو  
داود)

(١٠) عن ابن مسعود رضي الله عنه عن النبي صلى الله عليه وسلم لا تزول قدما ابن آدم  
حتى يسئل عن خمس عن عمرة فيما اناها و عن شبابه فيما ابلاه و عن ماله من اين  
اكتسبه و فيما انفق و ما ذا عمل فيما علم (جامع ترمذي)

(١١) عن عبد الله قال: قال رسول الله صلى الله عليه وسلم طلب كسب الحلال فریضة  
بعد الفریضة (بيهقي شعب الايمان)

(١٢) عن ابي سعيد رضي الله عنه قال: قال رسول الله صلى الله عليه وسلم التاجر الصدوق  
الامين مع النبيين و الصديقين و الشهداء (جامع الترمذي، سنن الدارمي، سنن دار  
قطنی)

**Unit-VI****6.1 INTRODUCTION TO ISLAMIC LAW and JURISPRUDENCE**

- 6.1.1 Basic Concepts of Islamic Law and Jurisprudence
- 6.1.2 History and Importance of Islamic Law and Jurisprudence
- 6.1.3 Sources of Islamic Law and Jurisprudence
- 6.1.4 Nature of Differences in Islamic Law
- 6.1.5 Islam and Sectarianism

**Unit-VII****7.1 ISLAMIC CULTURE and CIVILIZATION**

- 7.1.1 Basic Concepts of Islamic Culture and Civilization
- 7.1.2 Historical Development of Islamic Culture and Civilization
- 7.1.3 Characteristics of Islamic Culture and Civilization
- 7.1.4 Islamic Culture and Civilization and Contemporary Issues

**Unit-VIII****8.1 ISLAM and SCIENCE**

- 8.1.1 Basic Concepts of Islam and Science
- 8.1.2 Contributions of Muslims in the Development of Science
- 8.1.3 Quran and Science

**Unit-IX****9.1 ISLAMIC ECONOMIC SYSTEM**

- 9.1.1 Basic Concepts of Islamic Economic System
- 9.1.2 Means of Distribution of wealth in Islamic Economics
- 9.1.3 Islamic Concept of Riba
- 9.1.4 Islamic Ways of Trade and Commerce

**Unit-X****10.1 POLITICAL SYSTEM OF ISLAM**

- 10.1.1 Basic Concepts of Islamic Political System
- 10.1.2 Islamic Concept of Sovereignty
- 10.1.3 Basic Institutions of Govt. in Islam

**Unit-XI****11.1 ISLAMIC HISTORY**

- 11.1.1 Period of Khlaft-E-Rashida
- 11.1.2 Period of Ummayyads
- 11.1.3 Period of Abbasids

## Unit-XII

### 12.1 SOCIAL SYSTEM OF ISLAM

- 12.1.1 Basic Concepts of Social System of Islam
- 12.1.2 Elements of Family
- 12.1.3 Ethical Values of Islam

## Unit-XIII

### 13.1 VERSES AND HADITH CONCERNING EXCHANGE, TRADE AND COMMERCE

- 13.1.1 Islamic Provisions and Mandates about permitted Modes of Trade and Commerce
- 13.1.2 Selected Verses from the Holy Qur'an about Trade and Commerce
- 13.1.3 Extracts from Hadith about Trade and Commerce
- 13.1.4 Real Life Examples from the lives of Prophets and Saints

#### **6.0 Teaching-Learning Strategies**

The learning and teaching strategies will be comprised of lectures via multimedia, white/blackboard and online modes, handouts, individual and group assignments, quizzes, reading and writing assignments, and presentations.

#### **7.0 Assignments**- Types and Number with calendar

A minimum of one assignment including reading, writing, and presentation assignments, which needs to be submitted before the written assessment for each term.

#### **8.0 Assessment and Examinations:** As per University Rules

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

#### **9.0 Textbooks**

- 12. Akhtar, D. H. M. Islamiyat (Akhtiyari)
- 13. Islahi, M. S. Islamiyat (lazmi)

#### **10. Suggested Readings**

##### 10.1 Books

- 1. Translations of the Holy Qur'an

- 2. 'موضح القرآن'، سيد عبد القادر شاه
- 3. 'فيوض القرآن'، سيد حامد حسن بلگرامي
- 4. 'جمال القرآن'، سيد محمد كرم شاه الازهرى

- 5. Translation of the Holy Qur'an by Abdullah Yousuf Ali
- 6. The Glorious Qur'an by Dr Muhammad Tahir-ul-Qadri

- 7. 'الاربعين' للنووى
- 8. 'سيرت رسول عربى ﷺ'، علامه نور بخش توكلی
- 9. 'پیغمبر اعظم و آخر ﷺ'، ڈاکٹر نصیر احمد ناصر

12. Muhammd, H.U. "Emergence of Islam" ,IRI, Islamabad
13. Muhammad,H.U. "Muslim Conduct of State"
14. Muhammad,H.U. 'Introduction to Islam
15. Mulana Muhammad Yousaf Islahi,"
16. Hassan, H. H. "An Introduction to the Study of Islamic Law" leaf Publication Islamabad, Pakistan.
17. Hasan, A. (Latest Edition) "Principles of Islamic Jurisprudence" Islamic Research Institute, International Islamic University, Islamabad
18. Waliullah, M. (Latest Edition) "Muslim Jrisprudence and the Quranic Law of Crimes" Islamic Book Service
19. Bhatia, H.S(Latest Edition). "Studies in Islamic Law, Religion and Society" Deep and Deep Publications New Delhi
20. Zia-ul-Haq, M. D. "Introduction to Al Sharia Al Islamia" Allama Iqbal Open University, Islamabad (Latest Edition)

## 10.2 Journal Articles/ Reports

1. ....
2. ....
3. ....

**Course Title: Ethics (for Non-Muslim)**

### Course Description and Objectives:

This course introduces contemporary and controversial ethical issues being faced by the business community. Upon completion, students should be able to demonstrate an understanding of their moral responsibilities and obligations as members of the workforce and society.

### Course Contents:

1. Definition and scope of ethics: relation of ethics to psychology, metaphysics and religion
2. A Brief review of major theories of the moral standard:
  - a) The standard as Law,
  - b) The stand aid as Happiness
  - c) The standard as Perfection

3. Promotion of moral values in society through family and various educational and cultural Institutions; Concept of good and evil: Freedom and responsibility: Various theories of punishment.
4. Ethical teaching of world religions with special reference to Hinduism. Christianity, Buddhism, Judaism and Islam.
5. 100 ethical precepts from The Quran and sayings of the Holy Prophet (Peace be upon him)
6. Islam's attitude towards minorities.



**HAILEY COLLEGE OF COMMERCE**  
**UNIVERSITY OF THE PUNJAB, LAHORE**

Course Title:           **Business Communication**

Proposed Course Code:       BSC-111

Credit Hours: 03

Program:       BS Commerce

Semester: 2nd

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### **1.0 Course Description**

This is a practical course which offers students an opportunity to learn, apply and practice principles of business communication in daily and professional life. The purpose of this course is to improve the speaking and writing skills of the students in relation to Business Communication. All types of letters, inquiries, emails and business dealings are essential components of this course. This course also introduces the students to the market terminology and its practical application. Emphasis will be placed on psychological, social, cultural and linguistic factors which affect both interpersonal and inter-organizational dealings in business and commerce settings.

### **2.0 Prerequisites**

The course requires the basic knowledge of the English language skills especially writing. The students should be able to speak and write down effectively without making grammatical and spelling mistakes.

### **3.0 The Course carries following objectives:**

The course aims to achieve the following objectives:

1.     Developing awareness about Business Communication skills, tools and methods
2.     Comprehending professional style, content and tone of communication
3.     Increasing the students' understanding of communication skills leading to successful behavior in business setups
4.     Increasing the students' written communication in a professional context
5.     Apprising the students of social and business etiquette and manners

### **4.0 Course Learning Outcomes**

By the end of the course, students should be able to:

1.     Discuss process of communication effectively
2.     Use Seven Cs of communication effectively
3.     Communicate well by dint of fair command on verbal and nonverbal communication styles
4.     Plan and relay effective business messages
5.     Write appropriate business letters
6.     Use electronic communication efficiently for example email and telephoning for business purposes

### **5.0 Course Contents**

**Unit-I**

## 1.1 Communication and Its Importance

## 1.1.1 Objectives of Communication; Importance of Communication; Communication Flow

**Unit-II**

## 2.1 Communication Process

## 2.1.1 Components of Communication

**Unit-III**

## 3.1 Barriers to Communication

## 3.1.1 How to Overcome These Barriers

**Unit-IV**

## 4.1 Verbal Communication

**Unit-V**

## 5.1 Nonverbal Communication

**Unit-VI**

## 6.1 Paraverbal Communication

**Unit-VII**

## 7.1 Principles of Effective Communication

## 7.1.1 Objectives, Seven Cs of Communication, Completeness, Conciseness, Consideration, Correctness, Clarity, Correctness, Courtesy

**Unit-VIII**

## 8.1 Effective Business Messages

## 8.1.1 Planning a Business Message

**Unit-IX**

## 9.1 Business Letters

## 9.1.1 Rules for Letter Writing

## 9.1.2 Sales Letters, Credit Letters, Inquiries and Replies

## 9.1.3 Order Letters, and Complaints and Adjustments

## 9.1.4 Collection or Dunning Letters

**Unit-X**

## 10.1 Electronic Communication

## 10.1.1 Types of Electronic Communication

## 10.1.2 Email Writing

## 10.1.3 Videoconferencing

## 10.1.4 Texting

**Unit-XI**

## 11.1 Market Terminology

**6.0 Teaching-Learning Strategies**

Lectures, discussions, presentations, quizzes and assignments

**7.0 Assignments-** Types and Number with calendar

## **8.0 Assessment and Examinations:** As per University Rules

- Mid Term Examination: 35%,
- Sessional Marks: 25% (Quizzes and Assignments **with principal emphasis on listening/speaking activities**)
- Final Term Examination: 40%

## **9.0 Textbook**

1. *Business communication* (2019). (3<sup>rd</sup> ed.) Emile Woolf International. Berkshire: UK.
2. Lesikar, R. V., and Flatley, M. W. (2002). *Basic business communication*. (9<sup>th</sup> ed.) Boston: McGraw-Hill.
3. Murphy, H. A., Hildebrandt, H. W., and Thomas, J. P. (1997). *Effective business communications*. (7<sup>th</sup> ed.) London: McGraw-Hill.
4. Daily Business Recorder
5. Economic and Business Review (Daily DAWN)

## **10. Suggested Readings**

### **10.1 Books**

### **10.2 Journal Articles/ Reports**

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Business Statistics**

Proposed Course Code: BSC-112

Credit Hours: 03

Program: BS Commerce

Semester: 2nd

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#### **4 Introduction of the Course**

In the current era of big data, businesses need skills to manage data tactfully. Right business decisions largely depend upon data sets and handling techniques of data in an efficient way. Therefore, application of right statistical technique is critical for the success of a business. Business Statistics course is designed to develop an understanding of basic statistical techniques for the students in business studies. At core, this provides a foundation for understanding quantitative techniques of statistics which are useful in business research and practice. This course includes basic statistics, measures of central tendency, and measures of dispersion, probability distributions, correlation, regression, and forecasting. The emphasis of this course is upon problem solving and computational skills with the use of appropriate statistical tools that can be used to analyze data in a meaningful way. It will enable students to apply key statistical techniques using spread sheet and SPSS for management and analysis of data.

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

The course requires basic knowledge of mathematics

#### **3.0. The Course carries following objectives:**

This course aims to achieve the following objectives:

1. To develop understanding about theoretical statistical principles and their application in business
2. To explain the process of organizing, summarizing, presenting and interpreting data
3. To help readers learn about various measures of central tendency and dispersion
4. To describe regression analysis and its application in various real life situations
5. To elaborate probability and related techniques
6. To explain parametric and non-parametric techniques of data analysis
7. To introduce the concept of confidence interval and their interpretation
8. To facilitate understanding about the use of spread sheet and SPPSS for statistical analysis

#### **4.0 Course Learning Outcomes**

At the end of the course students will be able to:

1. Apply basic statistical tools on real life data
2. Demonstrate different data sets graphically with the use of appropriate tools
3. Implement various measures of central tendency and dispersion
4. Implement a range of hypothesis tests, and use these to draw conclusions about population parameters from sample data
5. Form confidence intervals for a range of population parameters, and interpret these intervals
6. Conduct tests and interpret the output of statistical software
7. Explain probability theory and apply rules of probability to solve business problems
8. Apply and critically evaluate statistical techniques on different data sets using spreadsheet and SPSS

## **5.0 Course Contents:**

### **Unit-1:**

#### **1.1 Introduction (Scope and Applications of Statistics)**

- 1.1.1. Introduction of Statistics (Origin and Definition)
- 1.1.2. Statistics and Data
- 1.1.3. Use of Statistics
- 1.1.4. Statistical Data Vs. Statistical Method
- 1.1.5. Statistical Methods
- 1.1.6. Process of Statistical Investigation
- 1.1.7. Functions and Scope of Statistics

### **Unit-2:**

#### **2.1 Statistical Investigation**

- 2.1.1 What is Statistical Investigation?
- 2. 1.2. Stages and Purposes of Inquiry
- 2. 1.3. Technique of Statistical Data Collection
- 2. 1.4. Types of Statistical Units
- 2. 1.5. What is Statistical Error and Approximation?

### **Unit-3:**

#### **3.1 Collection of Data**

- 3.1.1 Statistical Units
- 3. 1.2. Types of Statistical Units
- 3. 1.3. Types of Data and Difference Between Primary and Secondary Data
- 3. 1.4. Merits and Demerits of Primary and Secondary Data

### **Unit-4:**

#### **4.1 Classification and Tabulation of Data**

- 4. 1.1. What is Classification?
- 4. 1.2. Types and Methods of Classification
- 4. 1.3. Class Interval and Statistical Series
- 4. 1.4. What is Tabulation?
- 4. 1.5. Types and Rules of Tabulation

### **Unit-5:**

#### **5.1 Graphic Representation**

- 5. 1.1. What is Graph and Diagram?
- 5. 1.2. Types of Diagrams (Simple, Multiple, Pie etc.)
- 5. 1.3. Graph of Frequency Distribution
- 5. 1.4. Arithmetic Mean of a Progression

### **Unit-6:**

#### **6.1 Frequency Distribution**

- 6.1.1 Organization of Data via Frequency Distribution
- 6.1.2 Types of Frequency Distribution
- 6.1.3 Discrete and Continuous Series
- 6.1.4 Construction of Frequency Distribution Table and Choice of Class limits
- 6.1.5 Cumulative Frequency distribution

### **Unit-7:**

#### **7.1 Measures of Central Tendency**

- 7.1.1 Measure of Central Tendency/Average

- 7.1.2 Objects of Central Tendency
- 7.1.3 Essentials of a GOOD average
- 7.1.4 Types of Averages (Mean, Median, Mode)
- 7.1.5 Types of Mean
- 7.1.6 Merits and Demerits of Different Types of Averages

### **Unit-8:**

#### **8.1 Measure of Dispersion**

- 8.1.1 Measure of Dispersion
- 8.1.2. Dispersion and Skewness
- 8.1.3. Methods of Measure of Dispersion (Range, Standard Deviation, and Mean Deviation)
- 8.1.4. Measure of Skewness
- 8.1.5. Moment and Kurtosis

### **Unit-9:**

#### **9.1 Correlation and Regression**

- 9.1.1. Correlation and Regression
- 9.1.2. Types of Correlation
- 9.1.3. Co-efficient of correlation
- 9.1.4. Degree and Prosperities of Correlation
- 9.1.5. Regression
- 9.1.6. Regression Line

### **Unit-10:**

#### **10.1 Index Number**

- 10.1.1. Index Number
- 10.1.2. Types of Index Number
- 10.1.3. Use of Index Number
- 10.1.4. How and Why We Construct an Index Number
- 10.1.5. Methods of Index Number

### **Unit-11:**

#### **11.1 Chi-Square and Non-Parametric tests**

- 11.1.1 Cost of Living Index
- 11.1.2. CHI-SQUARE
- 11.1.3. What is attribute?
- 11.1.4. Steps to Apply Test

### **Unit-12:**

#### **12.1 Probability**

- 12.1.1. Set Theory and Probability
- 12.1.2. Types of Sets
- 12.1.3. Operation on Sets
- 12.1.4. Algebra of Sets

- 12.1.5. Venn Euler Diagram
- 12.1.6. Introduction of Probability
- 12.1.7. What is Experiment?
- 12.1.8. Sample Space
- 12.1.9. Venn Diagram
- 12.1.10. Events and Types of Events.
- 12.1.11. Laws of Probability

### **Unit-13:**

#### **13.1 Analysis of Variance**

- 13.1.1. Analysis of Variance
- 13.1.2. Check on Variance Calculated Values
- 13.1.3. Steps of Variance Test
- 13.1.4. Conclusive Statement

### **Unit-14:**

#### **14.1 Sampling and Sampling Distribution**

- 14.1.1. Analysis of Variance
- 14.1.2. Check on Variance Calculated Values
- 14.1.3. Steps of Variance Test
- 14.1.4. Conclusive Statement

### **Unit-15:**

#### **15.1 Sampling Distribution**

- 15.1.1. Sampling Distribution
- 15.1.2. Standard Error
- 15.1.3. With Replacement and with Out Replacement

#### **Suggested topics:**

#### **Hypothesis Testing**

#### **Forecasting and Time series analysis**

- Introduction of forecasting
- Types of forecasts
- Forecasting Methods
- Time Series analysis
- Methods of time series analysis

#### **Theory of attributes**

- Dichotomous and manifold classification
- Consistency of data
- Independence of attributes

#### **Statistical quality control**

- Introduction
- Statistical quality and methods of control
- Cost of quality control

#### **Statistical Decision theory**

- Introduction
- Steps in decision theory
- Decision making under uncertainty

## Big data Analysis and technology

### Application of statistical techniques through excel and SPSS

#### 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

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

#### 9.0 Textbooks

- Bowra, Z. A. Business Mathematics and Statistics. Publisher: Azeem Academy Lahore.

