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## Course Contents for Subjects with Code: COMM

This document only contains details of courses having code **COMM**.



Code	Subject Title	Cr. Hrs	Semester
COMM-101	Financial Accounting-I	4	I
Year	Discipline		
1	Commerce		

### 1. Accounting; the language of business

Business and forms of business organizations, definition and types of accounting, purpose of accounting, difference between accounting and book keeping, relevant GAAP and accounting terminologies

### 2. Financial reporting process

Financial statements, statement of financial position (balance sheet), statement of comprehensive income (Income statement), statement of changes in owner's equity, statement of cash flows, notes to the accounts, the functions of an accounting system, interim and annual reports, relevant GAAP and accounting terminologies

### 3. Generally accepted accounting principles (GAAP)

Nature and definitions of accounting principles and accounting practices, the accounting entity concept, the going concern concept, the time period concept, the stable currency assumption, the cost principle, the objectivity principle, the realization principle, the matching principle, the consistency principle, the adequate disclosure principle, materiality concept, conservatism principle,

### 4. The starting point in the study of accounting

Balance sheet, assets, liabilities, owner's equity, accounting equation, effects of business transaction on the statement of financial position (balance sheet), effects of business transactions upon accounting equation, reporting owner's equity in the statement of financial position (balance sheet), relevant GAAP and accounting terminologies

### 5. The Accounting Cycle

Introduction of accounting cycle, The roll of accounting records, journal, use of journal, significance of journal, rules of debit and credit, double entry accounting system, ledger, use of ledger, posting from journal to ledger, formats of ledger both 'T' and running form, Control and subsidiary ledgers, Trial balance, uses and limitations, location and rectification of errors, adjustment entries, adjusted trial balance, closing the temporary accounts, preparation of a set of financial statements, preparation of work sheet, reversal entries, relevant GAAP and accounting terminologies

### 6. Accounting for merchandizing activities

Classified financial statements (multiple income statement), perpetual inventory system, periodic inventory system, comparison of perpetual and periodic inventory system, ending inventory, inventory valuation (physical inventory, lower cost or market value LCM, inventory shrinkage), relevant GAAP and accounting terminologies

#### Recommended Books:

##### Text Book

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

##### Reference Books

Niswonger & Fess, *Accounting Principles*, South Western Publishing Company.

M.A Ghani, *Principles of Accounting*, Pak Imperial Book Depot, Lahore.

M Arif. & Sohail Afzal, *Accounting*, Azeem Academy, Lahore.



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Ch. Muhammad Hanif & Azam Shafiq, *Fundamentals of Accounting*, Kitab Markaz, Faisalabad.

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Code	Subject Title	Cr. Hrs	Semester
COMM-102	Financial Accounting-II	4	II
Year	Discipline		
1	Commerce		

### 1. The control of cash transactions

Meaning of cash, cash balances and business income, internal control over cash (cash receipts and cash disbursements, voucher system), bank accounts, bank statements, reconciliation of bank statement, petty cash book, cash shrinkage,

### 2. Accounts receivable and notes receivables

Definition, uncollectable accounts (bad debts), direct write off method of uncollectable, aging of accounts receivables for calculation of uncollectable accounts, allowances for doubtful accounts, writing off uncollectable accounts, recovery of accounts receivable previously written off, notes receivables, accounting for notes receivables, notes receivable with and without interest in the face amount

### 3. Inventory

Definition, the flow of inventory cost (FIFO, Average Cost), just in time inventory system, importance of accurate valuation of inventory, techniques for estimating the cost of goods sold and ending inventory, gross profit method, the retail method

### 4. Property, Plant, and equipment (PPE)

Categories of property, plant, and equipment, determining the cost of PPE, capital and revenue expenditures, depreciation, allocation of cost, causes of depreciation, methods of computing depreciation (straight line, diminishing balance, double decline, sum of year's digit), disposal of PPE, gain and losses on disposal, trading in used assets against new assets, intangible assets and their features, amortization of intangible assets, operating expenses versus amortization, Accounting for natural resources, depletion natural resources, impairment of long lived assets

### 5. Liabilities

Nature, current liabilities, accounts payable, notes payable, notes payable with interest and without interest in face values, current portion of the long term debts, accrued liabilities, unearned revenue, long term liabilities, maturing obligation intended to be re-financed, installments notes payables, estimated liabilities, loss contingencies and commitments

### 6. Accounting for Partnership

Definition, advantages and disadvantages, limited partnership, partnership agreement, partnership accounting, accounting of a new partnership, additional investments, drawings accounts, closing the partnership accounts at the year end, nature of partnership profit, division of net income among the partners, admission of a new partner, retirement of a partner, death of a partner, liquidation of partnership

#### Recommended Books:

##### Text Book

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

##### Reference Books

Niswonger & Fess, *Accounting Principles*, South Western Publishing Company.

M.A Ghani, *Principles of Accounting*, Pak Imperial Book Depot, Lahore.

M Arif. & Sohail Afzal, *Accounting*, Azeem Academy, Lahore.



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Ch. Muhammad Hanif & Azam Shafiq, *Fundamentals of Accounting*, Kitab Markaz, Faisalabad.

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Code	Subject Title	Cr. Hrs	Semester
COMM-201	Advanced Financial Accounting-I	4	III
Year	Discipline		
2	Commerce		

### 1. Capital stock and Bonds

Introduction, Capital stock (share and share capital), kinds of stock, common stock, preferred stock, treasury stock, issuance of common and preferred stock, over subscription, under subscription, refund, underwriting, bonus shares, calculation of Quantum of bonus, recording issuance of bonus shares, right shares, calculation of value of right, recording issuance of right shares, Bonds (term finance certificates, debentures), issuance of bonds, interest on bonds, redemption of bonds

### 2. Company's financial statements,

Nature and scope of financial statements, Preparation of statement of comprehensive income (Income statement/ profit and loss account), preparation of statement of financial position (balance sheet), statement of changes in owner's equity (retained earnings statement, profit and loss appropriation account), notes to the financial statements

### 3. Amalgamation, Absorption and Reconstruction of companies

Introduction, purchase consideration, accounting for amalgamation, absorption, and reconstruction, in-company owing, dissenting share holders

### 4. Liquidation of company

Introduction, appointment of liquidators, preferential payments, preparation of statement of affairs, liquidator's final statement of account

### 5. Valuation of goodwill and shares

Introduction, need, components of goodwill, methods for evaluating goodwill (super profit method, annuity method, capitalization method, valuation of shares, need, methods for valuation of shares (net assets method, yield method, earning capacity method)

### Recommended Books

Meigs & Johnson *Advanced Accounting*. McGraw Hill

Shukla & Grewal, *Advanced Accounting*

R.R. Gupta, *Advanced Accounting*

Hrishikesh Chakraborty, *Advanced Accountancy*

M. A. Ghani, *Advanced Accounting*

Hanif & Mukharjee *Corporate Accounting*



Code	Subject Title	Cr. Hrs	Semester
COMM-202	Business & Industrial Law	3	III
Year	Discipline		
2	Commerce		

**Course Description**

Business law lies at the very heart of commerce and trade for economic growth and development of a country. The strength of economy of a country heavily depends upon the implications of business and industrial laws. This course has been designed to give an introduction to fundamental concepts of trade and industrial laws and their practical relevance in commercial, social and corporate sectors. After an overview of the Pakistani legal system, the course