#### 10. Suggested Readings

##### 10.2 Books

- Sharma, J. K. (2012). Business statistics. Pearson Education India.
- Holmes, A., Illowsky, B., and Dean, S. (2017). Introductory business statistics. Rice University

##### 10.2 Journal Articles/ Reports/ web sources

- <https://www.calculator.net/statistics-calculator.html>
- <https://www.calculatorsoup.com/calculators/statistics/statistics.php>
- <https://home.ubalt.edu/ntsbarsh/business-stat/StatistialTables.pdf>
- <https://www.statisticshowto.com/tables/>
- <https://www.statisticssolutions.com/academic-research-consulting/dissertation-consulting-services/spss-statistics-help/>



**HAILEY COLLEGE OF COMMERCE**

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **Microeconomics**

Proposed Course Code:       BSC-113

Credit Hours: 03

Program:       BS Commerce

Semester: 2nd

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**1.0 Introduction of the Course**

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

**3.0 The Course carries following objectives:**

1. This course aims at providing insights into and understanding of theories and practices relating to microeconomics. This would be a basic course offered to students who are studying microeconomics for the first time. The background of student audience is based on Intermediate or at least 12 years of education

**4.0 Course Learning Outcomes**

1. To introduce the concepts of Microeconomics.
2. To introduce the basic theories related to Microeconomics.
3. To provide an opportunity to see how Microeconomics is useful and can be applied.
4. To provide an opportunity to develop skills to understand daily economic life and relate it to Microeconomic theory
5. To prepare the student for higher studies in subjects like Managerial Economics and Econometrics

**5.0 Course Contents:**

**Unit No.-I**

- 1.1 Introduction
  - 1.1.1 Nature and Scope of Economics
  - 1.1.2 Difference in Microeconomics and Macroeconomics

**Unit No.-II**

- 2.1 Consumer Behavior:
  - 2.1.1 Utility-kinds and aspects.
  - 2.1.2 Cardinal and ordinal approaches of utility.
  - 2.1.3 Laws of diminishing marginal utility
  - 2.1.4 Law of Equi-marginal utility.
  - 2.1.5 Indifference curve analysis and consumer equilibrium.
  - 2.1.6 Price effect, income effect and substitution effect.

**Unit No.-III**

- 3.1 Demand, Supply and Price Determination
  - 3.1.1 Demand- Determinants of demand, law of demand, shifts and shift factors in demand
  - 3.1.2 Elasticity of demand, Price, income and cross elasticity, Point and Arc Elasticity
  - 3.1.3 Measurement of elasticity of demand: Percentage, Graphic and Total Outlay methods
  - 3.1.4 Determinants and importance of elasticity of demand.
  - 3.1.5 Stocks and supply. Determinants of supply, law of supply, shifts and shift factors in supply.
  - 3.1.6 Elasticity of supply, Measurement and Determinants of elasticity of supply.
  - 3.1.7 Market equilibrium-surplus and shortage conditions.
  - 3.1.8 Consumer and Producers surplus.

#### **Unit No.-IV**

- 4.1 Production and Cost
  - 4.1.1 Production function, Economies of Scale
  - 4.1.2 Laws of Return and Law of Variable proportions
  - 4.1.3 Traditional theory of Costs, Average, Marginal and Total Costs
  - 4.1.4 Long run Average Cost

#### **Unit No.-V**

- 5.1 Market Structures
  - 5.1.1 Perfect Competition: Price and output determination in the short and long run
  - 5.1.2 Monopoly: Price and output determination in the short and long run, Price discrimination
  - 5.1.3 Monopolistic Competition: Price and output determination in the short and long run
  - 5.1.4 Introduction to Oligopoly

#### **Unit No.-VI**

- 6.1 Factor Pricing
  - 6.1.1 Marginal productivity theory
  - 6.1.2 Ricardian theory of rent

#### **Unit No.-VII**

- 7.1 Basics of Mathematical Economics
  - 7.1.1 Derivatives
  - 7.1.2 Application of derivatives to concepts like Marginal Cost, Marginal revenue etc
  - 7.1.3 Basic optimization

Lectures, discussions, presentations, quiz and assignments

### **7.0 Assignments**- Types and Number with calendar

### **8.0 Assessment and Examinations:** As per University Rules

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

### **9.0 Textbooks**

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

1. Paul A, S. et. Al.(2019) Economics, (20<sup>th</sup> Edition) McGraw-Hill, ISBN-10 : 9389538033, ISBN-13 : 978-9389538038
2. Pindyck, Robert S.; and Daniel L. Rubinfeld. *Microeconomics*. (9th Edition) Prentice Hall, **2017**, ISBN-13: 978-0134184241, ISBN-10: 0134184246
3. Varian, Hal R.(2014) *Intermediate Microeconomics*. (9th Edition) ISBN-13: 978-0393123968, ISBN-10: 9780393123968
4. Mankiw, Gregory N, (January 1, 2017), Principles of Microeconomics, (8th Edition) Cengage Learning ISBN-13: 978-1305971493, ISBN-10: 1305971493
5. Salman, R. S.(2019) “An Introduction to Economics”, Syed Mubeenand Co., Lahore

### **10. Suggested Readings**

#### **10.1 Books**

#### **10.2 Journal Articles/ Reports**

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Financial Accounting II**

Proposed Course Code: BSC-114

Credit Hours: 03

Program: BS Commerce

Semester: 2nd

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**7.0 Introduction of the Course:**

This course introduces the objectives, principles, assumptions, and concepts of financial accounting. This subject covers the basics of financial accounting through the accounting cycle for service and merchandising business. This course will help students learn about the accounting equation, double entry system of accounting, principles of debit and credit, preparation of journal, ledger, trial balance, adjustment and closing entries, accruals, worksheet, and financial statements. This course will also introduce the concepts of capital and revenue in accounting and rectification of errors. This course is designed in a way to serve as a solid foundation for all accounting and finance related courses in the subsequent semesters.

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

Financial Accounting I

**9.0 The Course carries following objectives:**

8. To introduce students to cash management, preparing cash receipt and payment journal, and preparation of bank reconciliation statement.
9. Understanding estimation of uncollectible accounts receivable, writing off bad debts, account
10. Preparing bank reconciliation statement and recording credit card sales
11. To understand accounting related to property plant and equipment, depreciation and disposal of assets
12. To comprehend accounting for intangible assets and natural resources and their amortization and depletion
13. Defining liabilities, types of liabilities, distinguishing between short-term and long-term liabilities
14. Accounting for notes payables and recording interest on notes payables.

**10.0 Course Learning Outcomes:**

After studying this course student should be able to

1. State objectives of cash management, prepare cash receipt and payment journal, and preparation of bank reconciliation statement.
2. Do accounting for estimate of uncollectible accounts receivable, writing off bad debts.
3. Prepare bank reconciliation statement and record credit card sales.
4. Determine cost of property plant and equipment, explain depreciation and its calculation and recording disposal of fixed assets.
5. Record intangible assets and natural resources and their amortization and depletion.

6. Define liabilities, types of liabilities, distinguish between short-term and long-term liabilities.
7. Understand partnership understand, calculate profit and loss of firm, do accounting for amalgamation of firms, admission and retirement of partnership and dissolution of firm.

## **5.0 Course Contents:**

### **Unit No.-I**

#### **1.1 Cash and cash equivalent**

- 1.1.1** Defining cash, reporting cash and cash equivalent in balance sheet, management responsibilities regarding cash, special journals related to cash, bank reconciliation statement, credit card sales

### **Unit No.-II**

#### **2.1 Account receivable and notes receivables**

- 2.1.1** Uncollectible accounts, allowances for doubtful accounts, writing off bad debts, notes receivables, interest calculations on notes receivables

### **Unit No.-III**

#### **3.1 Property, plant and equipment (PPE), intangibles assets and natural resources, depreciation, amortization and depletion.**

- 3.1.1** Property, plant and equipment, major types of PPE, Recognition of property, plant and equipment, depreciation, methods of depreciation calculation, depreciation and federal board of revenue, disposal of property, plant, and equipment, gains and losses on disposal of assets, intangible assets, types and characteristics of intangible assets, natural resources, depreciation, amortization, and depletion.

### **Unit No.-IV**

#### **4.1 Liabilities**

- 4.1.1** Current liabilities, notes payables, interest on notes payables, long term debt, current portion of long-term debts, accrued liabilities, unearned revenues

### **Unit No.-V**

#### **5.1 Accounting for Partnership**

- 5.1.1** Definition of partnership, features of partnership, accounting for partnership, calculation of profit and loss of partnership, amalgamation of partnership, admission of partner, retirement of partners, dissolution of firm.

## **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:**

Students would submit assignments on regular basis throughout semester.

**8.0 Assessment and Examinations:** As per University Rules

**9.0 Textbooks:**

1. Meigs and Meigs, *Accounting the basis for business decisions*, McGraw Hill Publishing Company.

**10.0 Suggested Readings:**

1. Niswonger and Fess, *Accounting Principles*, South Western Publishing Company.
2. Ghani, M. A. *Principles of Accounting*, Pak Imperial Book Depot, Lahore.
3. M. Arif and Sohail Afzal, *Accounting*, Azeem Academy, Lahore.
4. Ch. Muhammad Hanif and Azam Shafiq, *Fundamentals of Accounting*, Kitab Markaz, Faisalabad.

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**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

**Course Title: Foreign Language (Arabic)**

Course Code: BSC-115

Credit Hours: 03

Program: BS Commerce

Semester: 2nd

**1.0 Introduction of the Course:**

Arabic is one of the oldest languages of the world. The language has a special place in Muslim world. This course provides overview of basics on Arabic Language with a view to teach students about the language.

**2.0 Pre-Requisites Course or Other Requirements/Skills:**

No pre-requisite is required for the course.

**3.0 Course Learning Outcomes:**

1. To make the students able to distinguish and pronounce all Arabic sounds, and write accurately from dictation.
2. To enable the students to understand Quran, Hadith and other Arabic-Islamic literature with an ease and comprehend simple written Arabic texts on familiar topics.
3. To facilitate the students to write simple sentences/paragraphs in Arabic.
4. To empower the students to start talking satisfactorily with any native speaker of Arabic

**4.0 Course Contents:**

یونٹ ۱: عربی زبان کی اہمیت اور آگاہی

یونٹ ۲: عربی الفاظ کی پہچان، اُسماء اشارة، کلمات استفہام

یونٹ ۳: عربی تراکیب اور ضمائر کا استعمال

۱.۳ مرکب اضافی کی پہچان اور استعمال

۲.۳ ضمائر منفصلہ کی پہچان اور استعمال

۳.۳ ضما ئر متصلہ کی پہچان اور استعمال

۴.۳ حرف قمریہ و شمسیہ اور جملہ اسمیہ کی پہچان اور استعمال

۵.۳ حرف جارہ کی پہچان اور جملوں میں استعمال

۶.۳ مرکب توصیفی، معرفہ و نکرہ کی پہچان اور جملوں میں استعمال

**یونٹ ۳: جملہ فعلیہ**

۱.۳ جملہ فعلیہ کی ساخت اور جملوں میں استعمال

۲.۳ فعل ماضی (غائب) کی پہچان اور جملوں میں استعمال

۳.۳ فعل ماضی (حاضر) کی پہچان اور جملوں میں استعمال

۴.۳ فعل ماضی (متکلم) کی پہچان اور جملوں میں استعمال

۵.۳ فعل مضارع بنائے کا طریقہ اور جملوں میں استعمال

۶.۳ فعل امر بنائے کا طریقہ اور جملوں میں استعمال

**یونٹ ۴: عربی گنتی اور ہفتے کے دنوں کے نام**

**یونٹ ۵: منتخب قرآنی آیات کا ترجمہ اور سوالوں کے جواب**

**یونٹ ۶: منتخب احادیث کا ترجمہ اور سوالوں کے جواب**

**یونٹ ۷: منتخب عربی اشعار کا ترجمہ اور سوالوں کے جواب**

### **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:**



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

## **8.0 Textbooks**

1. Arabic Language and Literature (اللغة العربية وأدبها)

2. إعداد وتقديم: الدكتور مقيت جاويد

## **9. Suggested Readings**

### **9.1 Books**

- عبد الرحيم، ف، (الدكتور)، دروس اللغة العربية لغير الناطقين بها، وزارة التعليم العالي، المملكة العربية
- السعودية، 1418

OR

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Foreign Language (Persian)**

Course Code: BSC – 115

Program: BS Commerce

Credit Hours: 03

Semester: 2<sup>nd</sup>

Course Description/تعارف

فارسی ایک اہم مشرقی زبان ہے۔ یہ تہذیبی اور ادبی زبان عالم اسلام کی دوسری بڑی زبان رہی اور تقریباً ایک ہزار سال تک جنوبی ایشیا کی علمی، ادبی، ثقافتی اور سرکاری زبان بھی رہی۔ پاکستان کی قومی زبان اردو پر سب سے زیادہ اور گہرے اثرات فارسی ہی کے ہیں۔ ہمارے قومی شاعر علامہ محمد اقبال کا زیادہ کلام بھی فارسی میں ہے۔ دنیا کی بہترین اخلاقی اور روحانی شاعری فارسی ہی میں ہے جس کے تراجم کئی عالمی زبانوں میں ملتے ہیں۔

آج کے دور میں فارسی کی عالمی اہمیت اور بھی بڑھ گئی ہے۔ یہ زبان فارسی بولنے والے ممالک کے علاوہ ان تمام ملکوں کے لیے بہت اہم ہے، جہاں فارسی بولنے والے ممالک کے افراد آباد ہیں۔ یہی وجہ ہے کہ دنیا بھر کی اکثر بڑی مشرقی و مغربی یونیورسٹیوں میں فارسی کی تدریس و تحقیق ہوتی ہے۔

Course Objectives/ مقاصد اور اہداف

- فارسی سے آشنائی -
- فارسی ذخیرہ الفاظ -
- فارسی اور اردو کے روابط -
- فارسی قواعد -
- آسان فارسی متن کی تفہیم -
- فارسی سے اردو انگریزی اور اردو انگریزی سے فارسی ترجمہ -
- ابتدائی فارسی بول چال -

Course Contents/ نصاب کی تفصیل

ابتدائی فارسی قواعد: اسم، فعل، ضمیر، مرکب اضافی، مرکب توصیفی۔ -

مصدر اور مضارع۔ -

فارسی افعال: فعلِ ماضی اور اس کی قسمیں، فعلِ حال، فعلِ مستقبل، فعلِ امر، فعلِ نہی۔ -

آسان اور مختصر فارسی نثر پارے، آسان اور مختصر فارسی شاعری۔ -

جدید فارسی کے مفید مکالمے۔ -

### Reference Books/ مجوزہ کتابیں

رازی، فیروز الدین، خود آموز فارسی، دو جلدیں، ایم آر برادرز، لاہور، ۱۹۹۰ء

سلیم مظہر، ڈاکٹر، نجم الرشید، ڈاکٹر، محمد صابر، ڈاکٹر، فارسی گفتاری، اورینٹل پیپلی کیشنز، لاہور، ۲۰۰۷ء

سلیم مظہر، ڈاکٹر، نجم الرشید، ڈاکٹر، محمد صابر، ڈاکٹر، مصدر نامہ و لغت نامہ فارسی، اورینٹل پیپلی کیشنز، لاہور، ۲۰۰۶ء

کاظمی، فلیحہ زہرا، جدید کلیدِ مصادر، اورینٹل پیپلی کیشنز، لاہور، ۲۰۰۹ء

محمد شاہ کھگہ، ڈاکٹر (مترجم)، دستور پنج استاد، اظہار سنز، لاہور، ۲۰۲۰ء

OR

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Foreign Language (Elementary French)**

Course Code: BSC – 115

Credit Hours: 03

Program: BS Commerce

Semester: 2<sup>nd</sup>

<b>Introduction of the Course</b>	<p>The course of Grammar A1 for French as a Minor subject addresses the standard French language level equivalent to DELF-A1*.</p> <p>This course is for ultimate beginners and will give the students the basic knowledge they need to speak and express themselves.</p>	
<b>Course Objectives</b>	<p>This course has for its main objective, the introduction of French grammar to students without any prior knowledge about French language.</p> <p>This course will cover present, near future and perfect tense and will cover a wide range of regular and irregular verbs.</p> <p>On successful completion of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Form affirmative, negative, and interrogative sentences</li> <li>2. Use and comprehend present, near future, and perfect tense.</li> <li>3. Correctly use subject, object, and disjunctive pronouns</li> </ol>	
<b>Course Contents</b>	Week1	<p>Introduction to course Alphabets Basic sounds and nasal sounds Definite articles Indefinite Articles</p>
	Week2	<p>Subject pronouns Present tense of ÊTRE Use of QUI Present Tense of AVOIR Possession expressed by DE</p>
	Week3	<p>Numbers 0-10 Interrogation: direct AND est-ce que Use of Qui est-ce qui Contracted articles (du, de la, de l', des)</p>
	Week4	<p>Numbers 11-20 Conjugation of -ER verbs Contracted articles (au, a la, a l', aux)</p>
	Week5	<p>Interrogation form of –ER verbs Possessive adjectives D'un/ a un Numbers 21-50</p>
	Week6	<p>Negation Verbs conjugated like OUVRIR Months Date</p>

	Conjugation of verbs FAIRE, DIRE Qu'est-ce que
Week7	Il y a Conjugation of verb Aller Near Future Adjectives
Week8	Days of the week Imperative Imperative negative Peculiarities of certain-ER verbs Demonstrative adjectives Numbers 51-100
<b>Mid-term Examination</b>	
Week9	Conjugation of -IR verbs Partitive article Present Tense of LIRE, ÉCRIRE Interrogative adjectives Weather and seasons
Week10	-RE verbs 12 and 24 hour time Expressions of quantity
Week11	Present Tense of VOULOIR, POUVOIR, DEVOIR Interrogative pronouns Direct object pronouns
Week12	Present Tense of VOIR CROIRE, BOIRE Adjective TOUT Indirect object pronouns Comparison and superlative of adjectives
Week13	Present Tense of VENIR, TENIR Use of CHEZ Present Tense of PRENDRE, METTRE Use of relative pronouns Reflexive verbs
Week14	Use of SI Some negative forms Order of pronouns when two occur together Perfect tense with AVOIR Pronoun Y
Week15	Agreement of the past participle Pronoun EN Position of object pronouns in Perfect tense Perfect tense with ÊTRE
Week16	Position of pronoun objects with imperative Perfect tense of reflexive verbs Disjunctive pronouns Recapitulation of Perfect Tense
<b>End-Term Examination</b>	

**HAILEY COLLEGE OF COMMERCE**  
**UNIVERSITY OF THE PUNJAB, LAHORE**

Course Title: **Foreign Language (Chinese)**

Course Code: BSC – 115

Credit Hours: 03

Program: BS Commerce

Semester: 2<sup>nd</sup>

## **Introduction:**

Since the first steps that Pakistan and China took towards each other in the 1950s, the bilateral relationship between our two countries has transformed into a deep bond based on shared values and interests, and is now a fully grown partnership for peace, progress and prosperity in the 21st Century. However, while the official state-to-state relations are solid and strong, there has been a missing dimension, namely, in the area of people-to-people contact and communication. China has transformed from an isolated, under-developed country to the world's second fastest growing economy and a world power that today ranks as the major competitor of the advanced, industrialized west. It is now imperative that we look at things within a broader strategic level, in the context of where we are located, with a peacefully rising China at the helm of an Asian century in which the balance of economic and political power is shifting from the West to the East.

Considering these facts, it is now evident that knowing each other's language and culture has become an integral part of the process. Many institutes and renowned universities of Pakistan are already working to promote Chinese language and culture by collaborating with Chinese authorities. Karachi University, University of Agriculture Faisalabad, University of the Punjab, Government College University Lahore and many others have separate departments or settings to create more opportunities for university students. With the progress of CPEC, it has become important to equip our students with such skills to fulfill the demand of the market where many Chinese are seeking new business opportunities. In Punjab University, many departments have included Chinese Language as an optional subject in the curriculum. But the need is still there to provide more opportunities to students of the University.

## **PROGRAM OBJECTIVES**

China currently boasts the fastest growing economy in the world and is widely regarded as the potentially biggest global market in the twenty-first century. Chinese language is one of the widest spoken languages bearing very important role in culture, education, industry, information technology, business & international relations. Learning Chinese language is an additional tool and a gateway to international opportunities in a vast variety of fields in demands. Possessing Chinese language skill is a key to the doors of success. This Elementary/Functional Chinese language course is targeted at undergraduate and higher learner levels. The objectives are to let the learners make use of conversational and written Chinese language in everyday interactive situations and social contexts that the users may need.

## **CURRICULUM SALIENT**

Duration of course	01 Semester
Credit Hours	3 Credit Hours (4 Weeks per month /3 Hours per Week)
Training Methodology	Practical 40% Theory 60%
Medium of instruction	Chinese/ Urdu/ English
Examination Body	Institute , Hanban China

## **SKILL COMPETENCY DETAILS**

On successful completion of this course, the trainee should be able:-

1. To use language to express his idea and emotions.
2. To speak in the kind of environment of language used in everyday conversations and situations.
3. To read and write basic Chinese characters.
4. To develop competence in the spoken and written Chinese.
5. To construct complete and meaningful sentences.
6. To comprehend the receptive as well as productive skill of the Chinese conversation effectively.
7. To use language as an effective tool of communication.
8. To develop Chinese Listening Skills.
9. To use language in a context as natural as possible.



## **KNOWLEDGE PROFICIENCY DETAILS**

On successful completion of this course, the trainee should be able: -

1. To know about elementary level vocabulary.
2. To understand everyday conversations and language expressions.
3. To comprehend the colloquial expressions for social interactions.
4. To Knowledge
5. To understand the reactions and routine life conversation.
6. To understand the real language that is most closely restricted by structural control.
7. To recognize the everyday vocabulary.
8. To know the receptive as well as productive skill of language.
9. To understand the Chinese Listening comprehension.

## **PROPOSED MINIMUM QUALIFICATION OF INSTRUCTOR**

1. Graduation + 2 Year Diploma of Advanced Chinese Language from China
2. Strong command over language is a pre-requisite.
3. Have an exposure of least 1-year of teaching Conversational Chinese in any language institute.

## **EMPLOYABILITY OF PASS OUTS**

The pass-outs of this course can find job/employment opportunities in the following areas/ sectors:

1. Any Public or Private sector.
2. CPEC
3. Telecom sector.
4. Front desk worker in any customer service provider.
5. Salesman in any marketing company.
6. Public Relation Representative in any NGO or social service organization.
7. Technical coordinator.
8. Student co-coordinator or counselor in any education center.
9. Any office where Chinese language interpretation translation is needed.

Sr. No.	Name of Tools & Equipment	Quantity
1.	Class room equipped with chairs, desks and headphones	40
2.	Cassettes	1 set
3.	A White board for demonstration	1
4.	Flip Chart Stand	1
5.	Multi Media Data Projector with screen	1
6.	USB pen drive (512 MB Kingston) for the trainee	1
7.	Flip Chart	1 set
8.	Internet Facility	1
9.	USB (32 GB)	1
10.	Dictionary	1
11.	CDs of Chinese Movies, Tablo, Drama, Songs, Presentation	1 set

## SCHEME OF STUDIES

### Chinese Language (Semester Course)

<b>Sr. No.</b>	<b>Main Topics</b>	<b>Theory Hours</b>	<b>Practical Hours</b>	<b>Total Hours</b>
1.	Introduction and Identification	6	5	11
2.	Phonetic Alphabets	5	4	09
3.	Counting & Numbering	4	2	06
4.	Time and Positions	5	3	08
5.	Daily Necessities	4	2	06
6.	Verbal Structures	5	3	08
<b>Total</b>		<b>29</b>	<b>19</b>	<b>48</b>

## DETAIL OF COURSE CONTENTS

(4– Months Course)

Sr. No	Detail of Topics	Theory Hours	Practical Hours
1.	<p><b>Introduction and Identification</b></p> <p>To Identify, to introduce 确认介绍 My name is David 我叫 David <u>Phonetics</u></p> <p>Initials and Finals Tones (Neutral + Change in tones)</p> <p><u>Grammar</u></p> <p>The 是 Sentence Interrogative Sentence with 吗 The adverb 也</p> <p>This is Anny's map 这是安妮的地图 <u>Phonetics</u></p> <p>Phonetic Alphabets The Tone Sandhi</p> <p><u>Grammar</u></p> <p>The Structural Particle 的 The 有 Sentence How many people are in your family 你家有几口人 The Interrogative Sentence with Interrogative Pronouns Personal Pronouns as Attributives</p>	6	5
2.	<p><b>Phonetic Alphabets</b></p> <p>Phonetic Tables Initial &amp; final Introduction of tones</p>	5	4

3.	<p><b>Counting &amp; Numbering</b></p> <p>How many people are in your family 你家有几口人</p> <p>Counting Numbers 0-100</p> <p><u>Grammar</u></p> <p>Interrogative Sentences of 几 Interrogative Sentences of 多少</p>	4	2
4.	<p><b>Time and Positions</b> 时间方位</p> <p>My birthday is on 9<sup>th</sup>, May 我的生日是五月九号</p> <p>Ways of Expressing Date</p> <p><u>Grammar</u></p> <p>Sentences with Adjective Predicates We begin class at 08:30 AM 我们上午八点半上课</p> <p>Ways of Expressing Time</p> <p><u>Grammar</u></p> <p>Time words as Adverbial</p> <p>Where is the bank 银行在哪儿</p> <p>Ways of Expressing Position</p> <p><u>Grammar</u></p> <p>Nouns of Locality</p> <p>There is a map of China on the wall 墙上有一张中国地图</p> <p>The 有 sentences</p> <p><u>Grammar</u></p> <p>Nouns of Locality</p>	5	3

<p><b>5.</b></p>	<p><b>Daily Necessities</b></p> <p>Would you like to have rice or dumplings 你吃米饭还是饺子</p> <p>Ways of using 还是</p> <p>The Alternative question with 还是</p> <p><u>Grammar</u></p> <p>The Affirmative-Negative Question</p> <p>How much does half a kilo of apples cost 苹果多少钱一斤</p> <p>Ways of Reading money</p> <p><u>Grammar</u></p> <p>Elliptical Question with 呢</p>	<p>4</p>	<p>2</p>
<p><b>6.</b></p>	<p><b>Verbal Structures</b></p> <p>I'll go to the bank to change some money 我去银行换钱</p> <p>The Sentence with Verbal Structure inseries Counting numbers above 100</p> <p>We'll go to the garden by bike 我们骑自行车去公园</p> <p>Sentences with Verbal Structure inSeries</p>	<p>5</p>	<p>3</p>

## REFERENCE BOOKS

1. Road to Success by Qiu Jun, Zhang Hui , Peng Zhi Ping, Beijing Language and Culture University
2. Conversational by Kang Yu Hua, Lai Siping, Beijing Language and Culture University
3. Chinese 301 Zhu Wenjun

### ***Course Designed By:***

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**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Pakistan Studies**

Proposed Course Code: BSC-116

Credit Hours: 02

Program: BS Commerce

Semester: 2nd

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**1.0 Introduction of the Course**

To enable students a responsible Pakistani, good Muslim and make others also good

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

**3.0 The Course carries following objectives:**

To enable students a responsible Pakistani, good Muslim and make others also good

**4.0 Course Learning Outcomes**

1. Provide the basic information of Pakistan creation
2. Know the history of Pakistan
3. Understand the problems

**5.0 Course Contents:**

**Unit-I**

**1.1 Pakistan Movement: Historical and Ideological Perspective**

1.1.1 Muslim Revivalist Movements in India

1.1.2 The Two Nation Theory: From Sir Syed Ahmed Khan to Allama Iqbal

**Unit No.-II**

**2.1 Quaid-e-Azam Muhammad Ali Jinnah and the Struggle for Pakistan.**

2.1.1 Creation of Pakistan: Early Challenges

**Unit No.-III**

**3.1 Land and People of Pakistan**

Physical features and Geo-Strategic Location of Pakistan

Culture and Traditions: Regional Dimensions

**Unit No.-IV**

**4.1 History and Politics in Pakistan (1947-2020)**

4.1.1 Early Parliamentary Phase

4.1.2 Ayub and Yahya's Era

**Unit No.-V****5.1 Democratic Era (1971-1977)**

5.1.1 Zia Era (1977-88) Political Era (1988-99) Musharaf Era(1988-2008) Democratic Restoration (2008-2020)

**Unit No.-VI****6.1 Contemporary Pakistan**

6.1.1 The Constitution of 1973: Salient Features and current scenario.

**Unit No.-VII**

7.1 Foreign Policy and Relations with Neighboring Countries

**Unit No.-VIII**

8.1 Salient Features of Economy, Agriculture and Industry, National Resources

**6.0 Teaching-Learning Strategies**

Lectures, discussions, quiz and assignment

**7.0 Assignments**- Types and Number with calendar

**8.0 Assessment and Examinations:** As per University Rules

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

**9.0 Textbooks**

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

**10. Suggested Readings****10.1 Books**

Akram Sajid, A. M. Pakistan Studies.

**10.2 Journal Articles/ Reports**

Additional Resources, Newspapers, Internet

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:	<b>Macroeconomics</b>	
Proposed Course Code:	BSC-201	Credit Hours: 03
Program:	BS Commerce	Semester: 3rd

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**1.0 Introduction of the Course**

This course aims at providing insights into and understanding of theories and practices relating to macroeconomics. This would be a basic course offered to students who have already studied Microeconomics. The background of student audience is based on Intermediate or at least 12 years of education with basic knowledge of Microeconomic theory

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

**3.0 The Course carries following objectives:**

**4.0 Course Learning Outcomes**

1. To introduce the concepts of Macroeconomics.
2. To provide an opportunity to develop skills to understand daily economic life and relate it to Macroeconomic theory
3. To make students understand the working of the policy initiatives in the market economy
4. To enable students understand the aggregate concepts of national Income, Inflation etc.
5. To develop economic thinking among students
6. To prepare the student for higher studies in subjects like Managerial Economics and Econometrics, Taxation, Fiscal Policy etc.

**5.0 Course Contents:**

**Unit-I**

**1.1 National Income:**

- 1.1.1 Concepts of National Income-GNP, NNP, GDP, GNI at factor cost, PI, Personal disposable income, transfer payments, Circular flow of national Income. Measurement of National Income: National Income at market price, at factor Cost; Measurement of national Product in current price and in constant prices.

**Unit-II**

**2.1 Keynesian Macroeconomics:**

- 2.1.1 Keynesian Psychological law of Consumption, Consumption function, saving function, MPC,
- 2.1.2 APC, MPS and APS
- 2.1.3 Derivation and use of investment multiplier

2.1.4 Investment and MEC

2.1.5 Inflationary and deflationary gaps under Keynesian theory.

### **Unit-III**

#### **3.1 Public Finance:**

3.1.1 Meaning, Difference between Private and Public Finance, revenue and Expenditure of Public Bodies, Kinds of Taxes and Cannons of Taxes fiscal policy.

3.1.2 Tools of Fiscal and Monetary Policy.

3.1.3 Inflation: Kinds, causes and remedies

### **Unit-IV**

#### **4.1 Trade**

4.1.1 Trade Theories: Theory of comparative advantages, Modern theory of trade, Trade Cycles

### **Unit-V**

#### **5.1 International Institutions**

5.1.1 IMF and World Bank Group

## **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

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

## **9.0 Textbooks**

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

## **10. Suggested Readings**

### **10.1 Books**

- Samuelson, Paul A, et al.(2019) Economics, McGraw-Hill, 20<sup>th</sup> Edition, ISBN-10 : 9389538033, ISBN-13 : 978-9389538038

5. Nordous. D. William and Samuelson Paul. A, (January 1, 2011) Macroeconomics, 19th Edition MC GRAW HILL INDIA; ISBN-10 : 9780071333368, ISBN-13 : 978-0071333368
6. Rudiger Dornbusch ,et al. (September 7, 2017), Macroeconomics, 13th Edition McGraw-Hill Education; ISBN-10 : 1259290638, ISBN-13 : 978-1259290633
7. David Romer, Advanced(February 19, 2018), Macroeconomics, 5th Edition McGraw-Hill Education; ISBN-10 : 1260185214, ISBN-13 : 978-1260185218
8. Salman, R. S.(2019) “An Introduction to Economics”, Syed Mubeen and Co., Lahore,

### **10.2 Journal Articles/ Reports**

9. <http://www.basiceconomics.info/>
10. <http://www.imf.org>
11. <http://www.worldbank.org>
12. <http://www.sbp.gov.pk>
13. <http://www.finance.gov.pk>

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **Cost Accounting**

Proposed Course Code:       BSC-202

Credit Hours: 03

Program:       BS Commerce

Semester: 3rd

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**2.0 Prerequisites:**

The students are taking this course for the first time. However they may somehow comfortable if they know the basics of Financial Accounting.

**3.0 The Course carries following objectives:**

1. This course is designed to enable the students to learn the basics of the Cost Accounting at first stage and then they will learn the costing techniques for external and internal reporting, costing methods for the analysis of the cost, application of Cost Accounting in the manufacturing concerns of various nature. The students will also learn how Cost Accounting is different from Financial Accounting and what is the flow of information for a good cost accounting system. After taking this course, the students will be in a very good position to understand and apply Cost Accounting in various types of organizations.

**4.0 Learning Outcomes**

1. Basic concepts
2. Learning the various types of cost
3. Treatment of various elements of cost in the financial statements.
4. Treatment of various elements of cost in the financial statements.
5. Treatment of various elements of cost in the financial statements.
6. Learning about Costing Methods to be used in various types of Manufacturing Concerns.
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 the calculations of under or over applied FOH and knowing the reasons behind this under or over applied FOH
10. Learning the calculations of under or over applied FOH and knowing the reasons behind this under or over applied FOH
11. Learning the calculations of under or over applied FOH and knowing the reasons behind this under or over applied FOH
12. Learning the flow of cost in a manufacturing concern.
13. Learning the flow of cost in a manufacturing concern where separate books are maintained by the factory and head office.
14. Learning about the Economic Order Quantity and various Stock Levels

15. Application of various stock valuation methods i.e. first in first out, last in first out etc.
16. Preparation for the examination

### **5.0 Course Contents:**

#### **Unit-I**

- 1.1 Basic concepts of Cost Accounting, Difference between Financial Accounting and Cost Accounting, Elements of cost

#### **Unit-II**

- 2.1 Classification of cost, Behavior of cost.

#### **Unit-III**

- 3.1 Financial Accounting Statements (Cost of Goods Manufactured and Sold Statement, Income Statement and Balance Sheet)

#### **Unit-IV**

- 4.1 Process Costing

#### **Unit-V**

- 5.1 Factory Overheads Variance Analysis

#### **Unit-VI**

- 6.1 Journal Entries

#### **Unit-VII**

- 7.1 Factory Books and Head Office Books

#### **Unit-VIII**

- 8.1 Costing for Materials

#### **Unit-IX**

- 9.1 Stock Valuation Methods

#### **Unit-X**

- 10.1 Revision and Discussion

**6.0 Teaching Methods:** Lectures, discussions, presentations, quiz and assignments

### **8.0 Assessment:**

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

### **9.0 Text Books**

1. Zafar and Sohail, Cost Accounting
2. Nisar-ud-Din, Cost Accounting ,T Lucy, Costing, Hemkep, Cost Accounting
3. Plomani and Fabbozi, Cost Accounting

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **Advanced Financial Accounting-I**

Proposed Course Code:       BSC-203

Credit Hours: 03

Program:       BS Commerce

Semester: 3rd

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**1.0 Introduction of the Course:**

This course introduces students to Advanced Financial Accounting that encompasses accounts related to joint stock companies and specialized accounts. As name signifies it takes students to the advanced level of financial accounting. This course will help students learn accounting pertinent to company's share capital, bonds and debentures and company's financial statements. course will also introduce to introductory level accounting concepts related to consolidation of joint stock companies. This will also help comprehend departmental accounts as specialized accounts. This course is designed in a way to serve as a solid foundation for financial reporting and audit and assurance related courses.

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

Financial Accounting I and II, Business Organizations

**3.0 The Course carries following objectives:**

1. Defining company, legal documents of joint stock company, accounting for share capital, right and bonus shares.
2. Recording transactions related to bonds and debentures, interest calculations, investment in own debentures and redemption of bonds/debentures
3. Preparing financial statements of joint stock companies
4. Comprehending and doing basic level of accounting related to consolidation of joint stock companies
5. Preparation of departmental accounts

**4.0 Course Learning Outcomes:**

After studying this course student should be able to

1. Understand share and share capital, types of shares and share capital, do accounting related to issuance of shares, right and bonus shares.
2. Be able to do accounting related to bonds and debentures of joint stock companies
3. Prepare and analyze three major financial statements of joint stock companies
4. Prepare departmental accounts as part of specialized accounts.



## **5.0 Course Contents:**

### **Unit No.-I**

#### 1.1 Introduction to Corporate Accounts and Share Capital

- 1.1.1** Companies, definition, features, types and legal documents of companies, Definition of share capital, Capital clause of Memorandum of Association, Types of share capital, Types of shares, accounting related to issuance of share capital, bonus shares, calculation of quantum of bonus, issuance of right shares, Presentation of share capital in balance sheet

### **Unit No.-II**

#### 2.1 Bonds and Debentures

- 2.1.1** Introduction of bonds and debentures, need and objectives of bond issuance, advantages and disadvantages of bond issue, interest calculations of bonds, taxation and interest expense, accruals related to bond interest, investment in own bonds, redemption of bonds

### **Unit No.-III**

#### 3.1 Company Final Accounts

- 3.1.1** Preparation of company final accounts, income statement, balance sheet, statement of changes in owner's equity, adjusting entries related to final accounts.

### **Unit No.-IV**

- a. Consolidation of Companies
- i.** Holding company, definition, Consolidation definition, advantages and disadvantages of consolidation, procedure of consolidation, Rules for preparing consolidated balance sheet, Amalgamation of companies, Liquidation of companies

### **Unit No.-V**

#### 5.1 Departmental Accounts

- 5.1.1** Definition, advantages of departmental accounting, Methods of departmental accounts, Allocation of departmental expenses, Inter-departmental transfer, cost-based transfer price, market-based transfer price

## **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:**

Students would submit assignments on regular basis throughout semester.

### **8.0 Assessment and Examinations:**

As per University Rules

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

### **9.0 Textbooks:**

1. Meigs and Meigs, *Accounting the basis for business decisions*, McGraw Hill Publishing Company.

### **10.0 Suggested Readings:**

1. Hanif and Mukharjee, *Modern Accountancy*, McGraw Hill Publishing Company, India
2. Afzal and Arif, *Advanced Accounting*, Azeem Academy, Lahore, Pakistan
3. Ghani, *Advanced Accounting*, West Pak Publishing Company, Lahore, Pakistan

### **Additional Readings:**

1. International Financial Report Standards

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**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **Taxation Management-I**

Proposed Course Code:       BSC-204

Credit Hours: 03

Program:       BS Commerce

Semester: 3rd

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**1.0 Introduction of the Course**

This course provides basic overview of the taxation system of the Pakistan and its fundamentals concepts. After studying this course, the students would be able to understand taxation system of Pakistan, income tax concepts/terms/definitions, Tax authorities and its hierarchy. To know about rules and regulations regarding taxable income from various heads of income and calculation of taxable liability is an important task of this course. Similarly, this course may help the students who want to become tax practitioners as their professional career. This course would also help the students to know about the assessment procedure of taxable income and income tax liability for salaried individuals.

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

Basic knowledge of accounting and business

**3.0 The Course carries following objectives:**

1. To understand taxation system of Pakistan.
2. To understand rules and regulations regarding taxable income.
3. To know about exemptions of income earned by a person
4. To provide calculations regarding taxable income and taxable liability of salaried individuals.

**4.0 Course Learning Outcomes**

1. After studying this course, the students would be able to understand fundamentals concepts/definitions, tax exemptions and tax rules.
2. This course would also help the students to know about the calculation procedure of taxable income and income tax liability for salaried individuals.
3. This course may help the students who want to become tax practitioners as their professional career.

**5.0 Course Contents:**

**Unit-I**

**1.1 Income Tax Laws in Pakistan**

- 1.1.1 History of Income Tax Law, Income Tax Ordinance, 1979, Income Tax Ordinance, 2001, Scope of Income Tax Laws, Extent of Income Tax Ordinance, 2001.
- 1.1.2 Components of Income Tax Law, Income Tax Ordinance, 2001, Income Tax Rules, Notifications, Circulars and Orders, Income Tax Case Law, Finance Act or Ordinance.

**Unit-II**

**2.1 Definitions of Terms (Section2)**

- 2.1.1 Importance and understanding of Income Tax terms/concepts/definitions.
- 2.1.2 All the definitions given under section 2 of Income Tax Ordinance 2001(updated) (2<sup>nd</sup> Schedule)

### **Unit-III**

#### **3.1 Income Exempt from Tax (section 41 to 51)**

- 3.1.1 Importance of understanding of Income Exempt from Tax.
- 3.1.2 Income Tax Exemptions given under section 41 to 51 of Income Tax Ordinance 2001(updated).

### **Unit-IV**

#### **4.1 Heads of Income- Income from Salary**

- 4.1.1 Overview of all the heads of income with examples. Understanding, features and scope of salary Income. Minimum of Time Scale of Basic Salary, Basic Salary and Salary concepts, Valuation of perquisites, allowances and benefits provided by an Employer such as Accommodation, Conveyance, Medical Charges, Hospital Charges or Medical Allowance, Loan to Employees, Special Allowance, Provident Fund etc.
- 4.1.2 Computation of Salary Income, Deductions from total Income, Calculation of Gross Tax, Block of Income under FTR, Block of Income under separate block, Tax Credits.
- 4.1.3 Average Relief, Other Related Income and Numerical Demonstration of salaried individuals.

### **Unit-V**

#### **5.1 Computation of Income from Property**

- 5.1.1 Understanding the concept of Income from Property, Concept and Calculation of Rent Chargeable to Tax (RCT), Admissible Deductions and Numerical Demonstration.

### **Unit-VI**

#### **6.1 Computation of Income from Business**

- 6.1.1 Understanding the concept of income from business, Taxability of business income, Income from business exempt from tax, income from speculation business, admissible and inadmissible deductions.

### **Unit-VII**

#### **7.1 Computation of Income from Capital Gain**

- 7.1.1 Capital and revenue items, Concept of income from capital gains, Computation of capital gains, Deductions of capital losses, Capital gains on disposal of securities, Exempt capital gain and numerical demonstration.

### **Unit-VIII**

#### **8.1 Computation of Income from Other Sources**

- 8.1.1 Understanding the concept of Income from other sources, Examples of Income from other Sources, Examples of Income, Profits and Gains not taxable under the particular Heads Rather Treated as income from Other Sources, Admissible Deductions.

### **Unit-IX**

#### **9.1 Income Tax Allied Topics**

- 9.1.1 Income tax Authorities, Assessment Procedure, Set Off and Carry Forward of losses, Appeals etc.

### **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 Assignment regarding applicability of income tax rules/return will be given 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

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

## **9.0 Textbooks (Latest Editions)**

1. Muhammad Muazzam Mughal, Income Tax: Principles and Practice, Syed Mobin Mahmud and Co, Lahore.
2. CAF-06 Principles of Taxation by ICAP
3. Mirza Munawar Hussain, Synopsis of Taxes in Pakistan, IBP Publications

## **10. Suggested Readings**

### **10.1 Books**

1. Govt. of Pakistan, Income Tax Ordinance 2001 and relevant laws.
2. R.I. Naqvi, Income Tax Law. Taxation House, Lahore.
3. Khawaja Amjad Saeed, Income Tax Law with Practical Problems, Accountancy and Taxation Services Institute, Lahore.
4. Luqman Baig, Income Tax Law, Ghazanfar Academy, Karachi.

### **10.2 Journal Articles/ Reports**

[www.fbr.gov.pk](http://www.fbr.gov.pk)

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**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Business Law**

Proposed Course Code: BSC-205

Credit Hours: 03

Program: BS Commerce

Semester: 3rd

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### **1.0 Introduction of the Course**

This course is designed to focus on the important topics of Business laws, governing the operational aspects of business. A thorough study of this course will develop students' knowledge about the legal system, contract, partnership, sales and procurement laws applicable in Pakistan.

This course discusses the fundamental concepts, principles, and rules of law that apply to business transactions. It includes the function and operation of the courts, business crimes, torts, contract law, intellectual property, the application of commercial laws to business activities and recent developments in business law, such as cyber law and electronic commerce.

Business Law is designed to expose the student to the Pakistani Legal System and its effect on business activities. Other topics include: legal procedure, tort law, intellectual law, business crimes, contract law, and sales of goods. This course is applicable as compulsory credit toward an Associate degree.

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

### **3.0 The Course carries following objectives:**

This course is intended to:

1. Acquaint students with Legal System of Pakistan
2. Familiarize the students with knowledge of Mercantile Laws affecting the business and economic environment in Pakistan
3. Elucidate the important elements, aspects and implementation of commercial laws in industry
4. Enable the students to assess the nature and impact of certain types of rules and regulations by analyzing the cases referred to in the recommended books/sources
5. Equip the students with the necessary skills and aptitude to deal tactfully with the legal situations arising out of business routine matters
6. Advise the management on the financial and non-financial implications of business laws for the effective operations of the business

### **4.0 Course Learning Outcomes**

Upon successful completion of Business Law, the student will be able to:

1. Demonstrate an understanding of the Legal Environment of Businesses in Pakistan.
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology.

**5.0 Course Contents:****Unit-I****1.1 LEGAL SYSTEM OF PAKISTAN**

- 1.1.1 Need of study of law
- 1.1.2 Sources of law
- 1.1.3 Legislative Structure and Procedure
- 1.1.4 System of Court
- 1.1.5 Doctrine of Precedent
- 1.1.6 Pakistan's Law Making Authority

**Unit-II****2.1 BUSINESS LAW**

- 2.1.1 Nature of Business Law
- 2.1.2 Major Sources of Business Law
- 2.1.3 Application/Use of Business Law

**Unit-III****3.1 CONTRACT ACT, 1872**

- 3.1.1 Contract and its Kinds
- 3.1.2 Offer and Acceptance
- 3.1.3. Consideration and Object
- 3.1.4 Capacity of Parties
- 3.1.5. Free Consent
- 3.1.6 Void and Discharge of Contract
- 3.1.7. Performance of contract
- 3.1.8. Discharge of Contract
- 3.1.9. Remedies for Breach of Contract
- 3.1.10. Indemnity and Guarantee
- 3.1.11. Bailment and Pledge
- 3.1.12. Contact of Agency

**Unit-IV****4.1 PARTNERHIP ACT, 1932**

- 4.1.1 Definition and Essential Features
- 4.1.2 Merits, Demerits and Kinds of Partners
- 4.1.3 Formation and Types of Partnership
- 4.1.4 Registration of Firms and Effect of Non-Registration
- 4.1.5 Rights and Duties of Partners
- 4.1.6 Modes of Dissolution of Firm

**Unit-V****5.1 SALE OF GOODS ACT, 1930**

- 5.1.1 Contract of Sales
- 5.1.2 Conditions and Warranties
- 5.1.3 Transfer of Property
- 5.1.4 Performance of contract of sale
- 5.1.5 Rights of Un-Paid Seller

**Unit-VI****6.1 NEGOTIABLE INSTRUMENTS ACT, 1881**

- 6.1.1 Negotiable Instruments
- 6.1.2 Parties and Presentment of Negotiable Instruments
- 6.1.3 Negotiation of Negotiable Instruments
- 6.1.4 Dishonoring of Negotiable Instruments
- 6.1.5 Banker and Customer

**Unit- VII****7.1 COMPETITON ACT, 2010**

- 7.1.1 Introduction
- 7.1.2 Aims and Objectives of Competition Commission
- 7.1.3 Concept and Provisions



**Unit-VIII****8.1 INTELLECTUAL PROPERTY RIGHTS**

- 8.1.1 Meaning
- 8.1.2 Definition and Kinds of Patents
- 8.1.3 Transfer of Patent Rights
- 8.1.4 Rights of the Patentee
- 8.1.5 Definition and Terms of Copy Rights
- 8.1.6 Essential Conditions for Copy Rights to be protected
- 8.1.7 Rights of Copy Right Owner
- 8.1.8 Copy Rights Infringement
- 8.1.9 Trademark: Definition
- 8.1.10 Procedure for Registration of Trademark

**Unit-IX****9.1 CONSUMER PROTECTION LAW**

- 9.1.1 Introduction
- 9.1.2 Consumer Councils
- 9.1.3 Redressal Machinery
- 9.1.4 Rights of Consumer
- 9.1.5 Consumer Awareness
- 9.1.6 Pollution Control Law
- 9.1.6 Air, Water and Environment Pollution Control

**Unit-X****10.1 PPRA ORDINANCE, 2002 (PUBLIC PROCUREMENT REGULATORY AUTHORITY)**

10.1.1 Preliminary and Establishment of authority

10.1.2 Management and Administration of the Authority

**Unit-XI****11.1 PPRA RULES, 2004**

11.1.1 Short title and commencement

11.1.2 General Provisions

11.1.3 Procurement Planning

11.1.4 Qualification and Disqualification of Suppliers and Contractors

11.1.5 Methods of Procurement

11.1.6 8.6 Opening, Evaluation and Rejection of Bids

11.1.7 Acceptance of Bids and Award of Procurement Contracts

11.1.8 Redressal of Grievances and Settlement of Disputes

**Unit-XII****Law of Labor**

12.1.1 Industrial Relations

112.1.2 Labor in Factories

12.1.3 Industrial and Commercial Employment

12.1.4 Payment of Wages

12.1.5 Workmen's Compensation

12.1.6 Social Security

**6.0 Teaching-Learning Strategies**

Presentations, Group/ Individual Projects, Case Studies

**7.0 Assignments**- Types and Number with calendar

**8.0 Assessment and Examinations:** As per University Rules

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

**9.0 Textbooks**

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

14. Pakistan, G. ( Bare Acts )
15. Cheema, K. M. ( Business Law)

**10. Suggested Readings****10.1 Books**

14. Shukla, M. C. ( Mercantile Law) Latest Edition
15. Baig, L. Mercantile Law (Latest Ed)
16. Internet Source: [www.Paksearch.com](http://www.Paksearch.com)

**10.2 Journal Articles/ Reports**

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Money, Banking and Finance**

Proposed Course Code: BSC-206

Credit Hours: 03

Program: BS Commerce

Semester: 3rd

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**1.0 Introduction of the Course**

For commerce students at beginning level, Money and banking is essentially the study of nature of money, its role and functions of money in the economy and of financial markets (such as money, foreign exchange, bond, and stock markets) and their interrelationships. This requires studying the financial institutions (such as commercial banks, DFIs, etc) and other government and regulatory institutions (central banks), which play an important role our macro economy.

**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.

**3.0 The Course carries following objectives:**

1. To Explain the financial system and its components,
2. To describe the meaning of money, its evolution, its importance, illustrate the quantity theory of money.
3. Discuss meanings of bank, types of banks and their functions.
4. Describe the types of financial markets and their roles
5. Explain the concept of finance its types
6. Explicate the various modes of Islamic financing and difference between Islamic vs Conventional banking and finance

**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 money, money demand and money supply
2. The financial system: how it operates and why it plays a central role in the economy.
3. How commercial banks and financial markets serves trade and commerce.
4. The credit creation process and its limitations.
5. To analyze the aims, conduct, influence and limitations of monetary policy. Keeping in view the recent developments in monetary economics, this course focuses less on the theory of money and banking and more on the implications of monetary policy and financial structure for the functioning of the economy.
6. Islamic perspective on money and banking

**5.0 Course Contents:**

**Unit-I**

**1.1 Introduction of Financial System and Money**

- 1.1.1. Financial system and its components
- 1.1.2. Meaning of Money its evolution

- 1.1.3. Functions money and qualities of good money
- 1.1.4. Paper money, advantages and disadvantages of paper money, Principles and method of Note Issue, of money, the quantity theory of money. Factors determining the quantity of money, Fisher Equation
- 1.1.5. Changes in the value of money

## **Unit-II**

### **2.1 Introduction of Banking system and the roles of commercial banks**

- 2.1.1 Banks, origin of bank (brief introduction), Need for banks, kinds of banks
- 2.1.2 Commercial Banks:
- 2.1.3 Commercial banks and its functions, Importance of commercial and Role of commercial banks in developing country (hand-out)
- 2.1.4 Meaning of credit creation, basis of credit creation, and process of credit creation,,

## **Unit-III**

### **3.1 Credit Instruments**

- 3.1.1 Negotiable instruments, non-negotiable instruments, utility and functions of credit limitations of credit.
- 3.1.2. Duties and rights of the banker, duties and rights of the customers, relationship between banker and customer, Refusal of payments on cheque
- 3.1.3. Various types of bank accounts
- 3.1.4. Central bank and its functions

## **Unit-IV**

### **1. 4.1 Islamic perspective of money and banking**

- 4.1.1 Concept of Islamic financing
- 4.1.2 Various modes of Islamic financing
- 4.1.3 Difference between Islamic and Conventional Banking

## **Unit-V**

### **5.1 Financial Markets and their Function**

- 5.1.1 Financial market and its various types
- 5.1.2 Functions of money market, Participants and instruments of money market with special reference to Pakistan
- 5.1.3 characteristics of a capital market, instruments of capital market in Pakistan

## **Unit-VI**

### **6.1 Foreign Exchange**

- 6.1.1 Types of foreign exchange rates, importance of rate of exchange,
- 6.1.2 Need for foreign exchange in the economic life of a country, stability in foreign exchange rate and its objective, fluctuations in foreign exchange rate and its causes,
- 6.1.3 Determination of foreign exchange rate (demand and supply approach),
- 6.1.4 Pakistan Exchange Rate Policy Financial market and its various types

## **Unit-VII**

### **7.1 Letters of Credit**

- 7.1.1 Letter of credit,
- 7. 1.2 Parties of letter of credit, types of letters of credit,
- 7. 1.3 Opening a letter of credit,
- 7. 1.4 Importance of letter of credit

### **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.

- E-money and technological, legal and security issues
- Islamic financing and challenges.
- Role of financial intermediaries and central bank in the performance and stability financial system
- LC and its role in international trade
- Foreign exchange and its impact on performance of economy and foreign debt. Marine insurance
- Financial crises and their critical review.
- Explain the monetary policy of SBP and state its objective
- What are the instrument of monetary policy? Explain in detail.
- What are negotiable instruments explaining its types briefly
- What is letter of credit explain its types
- What is procedure of opening of letter of credit
- What is green banking and explain its advantages and disadvantages. Make critical review of privatization and nationalization of banks in Pakistan.
- Explain the role of SBP in economic development
- Explain the role of commercial bank in economic development
- Explain history of Islamic banking and function of an Islamic bank
- Explain interest free system give examples of interest free business
- Despite Pakistan is an Islamic country, growth of Islamic banking is very slow in it, explain the challenges to its growth?
- What types of services Islamic bank provides to public?
- What is the procedure of opening a bank account in a bank?
- What are IFIS and their roles in Pakistan economy
- Define money market explain its instrument
- Define capital market explain its instrument
- Define international payment and methods of international payment
- Explain different types of customer of commercial bank and what kind of relationship exist between banker and customer

- Explain fiscal policy in detail
- Define Credit and explain what credit instruments are used by bank
- How a bank can be established, state the requirements of forming a bank

### **8.0 Assessment and Examinations:** As per University Rules

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

### **9.0 Textbooks**

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

1. Frederic, M. S. The Economics of Money and Banking and Financial Markets, 8th edition, Pearson Education
2. Meenai, S. A. Money and Banking in Pakistan, Karachi, Oxford University Press.
3. Lucket, D. G., Money and Banking, McGraw Hill.

### **10. Suggested Readings**

#### **10.1 Books**

17. M.N Mishra and S.B Mishra Insurance principles of practices

#### **10.2 Journal Articles/ Reports**

- Mc Connell and Brue, Economic 15th Edition., McGraw Hill, INC
- Rose, Peter S., Commercial Bank Management, McGraw Hill.
- Zamir Iqbal and Abbas Mirakhos, An introduction to Islamic finance
- Economic Surveys, Ministry of Finance [www.finance.org.pk](http://www.finance.org.pk)
- State Bank of Pakistan [www.sbp.org.pk](http://www.sbp.org.pk)
- Karachi stock exchange [www.kse.com/pkNote](http://www.kse.com/pkNote)
- National Bank Ebullition
- State Bank Performance report
- 9) World Economic Forum Report

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Audit and Assurance**

Proposed Course Code: BSC-211

Credit Hours: 03

Program: BS Commerce

Semester: 4<sup>th</sup>

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**1.0 Introduction of the Course:**

This course is designed to provide an introduction to auditing. The objectives include principles and practices used by public accountants and external auditors in examining financial statements and supporting data. This course is a study of techniques available for gathering, summarizing, analyzing, and interpreting the data presented in financial statements and procedures used in verifying the fairness of the information. This course also emphasizes ethical and legal aspects and consideration related to audit profession.

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

Financial Accounting I and II, Business Organization, Advanced Financial Accounting

**7.0 The Course carries following objectives:**

1. To acquire the necessary skills in general audit principles and procedures focusing on audit of financial statements.
2. To develop an understanding of planning and applying nature, timing, and extent of audit procedures.
3. To understand how the findings are communicated, including communication to those charged with governance.
4. To understand the difference between the external audit engagement and other assurance engagements

**4.0 The Course carries following objectives:**

1. Reading History, Mission and vision of IFA
2. Understanding objectives and functions of IAASB
3. Understanding objectives of audit; accountability, stewardship, agency, independence, fair presentation
4. Understanding overall objectives of an independent auditor
5. Understanding assurance and its levels: absolute, reasonable, and limited assurance including elements of an assurance engagement, assurances provided by audit and review engagement.
6. Explaining requirements of an external audit, eligibility, and ineligibility of auditor
7. Explaining rights and duties of auditors, nature and scope of an audit designed to enable the independent auditor to meet those objectives.
8. Outlining requirements establishing general responsibilities of an independent auditor applicable in all audits including consideration of inherent limitations of an audit
9. Discussing concepts like professional skepticism, interim and final audit,



10. Listing audit procedures that can be performed by the external auditor at the interim and final stage of an audit.
11. Understanding audit of not-for-profit organizations
12. Understanding responsibility of management and those charged with governance for financial reporting and related internal control on financial reporting.
13. Understanding difference between error, fraud, and misstatement, and responsibilities of management and auditors for fraud
14. Describing matters to be considered and procedures to be carried out to assist the auditors in identifying, assigning, and detecting the risk of material misstatement due to fraud.
15. Identifying the fraud risk factors in simple scenario as given in appendix 1 of ISA 240.
16. Identifying circumstances that indicate the possibility of fraud in the simple scenario as given in the appendix 3 of ISA 240
17. Explaining procedure of appointment and removal of first and subsequent auditor
18. Understanding qualification and disqualification of an auditor
19. Describing powers and duties of an auditor
20. Describing concept of audit of cost accounts
21. Discussing additional matters to be included in auditor's report.
22. Understanding precondition for an audit and upon which it is necessary for the auditor and the entity's management to agree.
23. Responding if preconditions are not present or limit is imposed on scope of audit in well explained simple situations.
24. Stating content of an audit engagement letter
25. Understanding requirement of issuance of engagement letter and factors that necessitate the issuance of engagement letter in case of recurring audit.
26. Discussing circumstances of acceptances of changes in terms of engagement by the auditor
27. Understanding need for planning an audit including contents of an audit plan and its relationship with risk assessment
28. Understanding contents of overall audit strategy and audit plan
29. Stating who should be involved in planning and preliminary engagement activities necessary to conduct audit.
30. Outlining additional considerations, while planning initial audit
31. Discussing risk-based approach to auditing including audit risk model
32. Identify inherent risk, control risk, and detection risk in simple scenario.
33. Explaining relationship between audit risk, and its components i.e. inherent risk, control risk, and detection risk
34. Discussing identification and assessment of the risk of material misstatement at both the financial statement level and assertion level, including understanding of entity, its environment, accounting, and internal control systems
35. Explaining elements of internal control, evaluation of controls, control environment and communication of deficiencies to management
36. Explaining categories of control activities (internal controls) by using simple examples including Application and General IT Controls
37. Explaining control weaknesses in a given scenario and suggesting removing these
38. Understanding limitations of internal control system
39. Discussing risks associated with specialized IT systems.
40. Explaining different methods of recording internal control systems
41. Understanding concept of materiality and performance materiality using simple examples

42. Explaining materiality level or levels for classes of transactions, account balances, or disclosures
43. Explaining relationship between audit risk and level of materiality
44. Explaining sufficient audit evidence and general principles assisting auditor in assessing the relevance and reliability of audit evidence
45. Discussing audit procedures to obtain audit evidence including types of audit procedures
46. Discussing course of action available to auditor in case sufficient appropriate audit evidence is not obtained.
47. Explaining financial statement assertions including assertions about class of transactions, account balances, or disclosures
48. Explaining audit work related to inventory
49. Explaining audit sampling, statistical sampling, and sampling and non-sampling risks, relationship between sampling and audit risk model
50. Explaining matters to consider for sampling design, size, and selection of items for testing using simple examples including sample selection method
51. Discussing concept of mistreatment and rate of deviation including expected and tolerated
52. Stating audit procedures to be performed on selected sample.
53. Discussing concept of projecting mistreatment and evaluating results of audit sampling
54. Understanding financial statement assertions
55. Describing advantages and disadvantages of both test data and audit software
56. - Learning to use computer software in substantive testing, auditing around the computer and directional testing
57. - Discussing methods of obtaining audit evidence for substantive testing
58. - Explaining nature, extent, and timing of substantive procedures for different items of financial statements
59. Exemplifying nature, timing, and extent of test of controls
60. Explaining concept of Computer Assisted Audit Techniques
61. Exemplifying how auditors evaluate the operating effectiveness of controls.
62. Explaining controls over major transaction cycles including related risks, weaknesses control objectives, and designing appropriate tests of controls
63. Exemplifying nature and purpose of substantive analytical procedure
64. Stating purpose of analytical procedures performed near end of audit.
65. Using analytical procedures through calculation of different ratios for different items of financial statements
66. Understanding factors to be considered when using analytical procedures as substantive procedures.
67. Explaining course of actions when results of analytical procedures identify fluctuations and inconsistencies
68. Understanding modified and unmodified audit opinion, qualified opinion, disclaimer of the opinion, and adverse opinion
69. Explaining emphasis of matter and other matter in auditor's report
70. Listing circumstances under which an external auditor uses an emphasis of matter and other matter paragraph in auditor's report.
71. Discuss modification of audit opinion, and audit report in different situations including when entity is not a going concern and related concepts.
72. Learning to draft opinion paragraph.
73. Understanding key audit matters and other related concepts as per ISA 701.

74. Stating contents of auditor's report under ISA and under Companies Act 2017 and discussing their differences.

75. Stating penalty for noncompliance with provisions related to audit report.

### **5.0 Course Contents:**

#### **Unit No.-I**

1.1 Introduction: International Federation of Accountants (IFA) and International Auditing and Assurance Standard Setting Body (IAASB)

1.2 Objectives and general principles governing an audit (ISA 200)

#### **Unit No.-II**

2.1 Responsibility for the financial statements

2.2 Auditor's responsibility to consider fraud (ISA 240)

#### **Unit No.-III**

7.1 Legal considerations relating to appointment and removal of auditors (Section 246 to 253 of Companies Act 2017)

7.2 Terms of Audit engagements (ISA 210)

#### **Unit No.-IV**

4.1 Planning an audit (ISA 300)

4.2 Assessment of audit risks (ISA 315 and 330)

#### **Unit No.-V**

5.1 Audit Materiality (ISA 320)

5.2 Audit evidence (ISA 500)

#### **Unit No.-VI**

6.1 Audit sampling (ISA 530)

6.2 Substantive procedures (ISA 330)

#### **Unit No.-VII**

7.1 Tests of controls (ISA 330)

7.2 Analytical procedure (ISA 520)

#### **Unit No.-VIII**

8.1 Audit opinion and form of audit report under International Standards on Auditing and under the Companies Act 2017 and Going Concern (ISA-570 Revised)

### **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:**

Students would submit assignments on regular basis throughout semester.

**8.0 Assessment and Examinations:**

As per University Rules

**9.0 Textbooks:**

1. ICAP CAF – 09 Audit and Assurance – Study Text

**10.0 Suggested Readings:**

- ACCA – *F8 Audit and Assurance (International)*, Kaplan Publishing, UK
- Basu, S. K., *Auditing (Principles and Techniques)*, Pearson Publishing, India
- Gomez, C., *Auditing and Assurance, Theory and Practice*, PHI Learning, New Delhi, India
- Leung, P., et al. *Audit and Assurance*, John Wiley and Sons, Australia

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **Entrepreneurship**

Proposed Course Code:    BSC-212

Credit Hours: 03

Program:       BS Commerce

Semester: 4<sup>th</sup>

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### **1.0 Introduction of the Course**

This course highlights the nature and importance of entrepreneurship for business development and execution. It helps learners to develop viable business ideas and plans and helps to turn these plans into viable business ventures. It also enables the students to refine their business strategies, raise financial resources, and successfully operate their businesses.

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

- Management
- Marketing
- Human Resource Management
- Financial Management

### **3.0 The Course carries following objectives:**

1. Provide complete and relevant knowledge about entrepreneurship and its importance for person, society and economy.
2. Enable students to understand the prospects to become self-employed and to be able to generate employment.
3. Prepare students to analyze business environment and risks and embark on opportunities.
4. Ability to develop effective business plans and be able to execute such plans.
5. Develop entrepreneurial personality and zeal among students.

### **4.0 Course Learning Outcomes**

1. Students will be able to think entrepreneurially.
2. Students will be able to analyze business environment and risks associated with business endeavors.
3. This course will develop entrepreneurial skills among students like opportunities assessment, resilience, risk taking, resource allocation, innovation and creativity.
4. It will enable students to prepare and execute business plans.

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

- 1.1 Foundations of entrepreneurship; Entrepreneurial traits; Entrepreneurial profile; Advantages and disadvantages of entrepreneurship.

**Unit-II**

- 2.1 Corporate entrepreneurs; Entrepreneurs vs. intrapreneurs, Cultural diversity of entrepreneurship, Successful and unsuccessful entrepreneurs, Entrepreneurial mistakes and failure, Myths about entrepreneurship.

**Unit-III**

- 3.1 Ideas to Reality - Concepts related to creativity; Innovation and Entrepreneurship; The creative process and ways to enhance creativity.

**Unit-IV**

- 4.1 Stress and its causes. How to deal with the dark side of entrepreneurship, Models of entrepreneurial motivation.

**Unit-V**

- 5.1 Building a powerful Entrepreneurial plan; Importance of crafting a Winning Business Plan; Pitfalls to avoid in planning; Important elements of an entrepreneurial plan.

**Unit-VI**

- 6.1 Marketing and Feasibility plan outline. Marketing plan; Integrated marketing communications and pricing strategies.

**Unit-VII**

- 7.1 Financial considerations and search for an entrepreneurial capital; Sources of financing. Equity and debt considerations

**Unit-VIII**

- 8.1 Business Location; Importance of suitable location; Choosing the right location and layout for entrepreneurial businesses.

**Unit-IX**

- 9.1 Forms of business ownership; Buying an existing business; Franchising and entrepreneurship.

**Unit-X**

- 10.1 E-Commerce and entrepreneur; Selling on web and through mobile technologies; Myths of e-commerce.

**Unit-XI**

- 11.1 Global aspects of entrepreneurship; Conversion from local to international organizations; Strategies for going global; International trade agreements.

**Unit-XII**

- 12.1 Strategic perspectives of entrepreneurship; Leading the enterprise; Building competitive entrepreneurial teams.

**Unit-XIII**

- 13.1 Leadership styles and change-management; Psychological capital and entrepreneurship.

**6.0 Teaching-Learning Strategies**

- I. Lectures
- II. Discussions
- III. Case studies
- IV. Projects and Term Papers
- V. Reading Assignments
- VI. Classroom Presentations.

**7.0 Assignments**- Types and Number with calendar

- I. Analysis of business environment of Pakistan (after unit II)
- II. Innovative and creative business idea development (after unit III)
- III. Development of business plan (after unit VIII)

**.0 Assessment and Examinations:** As per University Rules

**9.0 Textbooks**

1. Zimmerer, T. and Scarborough, N. M.. *Essentials of entrepreneurship and small business management*. PHI Learning.
2. Kuratko, D. F. and Rao T.V. *Entrepreneurship: A South Asian Perspective*. CENGAGE Learning.

**10. Suggested Readings****10.1 Books**

- Baron, R. A.. *Essentials of entrepreneurship: evidence and practice*. Edward Elgar Publishing.

**10.2 Journal Articles/ Reports**

- Latest research papers on entrepreneurship and small businesses
- Latest reports of chambers of commerce and industries of Pakistan

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **Advanced Financial Accounting–II**

Proposed Course Code:       BSC-213

Credit Hours: 03

Program:       BS Commerce

Semester: 4<sup>th</sup>

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**1.0 Introduction of the Course:**

This course is continuation of financial accounting I and II studied in first and second semesters and advanced financial accounting I studied in 3<sup>rd</sup> semester. As name signifies it takes students to the advanced level of financial accounting. This course introduces students to the specialized accounts. This course will help students learn about the consignment accounts, joint venture accounts, branch accounts, contract and hire purchase accounts.

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

Financial Accounting I and II, Advanced Financial Accounting I, Business Organizations

**3.0 The Course carries following objectives:**

15. Defining consignment accounts, accounting for consignment using both cost and market-based transactions.
16. Recording transactions related to joint venture.
17. Explaining the contract accounts, preparation of accounts of complete and incomplete contracts
18. Comprehend accounting system related to branch accounting, dependent and independent branches.
19. Understanding accounting pertinent to Hire Purchase.

**4.0 Course Learning Outcomes:**

After studying this course student should be able to

6. Define consignment accounting and prepare consignment accounts in the books of both consignor and consignee.
7. To prepare joint venture accounts and contract accounts in accordance with the practices prescribed by accounting standards and regulatory authorities.
8. To record transaction related to hire purchase in books of hire vendor and hire purchaser, make installment amortization schedule, do accounting related to partial and complete repossession of assets by hire vendor
9. Rectify the errors in recording accounting transactions and understand the concept of capital and revenue.



**5.0 Course Contents:****Unit No.-I****1.1 Consignment Accounts**

- 1.1.1** Introduction of consignment, Process of consignment transactions, Entries in the books of consignor, Incomplete consignment and valuation of closing stock, Entries in the books of consignee, const price method, invoice price method

**Unit No.-II****2.1 Joint Venture Accounts**

- 2.1.1** Introduction of Joint Venture, Characteristics, Methods of Keeping Accounts (Separate books is kept, no separate books are kept), normal and abnormal losses, Valuation of Closing (unsold) stock, Entries in the books of venturers.

**Unit No.-III****3.1 Contract Accounts**

- 3.1.1** Introduction, nature of contract business, Contract Accounts, Accounting for contracts completed in same accounting period, accounting for incomplete contracts, normal and abnormal losses

**Unit No.-IV****4.1 Branch Accounts**

- 4.1.1** Introduction, Need, types and features of branch accounting, Accounting for dependent branches, Accounting for independent branches

**Unit No.-V****5.1 Hire Purchase Accounts**

- 5.1.1** Introduction, Accounting treatment of hire purchase transaction, Books of Hire Purchaser, Books of Hire Vendor, Complete and partial repossession, ascertainment of fair value of assets, interest, and installments

**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:**

Students would submit assignments on regular basis throughout semester.

**8.0 Assessment and Examinations:**

As per University Rules

**9.0 Textbooks:**

2. Meigs and Meigs, *Accounting the basis for business decisions*, McGraw Hill Publishing Company.

**10.0 Suggested Readings:**

4. Hanif and Mukharjee, *Modern Accountancy*, McGraw Hill Publishing Company, India
5. Afzal and Arif, *Advanced Accounting*, Azeem Academy, Lahore, Pakistan
6. Ghani, *Advanced Accounting*, West Pak Publishing Company, Lahore, Pakistan

**Additional Readings:**

2. International Financial Report Standards

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**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **Taxation Management-II**

Proposed Course Code:       BSC-214

Credit Hours: 03

Program:       BS Commerce

Semester: 4<sup>th</sup>

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**1.0 Introduction of the Course**

This is the second course after being the discussion of taxation management-I in semester-III. First part is designed to know about rules and regulations regarding taxable income and calculation of taxable liability of non-salaried persons, association of persons and companies. Second part is about the concepts/terms/definitions of Sales Tax Act 1990. Rules regarding Sales Tax registration, Sales tax returns, output tax and input tax adjustments and practical demonstrations regarding calculation of sales tax liability are also the strengths of this course. This course may help the students who want to become tax practitioners as their professional career.

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

Taxation management-I

**3.0 The Course carries following objectives:**

5. To understand the income tax rules and to provide calculations regarding taxable income and income taxable liability of non-salaried persons, association of persons (AOP) and companies.
6. To understand Sales Tax Laws in Pakistan
7. To understand rules and regulations regarding sales tax liability.

**4.0 Course Learning Outcomes**

4. This course would help the students to know about the calculation procedure of taxable income and income tax liability for non-salaried persons, association of persons and companies.
5. The students would be able to understand the sales tax registration, sales tax returns and practical demonstration of sales tax calculations.
6. This course may help the students who want to become tax practitioners as their professional career.

**5.0 Course Contents:**

**Unit-I**

**1.1.1 Computation of Income from Business -Assessment of Non-Salaried Individuals, Association of Persons (AOP) and Company**

- 1.1.1 Assessment of Non-Salaried Individuals, AOP and Company based on different heads of income under Income Tax Ordinance 2001. Practical Problems of the above-mentioned persons.

**Unit-II**

**2.1.1 Sales Tax Act 1990**

2.1.1 History of Sales Tax Act, Scope of Sales Tax Laws, Components of Sales Tax Laws.

### **Unit-III**

#### **3.1 Definitions of Terms (Section2)**

3.1.1 Importance of understanding definitions of Sales Tax Laws.

3.1.2 All the definitions given under section 2 of sales Tax Act 1990 (updated).

### **Unit-IV**

#### **4.1 Registration**

4.1.1 Understanding the term registration under the Sales Tax Act 1990, Requirement of Registration, Applicability of Rules, Application for Registration, Attachments to the Application.

4.1.2 Types of Registrations, Temporary Registration, Compulsory Registration, Change in the Particulars of Registration, Transfer of Registration, De Registration, Black Listing and Suspension of Registration

### **Unit-V**

#### **5.1 Furnishing of Sales Tax Returns**

5.1.1 Understanding, Features types and Scope of Sales Tax Returns under Sales tax Act 1990.

### **Unit-VI**

#### **6.1 Offences and Penalties**

6.1.1 Offences, penalties, fines and allied matters, appointment of Special Judges for Trial of Offences, Trial of Offences by Special Judge, Appeal against the Order of Special Judge, Power to Arrest and Prosecute, Powers to Summon Persons to Give Evidence and Produce Documents in inquiries, Officers Required to Assist Officers of Inland Revenue

### **Unit-VII**

#### **7.1 Appeals**

7.1.1 Powers of the Board, Commissioner to Call for Records, Appeals to Commissioner, Appeals to Appellate Tribunal, Features of Appeal to the Appellate Tribunal, References to High Court, Alternative Dispute Resolution

### **Unit-VIII**

#### **8.1 Illustrations and Practical Problems and Sales Tax Returns**

8.1.1 Illustrations, Practical Problems and Practical Filing of Returns

### **6.0 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

### **7.0 Assignments**

7.1.1 Assignment regarding applicability of sales tax rules/return will be given 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

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

**10.0 Textbooks (Latest Editions)**

4. Mughal, M. M. Income Tax: Principles and Practice, Syed Mobin Mahmud and Co, Lahore.
5. Mughal, M. M. Sales Tax, Syed Mobin Mahmud and Co. Lahore.
6. ICAP. CAF-06 Principles of Taxation
7. Hussain, M. M. Synopsis of Taxes in Pakistan, IBP Publications.

**10. Suggested Readings**

**10.2 Books**

1. Govt. of Pakistan, Income Tax Ordinance 2001, Sales Tax Act 1990 and relevant laws.
2. Naqvi, R. I. Income Tax Law. Taxation House, Lahore.
3. Saeed, K. A. Income Tax Law with Practical Problems, Accountancy and Taxation Services Institute, Lahore.
4. Baig, L. Income Tax Law, Ghazanfar Academy, Karachi.

**10.2 Journal Articles/ Reports**

[www.fbr.gov.pk](http://www.fbr.gov.pk)

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title:           **ERP in Business and Commerce**

Proposed Course Code:       BSC-214

Credit Hours: 03

Program:       BS Commerce

Semester: 4<sup>th</sup>

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**1.0 Introduction of the Course**

The basic objective of this course is to familiarize student with ERP like computerized accounting, financial software's, its functions, operations and reporting. This course enables a student to understand accounting functioning in a modern world through ERP. This course also builds foundations for management reporting with new technologies as per market requirement for finance professionals.

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

Computer Applications in Business

Financial Accounting

**System Requirements**

SAP Server with Installation, and proper lab with specific requirement of computers with local area networking (LAN) and Wide Area networking (WAN)

System specification for SAP users will discuss separately with System Engineers or Lab In charge

**3.0 The Course carries following objectives:**

**4.0 Course Learning Outcomes**

**5.0 Course Contents:**

- 1.1 Overview of Different ERP's
- 1.2 SAP ERP Implementation Methodologies
- 1.3 Advantages of SAP business One
- 1.4 Administration Control
- 1.5 Administration Control – Data Export
- 1.6 Administration Control – Data Utilities
- 1.7 Financials- Master Setup
- 1.8 Financials- Assets Master Data
- 1.9 Financials – Supplier
- 1.10 Financials – Customer
- 1.11 Financials- Journal
- 1.12 Financials- Journal Setup and Transaction
- 1.13 Financials- Budget Setup
- 1.14 Sales /AR Module – Sales Order Generation
- 1.15 Sales /AR Module – AR Receipt generation and Payment Process

**6.0 Teaching-Learning Strategies**

Lectures, Handouts, Group discussions, Classroom presentations, Projects and term paper, Quizzes.  
Case study, reading assignment

**7.0 Assignments**- Types and Number with calendar

**8.0 Assessment and Examinations:** As per University Rules

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

**9.0 Textbooks**

**10. Suggested Readings**

**10.1 Books**

18. SAP Business One-FICO

**HAILEY COLLEGE OF COMMERCE**  
UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: Business Management

Course Code: BSC- 301

Credit Hours: 03

Program: BS Accounting and Taxation

Semester: III

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**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:**

BSAT-102 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:**

<b>Management and Organizations</b>	Introduction to Management, Importance, Managerial Levels, Management Functions, Management Roles, Management Skills
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<b>History of Management Thought</b>	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.
<b>Planning</b>	Introduction, Importance, Types of plans, Establishing goals, decision making process, planning tools (environment scanning, forecasting, benchmarking, budgeting, scheduling)
<b>Organizing</b>	Introduction to organizations, organizational structure, elements of organizational structure, organizational design. Organizational culture and its ingredients
<b>Leading</b>	Understanding groups, group development, group structure, groups vs. teams, motivation, early theories of motivation (Maslow, Herzberg, McGregor's), and introduction to leadership.
<b>Controlling</b>	Introduction to control, importance of controlling for organizations, the control process,

### Weekly Lecture Plan

Weeks	Topics	OBJECTIVE	
<b>1<sup>ST</sup> WEEK</b>	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	
<b>2<sup>ND</sup> WEEK</b>	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		
<b>3<sup>RD</sup> WEEK</b>	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		
<b>4<sup>TH</sup> WEEK</b>	Managing in a global Environment: understanding the global environment, different types of international organizations, how organizations go international?		
<b>5<sup>TH</sup> WEEK</b>	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		
<b>6<sup>TH</sup> WEEK</b>	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		
<b>7<sup>TH</sup> WEEK</b>	Overview of the covered course/ Quiz		
<b>8<sup>TH</sup> WEEK</b>	PRESENTATIONS		
<b>MID TERM EXAMINATION</b>			
<b>9<sup>TH</sup> WEEK</b>	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
<b>10<sup>TH</sup> WEEK</b>	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 <sup>TH</sup> WEEK	Organizing; basic organizational Design: designing organizational structure (work specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization)	
12 <sup>TH</sup> 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 <sup>TH</sup> 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 <sup>TH</sup> 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 <sup>TH</sup> WEEK	Overview of the covered course/ Quiz	Revision
16 <sup>TH</sup> WEEK	PRESENTATIONS	Student's evaluation, how they perceive the subject. building confidence level of students
<b>FINAL TERM EXAMINATION</b>		

### **Unit-I: Basics of Business Management**

- 1.1 Management and leadership, their nature and scope
- 1.2 Leader vs. manager
- 1.3 Role of managers enunciated by Henry Mintzberg
- 1.4 Functions of Management: Planning, organizing, leading, and controlling
- 1.5 Role and skills of management
- 1.6 Managerial levels: roles, skills and hierarchy

### **Unit-II: Classical Approaches to Management**

2.1 Principles of scientific management by Fredrick Taylor

2.2 Management principles by Fayol and Urwick

2.3 Theories of management by Weber, Rosemary, Stewart, and Elton Mayo

2.4 Theories of management by Peter Drucker, Rosabeth Moss Kanter, and Mintzberg

2.4 Criticism on scientific management and classical theory

2.5 Bureaucratic organization and its critique

### **Unit-III: Behavioral and Management Science Approach**

3.1 Hawthorne experiments on human relation approach, their significance and implications for management

3.2 implications of experiments for management and organizational behavior

3.3 theory X, theory Y, and theory Z for their implications and differences

3.4 Operations research in business sciences

3.5 Management skills relating to time and stress management, innovation, creativity, communication, mentoring and leadership

### **Unit-IV: External Factors and Business Management**

4.1 Direct and indirect interactive forces including political, legal, health, and safety and consumer protection forces that may affect organizational environment

4.2 Implications of external factors for business

4.3 Social, demographical, ecological, and competitive factors impact business environment

4.4 PESTEL

4.5 Competitors, supplier, labor, customers, and other external stakeholders

### **Unit-V: Organizational Structure**

5.1 Mission and vision of an organization, nature of organizational structure and different types of organizations

5.2 Different stakeholders of business

5.3 Organizational structures and their salient features: matrix, functional, divisional, virtual

5.4 Contingency theory of organization structure: Burns and Stalker mechanistic and organic structure, Mintzberg's five building blocks for organizational configuration with examples of six organization configuration

5.5 Pros and cons of different organizational structure

### **Unit-VI: Organizational Change and Change Management**

6.1 External forces creating changes in the performance of organizations

6.2 Change and process of change, and forms of reaction to change

6.3 Managing strategic change: change management, change levers, and management skills

6.4 Approaches to change management: Lewin's force field analysis, Lewin's three step approach, the change agent, Gemini 4 Rs and Mckinsey's 7s approach

### **Unit-VII: Organizational Culture**

7.1 Organizational culture and its different levels with examples

7.2 Different types of cultures and their efficacies in context of organizational performance

### **Unit-VIII: Perception and Attitude**

8.1 Perception and its process, and it's their affect

8.2 Differentiate between sensation and perception

8.3 Understanding perceiver (internal factors) and perceived (external factors), their characteristics that affect perceptual selectivity

8.4 Perceptual problems/ distortions in dealing with other people like stereotyping and halo effect etc.

8.5 Attitude, its components, with reference to organizational culture

8.6 Differences between cognitively based attitudes and affectively based attitudes

8.7 Difference between implicit and explicit attitudes

8.8 Cross cultural differences in the bases for attitudes

8.9 Relationship between attitude and behavior

### **Unit-IX: Job Satisfaction and Stress**

9.1 Meaning and outcomes of job satisfaction

9.2 Means to enhance satisfaction

9.3 Stress and its causes

9.4 General categories of stressors or triggers of job stress that affect performance

9.5 Consequences of stress and strategies to cope up with stress

### **Unit-X: Motivation, Organizational Justice, and Theories**

10.1 Understanding motivation with examples

10.2 Maslow need hierarchy model, its strengths and weaknesses

10.3 Herzberg's two factor theory and its criticism

10.4 McClelland's theory of needs and difference between intrinsic and extrinsic motives

10.5 Goal setting theory, its dimensions, its mechanism, and how to set effective goals and related problems in goal setting

10.6 Self-efficacy: high and low self-efficacy

10.7 Law of effect, concept of reinforcement: positive and negative reinforcers

10.8 Organizational justice and its three components: distributive, procedural, and interactional

10.9 Equity theory and its implications

10.10 Vroom's expectancy theory, its three elements: expectancy, instrumentality, and valence

### **Unit-XI: Leadership and theories**

11.1 Leadership, its styles: free rein, engaging, participative, task oriented, and autocratic

11.2 Different theories of leadership: trait theories, Blake and Mouton theory, situational and contingency theories

11.3 Tannenbaum and Schmidt's continuum model of leadership styles

11.4 Principles and need for adaptive change

11.5 Roles, skills and activities of leadership

## **Unit-XII: Group Dynamics and Team Work**

12.1 Teams and groups, scope and differences

12.2 Individual and group behavior at work, formal and information group behavior

12.3 Balance theory of group formation

12.4 Concept and stages of team formation, team roles and performance of effective and ineffective teams

12.5 Stages of group development, factors affecting group cohesiveness

12.6 Making teams more effective

## **Unit-XIII: Conflict and Negotiation**

13.1 Conflict, its types and resolution process

13.2 Intergroup and individual level conflicts

13.3 Pros and cons of conflict in organization

13.4 Intra-individual conflicts with model of frustration

13.5 Physical, psychological and behavioral problems that occur due to conflict

13.6 Negotiation, its various stages and skills for effective negotiations

13.7 Role of mediators, arbitrators, conciliators, and consultants

## 13.8 Low risk and high risk techniques of negotiation

**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:**

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

**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: 5<sup>th</sup>**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. Definition
- 2.3.2. Types of Hypothesis (directional, non-directional, null and alternate)
- 2.3.3. The Role of Hypothesis
- 2.3.4. What is a Good Hypothesis?
- 2.3.5. The steps Involved in Hypothesis Testing
- 2.3.6. 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

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#### 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

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Write a research report of a topic selected earlier for data was gathered.

Week 16

**8.0 Assessment and Examinations:** As per University Rules

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

**9.0 Textbooks**

1. Sekaran, U. "Research Methods for Business"7<sup>th</sup> Edition

**10. Suggested Readings****10.1 Books**

1. . Cooper, D. R.. "Business Research Methods"12<sup>th</sup> Edition.
2. . Zikmund, W. G. "Business Research Methods",7<sup>th</sup> 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: 5<sup>th</sup>**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

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

**11.0 Textbooks**

8. Gitman L.J., Principals of managerial finance, 14<sup>th</sup>/Latest edition, Pearson Education.
9. Van Horne J.C., Fundamentals of financial management, Latest edition, Pearson Education.

**10. Suggested Readings****10.3 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

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**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: 5<sup>th</sup>

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**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**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)

Note:

1. It is preferable to use latest available editions of books. Mention the publisher and year of publication.
2. The References/ bibliography may be in accordance with the APA 7<sup>th</sup> Edition.

**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: 5<sup>th</sup>**1.0 Introduction of the Course****2.0 Pre-Requisites Course (s) or Other Requirements/Skills:****3.0 Course Learning Outcomes**

1. 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.

**4.0 Course Learning Outcomes****5.0 The Course carries following objectives:****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.

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(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

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

**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, 12<sup>th</sup> ed. New york: MacMillan, n.d
2. Huxley, Patrick, J. A Concise introduction to Logic, 8<sup>th</sup> 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: 6<sup>th</sup>**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

**8.0 Assessment and Examinations:** As per University Rules

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

**9.0 Textbooks**

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

**10. Suggested Readings****10.1 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: 6<sup>th</sup>**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

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#### 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

#### 1.1 The Internet Infrastructure

- 1.1.1 The Internet and World Wide Web (E-Commerce Infrastructure)
- 1.1.2 Introduction To Computers
- 1.1.3 Types of Computers o Introduction to Computer Networks
- 1.1.4 Introduction to Network Devices
- 1.1.5 Working of a Fire Wall o Types of Communication Media
- 1.1.6 Network Topologies
- 1.1.7 Internet, Intranet and Extranet
- 1.1.8 World Wide Web
- 1.1.9 Hypertext o Markup Languages
- 1.1.10 Web Servers and Clients
- 1.1.11 Web Browsers
- 1.1.12 The Internet and the Web: Features
- 1.1.13 E-mail
- 1.1.14 Instant Messaging
- 1.1.15 Search Engines
- 1.1.16 Intelligent Agents (Bots)
- 1.1.17 o Online Forums and Chat
- 1.1.18 Streaming Media o Cookies
- 1.1.19 New Web Features and Service

## 1.1.20 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****2.2 Advertisement on the Web**

- 2.2.1 Introduction to web advertisement
- 2.2.2 Types of advertisement
- 2.2.3 Features of web advertisement
- 2.2.4 Issues in web advertisement
- 2.2.5 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 nrastructure
- 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 Software
- 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

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

### **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: 6<sup>th</sup>**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****1.1 Introduction**

- 1.1.1. Definition of Operations management.
- 1.1.2. Nature and scope of Operations management.
- 1.1.3. Types of Operations.
- 1.1.4. Operations function.
- 1.1.5. Primary functions of Operations management
- 1.1.6. Traits of a Good Operations Manager
- 1.1.7. Importance of Operations management
- 1.1.8. Interaction of Operations with other functional areas of business.
- 1.1.9. Operations Performance and Strategy

**1.2 Process Design**

- 1.2.1. What is process design?
- 1.2.2. Process Types – the volume variety effect on process design

**1.3 Design of Products and Services**

- 1.3.1. Why is good design so important?
- 1.3.2. Benefits of interactive design

**1.4 Supply Network Design**

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

**1.5 Forecasting**

- 1.5.1. Knowing the Options
- 1.5.2. Approaches to Forecasting

**1.6 Process Layout and Flow**

- 1.6.1. What is Layout?
- 1.6.2. The basic layout types
- 1.6.3. What type of layout should an operation choose?

**1.7 Job Design and Work Measurement**

- 1.7.1. What is Job design?
- 1.7.2. Method Study in Job Design
- 1.7.3. Techniques in Work Measurement

**1.8 Capacity Planning and Control**

1.8.1. What is capacity management?

1.8.2. Capacity Planning --- The Queuing Theory

**Unit-II****2.2. Inventory Planning and Control**

2.2.1. What is inventory?

2.2.2. Advantages and disadvantages of holding inventory

2.2.3. The volume decision

2.2.4. The time decision

**2.2. Supply Chain Planning and Control**

2.2.1. What is supply chain management?

2.2.2. The activities of supply chain management

2.2.3. Types of relationships in supply chains

**2.2. ERP and MRP**

2.3.1. What is ERP?

2.3.2. How did ERP develop?

2.3.3. What is MRP?

2.3.4. The Bills of Materials

**2.2. Lean Synchronization**

2.4.1. The Lean Philosophy of Operations Management

2.4.2. The Techniques of Lean Management --- JIT System

**2.2. Quality Management**

2.5.1. What is Quality and why is it important?

2.5.2. Components of Total Quality Management

**2.2. Operations and Risk Management**

2.6.5. What is Risk Management

2.6.5. Assess the potential causes of risks from failure

2.6.5. Preventing Failure occurring

2.6.5. Mitigating the effects of failure

2.6.5. 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

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

**9.0 Textbooks**

16. Johnston, N. S. S.C. "Operations Management" 6<sup>th</sup> Edition

**10. Suggested Readings****10.1 Books**

3. Stevenson , W. J. “**Operations Management**” 9<sup>th</sup> edition

4. **Jay Heizer** and **Barry Render** “**Operations Management**” 9<sup>th</sup> 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: 6<sup>th</sup>**1.0 Introduction of the Course****2.0 Pre-Requisites Course (s) or Other Requirements/Skills:**

The course requires basic knowledge of Cost Accounting

**3.0 The Course carries following objectives:**

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.-IX9.1**

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

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

**9.0 Textbooks**

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

1. Matz., rt 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. Hemkep, 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: **Islamic Principles of Business and Finance**

Proposed Course Code: BSC-315

Credit Hours: 03

Program: BS Commerce

Semester: 6th

**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**

1. Primarily Lecture method based on the assigned readings
2. Class discussions and presentations on assigned topics, various course relevant reports, articles and news on current developments affecting the course contents
3. Services of outside specialist speakers shall be arranged as well.
4. 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

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

## **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**

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

**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: 7<sup>th</sup>

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**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

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

**9.0 Textbooks**

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

1. Robbins, S.P et al. "Organizational Behavior" 14th Edition
2. Dessler, Human Resource Management, (Latest Edition •
3. (DeCenzo, & Robbins) Human Resource Management, Latest Edition

**10. Suggested Readings****10.1 Books**

1. Luthans. F. "Organizational Behavior" 12<sup>th</sup> edition
2. ( M. Faisal)"Managing Human Resources"latest Edition
3. (Cascio)
4. Integration and Devolvment of HRM in Pakistan,

**5. 10.2 Journal Articles/ Reports**

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

1. [www.hrmguide.co.uk](http://www.hrmguide.co.uk)
2. [www.humanresources.about.com](http://www.humanresources.about.com)
3. [www.shrm.org](http://www.shrm.org)
4. [www.hr.com](http://www.hr.com)
5. [www.humanresources.com](http://www.humanresources.com)

**HAILEY COLLEGE OF COMMERCE**

UNIVERSITY OF THE PUNJAB, LAHORE

Course Title: **Insurance and Risk Management**

Proposed Course Code: BSC-402

Credit Hours: 03

Program: BS Commerce

Semester: 7<sup>th</sup>**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**

- 2.1.5 Meaning and objectives of risk management
- 2.1.6 Steps in risk management process
- 2.1.7 Selection of appropriate techniques
- 2.1.8 Benefits of risk managements
- 2.1.9 Personal risk management
- 2.1.10 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

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

**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**

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

**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: 7<sup>th</sup>**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

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

**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**

10. PSE listing regulations issued by PSE
11. Practical Approach to Company Law and Secretarial practices by Nazir Ahmed Shaheen
12. 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: 8<sup>th</sup>**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

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

**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’

### **10.2 Journal 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: 8<sup>th</sup>**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

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

**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.

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**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: 8<sup>th</sup>**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 (Kohlberg'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 (carrol 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

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

**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**

1. Preparation of statement of financial positions (IAS 1)
2. Preparation of statement of comprehensive income (IAS 1)
3. Preparation of statement of cash flows (IAS 7)
4. Understanding difference between perpetual and periodic inventory systems
5. Understanding and analyzing difference between FIFO and weighted average cost formulas and use them to estimate cost of inventory.
6. Learning to account for application of cost formulas (FIFO/ weighted average cost) on perpetual and periodic inventory system.
7. Identification of impact of inventory valuation methods on profits.
8. Calculating cost of inventory in accordance with IAS-2 using data provided including cost of purchase, cost of conversion, and other costs.

9. Identification of relevant and irrelevant cost from data provided
10. Understanding net realizable cost and relating to situation where cost of inventories may not be recoverable.
11. Demonstrating steps in measurement of inventory at lower of cost or NRV
12. Posting journal entries for adjustment in carrying value (excluding reversal of write downs)
13. Understanding disclosure requirements and preparation of extracts of necessary disclosure (excluding pledged inventories and reversal write downs)
14. Learning to use IAS – 16.
15. 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
16. Analyzing subsequent expenditures that may be capitalized, and distinguishing between capital and revenue items.
17. Presenting property, plant, and equipment after recognition under cost model and revaluation model using data and information provided.
18. Understanding depreciation, depreciable amount, and depreciation period.
19. Calculating depreciation using straight line method, diminishing balance method, and the units of production methods.
20. Computing depreciation for assets carried under the cost and revaluation models using information provided.
21. Preparation of journal entries and ledger accounts.
22. Learning to account for de-recognition of property, plant, and equipment recognized earlier under cost and revaluation methods.
23. Posting journal entries to account for de-recognition using data provided
24. Describing revenue and applying principle of substance over form to the recognition of revenue.
25. Demonstrating accounting treatment (measurement and recognition) for revenue arising from: sale of goods and rendering of services.
26. Identifying laws, regulations reporting standards and other requirements applicable to statutory financial statements of a limited company.
27. 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.
28. Preparing statement of cash flows in accordance with the requirements of IAS-7
29. Describing the concept of a group as a single economic unit, and other terms like subsidiary, parent, and control.
30. Describing situations where control is presumed to exist.
31. Identifying circumstances where an entity is required to prepare and present consolidated financial statements.
32. 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.
33. Describing non-controlling interest in the case of a partially owned subsidiary.
34. 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
35. Posting adjusting entries to eliminate the effects of intergroup sale of inventory and depreciable assets.

36. Preparation and presenting simple consolidated statements of financial position involving a single subsidiary in accordance with IFRS 10
37. 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

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

**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”(7<sup>th</sup> Edition), Pearson Publishing, USA

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**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

**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.

**Course Learning Outcomes:**

1. Explaining and applying accounting treatment of property, plant and equipment, and intangible assets
2. Formulating accounting policies in respect of property, plant and equipment, and intangible assets

3. Describing the method of determining a lease type: operating or financial lease
4. 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
5. Formulating accounting policies in respect of different lease transactions
6. Analyzing effect of different leasing transactions on the presentation of financial statements
7. Describing borrowing cost and qualifying assets using examples
8. Learning to identify and account for borrowing costs in accordance with IAS 23.
9. Disclosing borrowing costs in financial statements
10. Formulating accounting policies in respect to borrowing costs
11. Identifying and assessing circumstances where assets may be impaired.
12. Learning to measure recoverable amount.
13. Identification of cash generating unit and assessing its recoverable amount, including its components
14. Learning to account for related impairment expenses (excluding accounting for reversal impairment)
15. Defining liability, provision, contingent liability, and contingent assets and learning their accounting treatment
16. Distinguishing between provisions, contingent liabilities, and contingent assets
17. Understanding recognition and de-recognition criteria for provisions
18. Calculating/ measuring provisions such as warranties/ guarantees, restructuring, onerous contracts, environmental and similar provisions, provisions for future repairs or refurbishments
19. Learning to account for changes in provisions.
20. Understanding disclosure requirements of provisions
21. Defining accounting policies, accounting estimates, and prior period errors
22. Learning to account for effect of change in accounting estimates and policies in financial statements.
23. Understanding and analyzing using examples, IFRS guidance on accounting policies, change in accounting policies and disclosure.
24. Understanding and analyzing using examples, IFRS guidance on accounting estimates, changes in accounting estimates and disclosure
25. Understand and analyze using examples, IFRS guidance on errors, correction of errors and disclosure
26. Assessing and learning to account for adjusting and non-adjusting events after the reporting period.
27. Determining items that require separate disclosure, including their accounting treatment and required disclosures.
28. Understanding and analyzing using examples, going concern issues arising after the end of the reporting period
29. Defining temporary differences, and identification of temporary differences that cause deferred tax liabilities, deferred tax assets.
30. Determining amounts to be recognized in respect of temporary differences.
31. Preparing and presenting deferred tax calculations using balance sheet approach
32. Learning to account for major components of tax expense/ income and its relationship with accounting profit.
33. Formulating accounting policies in respect of deferred tax

34. Applying disclosure requirements of IAS 12
35. Calculating basic EPS in accordance with IAS 33 bonus and right issue
36. Explaining the purpose and relevance of calculating basic EPS
37. Describing fundamental principles of professional ethics of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior
38. Applying conceptual framework to identify, evaluate, and address threats to compliance with fundamental principles
39. Explaining ethical responsibilities of a Chartered Accountant in preparation and reporting of financial information using simple examples

### **5.0 Course Contents:**

- 1.1 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)
- 1.2 IFRS 16 Leasing
- 1.3 Recognition of borrowing costs (IAS 23)
- 1.4 Impairment of assets
- 1.5 Provisions, contingent liabilities, and contingent assets
- 1.6 Accounting policies, changes in accounting estimates and errors (IAS -8)
- 1.7 Events occurring after the reporting period (IAS – 10)
- 1.8 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
- 1.9 Earnings per share (IAS 33)
- 1.10 Ethics – Fundamental principles (Section 100 to 150 of the code of Ethics for Chartered Accountants)
- 1.11 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

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

**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” (7<sup>th</sup> Edition), Pearson Publishing, USA

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**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:

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### **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:**

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

- 5.2 Relevant Costing
- 5.3 Relevant Costing
- 5.4 Activity Based Costing
- 5.5 Cost, Volume, Profit Analysis (More than one product)
- 5.6 Budgeting
- 5.7 Budgeting
- 5.8 Limiting Factor
- 5.9 Linear Programming
- 5.10 Make or Buy Decision
- 5.11 Pricing
- 5.12 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

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

### **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**

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**

- 5.1 Throughput accounting and back flush accounting,
- 5.2 Target costing and lifecycle costing
- 5.3 Activity-based costing
- 5.4 Environmental management accounting
- 5.5 Linear programming (Graphical Method)
- 5.6 Linear programming (Simplex Method)
- 5.7 Transfer pricing
- 5.8 Budgeting
- 5.9 Standard Costing
- 5.10 Interpreting financial data
- 5.11 Interpreting non-financial data
- 5.12 Balanced Scorecard
- 5.13 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

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

### **9.0 Textbooks**

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

17. Accountancy Tuition Centre (ATC) International  
Emile Woolf Publishing Limited
18. Drury, C. "Cost and Management Accounting"
19. Get Through Guides
20. 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.

**5.0 Course Contents:**

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

- 1.3 Purpose of governmental accounting. Users of governmental accounting information.
- 1.4 Comparison of public and private finance
- 1.5 Accounting cycle
  - 1.5.1 The students are made aware about structure of both Federal and Provincial Governments, Bureaucratic, Technocratic and Political setup of the country.
  - 1.5.2 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.
  
- 2.1 Definition of budget, objectives, traditional/incremental/ zero based budgeting, budget terminology
- 2.2 Budget calendar, process for non-development budget
- 2.3 Budget estimates, 10BMs, SNE Recovery plan, continuation of SNE, Additional funds. Supplementary grant, Modified grant
- 2.4 1st and 2nd statement of excesses and surrenders, Re –appropriations, Supplementary Grants, Approval process, chart of classification, (Practical Examples from budget).
- 2.5 Development Budget 5 Pcs, stages, forums, yard sticks for schemes, (practical examples for A.D.P), Project appraisal
  - 2.5.1 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.
  
- 3.1 Pay fixation
- 3.2 Pre-requisites for drawl of salary, procedure, Accountal
- 3.3 House Rent Allowance, G.P Fund, group insurance, benevolent fund, income tax and other deductions.
  - 3.3.1 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.
  - 3.3.2 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.
  
- 4.1 Modes of filling of vacancy
- 4.2 Delegation of financial powers
  - 4.2.1 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 appraised along with stipulations of Rules and Regulations i.e.esta code, service Rules, criteria, etc.
- 4.2.2 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.
- 5.1 Purchase procedure
- 5.2 Detailed study of PPRA RULES with practical examples
- 5.2.1 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, CIandF, and DDP, one stage two envelope, two stages one envelope, grievances and arbitration etc. Practical Training is imparted through conduction of exercises.
- 6.1 Inventory maintenance
- 6.2 Check list for drawl of non –salary items
- 6.2.1 Introduction of books /registers/accounts required to be maintained
- 6.2.1.1 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.
- 7.1 Kinds of leaves and rules
- 7.1.1 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.
- 8.1 Compilation, statement of expenditure (development + non-development), reconciliation. Appropriation accounts. Detailed orientation
- 8.1.1 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.

- 27.1 Benefits of G.P. funds benevolent funds group insurance financial assistance
- 27.1.1 Detailed rules and regulations for eligibility and process.
- 27.1.1.1 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.
- 10.1 Define pension, kinds, documents, calculations. pensionary benefits in case of in service death
- 10.1.1 Pension is one of the significant perk of pay package. Students are taught the kinds i.e. superannuatory, 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.
- a. Safe guards for cash handling internal control examples of serious irregularities-action to be taken
- i. 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 maintance 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.
- 12.1 Kinds of audit. Procedures and forums for settlement
- 12.1.1 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 with in 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.
- 13.1 Auditor general of Pakistan**
- 13.1.1 Accountant general of Pakistan**
- 13.1.2 Treasury officer**
- 13.1.3 Drawing and Disbursing Officer**
- 14.1 In this portion of course outline, functions and powers of these authorities are highlighted. This enables students to fantham status of the prime and key authorities in the public sector accounting.



**6.0 Teaching-Learning Strategies**

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

**7.0 Assignment**

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

**8.0 Assessment and Examination**

As per University Rules

**9.0 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:**

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

**12.0 Textbooks**

10. Gibson C. H. "Financial Statement Analysis" 12<sup>th</sup>/Latest edition, Cengage Learning.
11. 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

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**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

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### 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****a. 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:**

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

**Textbooks**

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

1. McDonald, "Derivatives Markets" 3<sup>rd</sup> edition., Pearson.
2. John Hull, "Options, Futures and Other Derivatives" 8<sup>th</sup> Edition. (7<sup>th</sup> also works), Pearson Prentice Hall 2011.
3. John C. Hull, "Fundamentals of Futures and Options Markets," 8<sup>th</sup> 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****b. 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****1.2 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****1.3 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****1.4 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****1.5 Volatility Estimation**

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

**Unit VIII****1.6 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****1.7 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

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

**Textbooks**

1. DONALD R. VAN DEVENTER et al. "Advanced Financial Risk Management: Tools and Techniques for Integrated Credit Risk and Interest Rate Risk Management," 2<sup>nd</sup> 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****1.1 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****1.2 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****1.3 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****1.4 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****1.5 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****1.6 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****1.7 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

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

### **Textbooks**

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

21. Wiley, P. G. J.(2018) Mergers, Acquisitions and Corporate Restructurings, 7<sup>th</sup> edition
22. Donald, M. “Mergers, Acquisitions, and Other Restructuring Activities, 7<sup>th</sup> edition, DePamphilis, Academic Press.

### **Other Suggested Readings**

Takeovers, Restructuring, and Corporate Governance 4<sup>th</sup> 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**

- 3.2.4 Valuation of financial assets (long term securities)-bonds/debentures.
- 3.2.5 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.
- 3.2.6 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**

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

### **13.0 Textbooks**

12. Gitman L.J., "Principals of managerial finance," 14<sup>th</sup>/Latest edition, Pearson Education.
13. Van Horne J.C., "Fundamentals of financial management" Latest edition, Pearson Education.

### **10. Suggested Readings**

#### **10.4 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.

#### **10.2 Journal Articles/ Reports**

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

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**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:

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### **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

<b>Mid-Term</b>	Written Paper	<b>35 %</b>
<b>Final Examination</b>	Written Paper	<b>40 %</b>
<b>Sessional</b>	Quizzes and Tests, Assignment and Presentations, Attendance, class Participations and Discipline etc.	<b>25 %</b>

### **14.0 Textbooks**

14. Gitman L.J., "Principals of managerial finance," 14<sup>th</sup>/Latest edition, Pearson Education.
15. Van Horne J.C., "Fundamentals of financial management," Latest edition, Pearson Education.

### **10. Suggested Readings**

#### **10.5 Books**

- Stephen Ross and Randolph Westerfield, "Fundamentals of Corporate Finance," 11<sup>th</sup>/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
- Chartered Financial Analyst Journal
- The Financial Times
- Business Recorder
- The Financial Daily

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**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

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

**15.0 Textbooks**

16. Charles, J. P. "Investment analysis and management" 12<sup>th</sup>/Latest edition Pearson Education.

**10. Suggested Readings****10.6 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

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# **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.	<b>25 %</b>

### **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](http://www.finance.org.pk)
- b. State Bank of Pakistan [www.sbp.org.pk](http://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**

- 6.3 Managing Risk
- 6.4 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**

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

**Unit-IX**

- 10.4 Emerging Economies, International Debt Problems and Debt Rescheduling
- 10.5 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

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

**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 Bailor 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**

**10.6 Prudential Regulations For Consumer Financing**

**10.6.1** SBP regulations

10.6.2 Minimum requirements for consumer financing

10.6.3 Operations

10.6.4 Limits on exposure against total consumer financing

10.6.5 Total financing to be commensurate with the Income

10.6.6 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**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.

**4.0 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****1.6 Financial System and Islamic Banking Institutions**

- 1.6.1 The Global Financial System
- 1.6.2 Commercial Banking institutions
- 1.6.3 Development Banking institutions
- 1.6.4 Other Non-Banking Financial Institutions
- 1.6.5 Islamic Banking Institutions
- 1.6.6 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 arbitrage
- 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**

### **4.3 Liability/Deposits Products**

- 4.3.1 Core deposits:
- 4.3.2 Current account
- 4.3.3 savings account
- 4.3.4 Mudarabah investment account
- 4.3.5 Mudarabah special/specific investment account
- 4.3.6 application of shariah principles under mudharabah,
- 4.3.7 Profit distribution methodology
  - 4.3.7.1 Profit sharing computation and distribution
  - 4.3.7.2 profit equalization reserve
  - 4.3.7.3 Implications on capital adequacy
- 4.4 Other sources of fund
  - 4.4.1 Commodity murabahah
  - 4.4.2 Negotiable deposit instruments
  - 4.4.3 Structured products
- 4.5 Money market instruments and interbank placements
  - 4.5.1 Wakalah-based
  - 4.5.2 Mudarabah-based
  - 4.5.3 Profit rate and `cost of fund
    - 4.5.3.1 Product pricing
    - 4.5.3.2 Transfer pricing
- 4.6 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**

- 7.1 **Trade financing**
  - 7.1.1 Documentary/Letter of credit,
    - 7.1.1.1 Murabahah
    - 7.1.1.2 Musharakah
    - 7.1.1.3 Wakalah
  - 7.1.2 Export Credit Re financing:
    - 7.1.2.1 Pre shipment
    - 7.1.2.2 Post Shipment
  - 7.1.3 Bank/shipping guarantee
  - 7.1.4 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 Shari'ah non-compliance risk
  - 13.1.1.1 Discussion of landmark and contemporary court cases
- 13.1.2 Asset-liability mismatch
  - 13.1.2.1 Income gap
  - 13.1.2.2 Fixed versus floating assets and liabilities
- 13.1.3 Fiqh issues
  - 13.1.3.1 Late payment
  - 13.1.3.2 Early settlement

- 13.1.3.3 Events of default
- 13.1.4 Competitiveness of Islamic banks
  - 13.1.4.1 Capital adequacy regulations
  - 13.1.4.2 Tax considerations
  - 13.1.4.3 Risk appetite and profile of stakeholders
- 13.1.5 Pricing mechanism benchmarking to conventional interest rates
- 13.1.6 Replication versus innovation
- 13.1.7 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

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

## **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 The financial services marketplace: structures, products and participants**

- 1.1 Some historical perspectives
- 1.3 The geography of supply
- 1.4 An outline of product variants
- 1.5 Banking and money transmission
- 1.6 Lending and credit
- 1.7 Saving and investing
- 1.8 Life insurance
- 1.9 General insurance

#### **Unit-II Introduction to financial services marketing**

- 2.10 Defining financial services
- 2.11 The differences between goods and services
- 2.12 The distinctive characteristics of financial services
- 2.13 The marketing challenge
- 2.14 Classifying services

#### **Unit-III Analyzing the marketing environment**

- 3.1 The marketing environment
- 3.2 The macro-environment
- 3.3 The market environment
- 3.4 The internal environment
- 3.5 Evaluating developments in the marketing environment

#### **Unit-IV Strategic development and marketing planning**

- 4.2 Strategic marketing
- 4.3 Developing a strategic marketing plan
- 4.4 Tools for strategy development Principle of indemnity

#### **Unit-V 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 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 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 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.

<b><u>8.0</u></b>	<b><u>Assessment and Examinations:</u></b> As per University Rules	
	<b>Mid-Term</b>	Written Paper <b>35 %</b>
	<b>Final Examination</b>	Written Paper <b>40 %</b>
	<b>Sessional</b>	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc. <b>25 %</b>

### **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 Mounon'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

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

**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

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

**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**

13. International Journal of Human Resource Management
14. 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:

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**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

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

**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.

- 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

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

**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**

15. Solomon, M. R. "Consumer Behavior" (6th Edition),
16. . Kardes. F. R. Consumer Behavior and Managerial Decision Making

**10.2 Journal Articles/ Reports**

17. 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

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

**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

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### 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

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

**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

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

### **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 on 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

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

**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**

18. 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

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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

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

### **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

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

**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

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

**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

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

**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

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

**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

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

**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 marketin

**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

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

**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

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**8.0 Assessment and Examinations:** As per University Rules

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

**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

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**8.0 Assessment and Examinations:** As per University Rules

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<b>Final Examination</b>	Written Paper	<b>40 %</b>
<b>Sessional</b>	Quizzes and Tests, Assignment and Presentations, Attendance, Class Participations and Discipline etc.	<b>25 %</b>

**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.

**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

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

**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:****6.5 Investing in MFIs****6.5.1** Measuring impact**6.5.2** Selecting an investment vehicle and process**6.5.3** 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

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

**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*. Roulledge.

**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](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](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](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](http://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](http://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](http://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](http://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](http://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](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](http://www.kiva.org) Microplace, [www.microplace.com](http://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](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](http://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](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:

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#### **4.0 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 elaborated 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.

#### **5.0 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

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

### **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](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).
- 15) Begum, H, Ferdous, A. M. A. M., Bhuiyan, F. and Ghani, A. B. A. (2019). Development of Islamic microfinance: A sustainable poverty reduction approach. *Journal of Economic and Administrative Sciences*.
- 16) Akhter, W., Akhtar, N., and Jaffri, S. K. A. (2009). Islamic micro-finance and poverty alleviation: A case of Pakistan. *Proceeding of the 2nd CBRC, Lahore*, 1-8.
- 17) Kaleem, A., and Ahmed, S. (2010). The Quran and poverty alleviation: A theoretical model for charity-based Islamic microfinance institutions (MFIs). *Nonprofit and Voluntary Sector Quarterly*, 39(3), 409-428.
- 18) Kazim, S. S., and Haider, S. E. (2012). Islamic microfinance models and their viability in Pakistan. *Micro note*. (15).
- 19) Obaidullah, M. (2008). *Introduction to Islamic Microfinance*, IBF Net Limited.
- 20) Saad, N. M. (2012). Microfinance and prospect for Islamic microfinance products: The case of Amanah Ikhtiar Malaysia. *Advances in Asian Social Science*, 1(1), 27-33.
- 21) Model, S. B. (2013). Models of Islamic Microfinance. [http://www.gifr.net/gifr2013/ch\\_11.PDF](http://www.gifr.net/gifr2013/ch_11.PDF)
- 22) Model, S. B. (2013). Models of Islamic Microfinance. [http://www.gifr.net/gifr2013/ch\\_11.PDF](http://www.gifr.net/gifr2013/ch_11.PDF)
- 23) Saad, N. M. (2012). Microfinance and prospect for Islamic microfinance products: The case of Amanah Ikhtiar Malaysia. *Advances in Asian Social Science*, 1(1), 27-33.
- 24) Saad, N. M., and Razak, D. A. (2013). Towards an application of musharakah mutanaqisah principle in Islamic microfinance. *International Journal of Business and Society*, 14(2).
- 25) Tamanni, L., and Liu, F. H. (2017). What is Islamic microfinance? In *Microfinance for Entrepreneurial Development* (pp. 169-195). Palgrave Macmillan, Cham.
- 26) Mansori, S., Chin, S. K., and Safari, M. (2015). A shariah perspective review on Islamic microfinance. *Asian Social Science*, 11(9), 273-280.
- 27) Nazim, S. A. (2013). *Shari'a compliant microfinance*. Routledge
- 28) Mahmood, H. Z., and Safdar, I. Qarz E Hassan and Social Welfare Nexus: A Case of Akhuwat Foundation, Pakistan.
- 29) Beall, J. S. (2016). Akhuwat: Potential for a Sustainable Islamic Interest Free Microfinance Model.
- 30) Ali, K. M. (2014). Integrating Zakah, Awqaf and Islamic microfinance for poverty alleviation: three models of Islamic micro finance. IRTI Working Paper Series for Islamic Research and Training Institute.
- 31) Bidabad, B., and Allahyarifard, M. (2019). Assets and liabilities management in Islamic banking. *International Journal of Islamic Banking and Finance Research*, 3(2), 32-43.

- 32) Hassan, S, Rahman, R.A., Abu-Bakar, N., and Mohd, R., and Muhammad, A.D. (2013). Designing Islamic microfinance products for Islamic banks in Malaysia. *Middle East Journal of Scientific Research*, 17, 359-366. 10.5829/idosi.mejsr.2013.17.03.12160.
- 33) Khadija Ali (2013). Islamic microfinance in Pakistan: The experience so far. CGAP <https://www.cgap.org/blog/islamic-microfinance-pakistan-experience-so-far>
- 34) IFSB (2015). Issues in regulation and supervision of microtakāful (islamic microinsurance). file:///C:/Users/student.HCCPU/Downloads/The%20IFSB-IAIS%20Joint%20Paper%20on%20Issues%20in%20Regulation%20and%20Supervision%20of%20Microtakand%23257%3Bful%20(Islamic%20Microinsurance)\_En.pdf
- 35) Ahmed, M. H. (2016). Micro takaful insurance as a tool to guaranteeing financing and protecting micro enterprises. *Journal of Business and Financial Affairs*, 5(04), 1-11.
- 36) Haneef, M. A., Pramanik, A. H., Mohammed, M. O., Amin, M. F. B., and Muhammad, A. D. (2015). Integration of waqf-Islamic microfinance model for poverty reduction. *International Journal of Islamic and Middle Eastern Finance and Management*.
- 37) Sukmana, Raditya and Hidayat, Sutan. (2014). Challenges and opportunities in developing Microtakaful in Muslim majority country: A Case Study of Indonesia

## 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

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

### **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](http://smartcampaign.org/storage/documents/110125_SC_Tool_CGAP_Investor_CPP_Guide.pdf))
15. "Calculating Transparent Pricing Tool" – v2.2, [www.mftransparency.org](http://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

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

**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/tnk](http://www.iisd.org/tnk)
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 Soc\ial 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

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

## **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**

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



**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

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

### **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**

#### **10.3 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**

- 4.1.1 Definition of Fintech
- 4.1.2 Role of Fintech in MFIs
- 4.1.3 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**

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

**9.0 Textbooks**

23. ....

**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.emfp.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 Huybrechs, 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-b40dcd6c6f1>
13. Convergence (2017) Microfinance Berometer 2017. [https://www.convergences.org/wp-content/uploads/2017/09/BMF\\_2017\\_EN\\_FINAL-2.pdf](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:

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### **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 MGIs. 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

**10.7 Legal Transformation**

- 10.7.1 Managing the Legal Aspects of Transformation
- 10.7.2 Surveying the Legal and Regulatory Landscape
- 10.7.3 Managing Constituent Documents and Preexisting Obligations

## 10.7.4 Negotiating Investor Documents

**PART III: Transforming the Institution: Operational Implications**

## 10.8 Human Resources Management

## 10.8.1 Adapting the Organizational Culture

## 10.8.2 Adapting the Organizational Structure

## 10.8.3 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

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

**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

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

## **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

**4.7 : Formatting Financial Statements**

- 4.7.1 Formatting income statements and balance sheets to fit the SEEP-recommended format
- 4.7.2 Treating donor funds
- 4.7.3 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

**6.1 : Analytical Adjustments How to:**

- 6.1.1 Calculate adjusted operating expenses for an MFI
- 6.1.2 Make adjustments for inflation
- 6.1.3 Make adjustments for subsidized cost of funds
- 6.1.4 Make adjustments to reflect in-kind donations
- 6.1.5 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:**

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

**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](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

## **7.1 . Microfinance Performance**

7.1.1 Introduction

7.1.2 Performance analysis

7.1.3 Performance evaluation model for microfinance project

7.1.4 Performance evaluation models for MFIs

7.1.5 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

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

## **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

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

### **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* (7<sup>th</sup> 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:

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**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

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

**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 Folinis, 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

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

### **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:

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**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

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

### **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

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

### **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:

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**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

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

### **9.0 Textbooks**

1. Lysons, K., and Farrington, B. (2020). “*Procurement and supply chain management*” 10<sup>th</sup> edition, Pearson
2. Monczka, R. M., Handfield, R. B., Giunipero, L. C., and Patterson, J. L. (2015, 6<sup>th</sup> 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, 11<sup>th</sup> 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.





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

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

**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:

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**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

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

### **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

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

**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:

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**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
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**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

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

### **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* (7<sup>th</sup> 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.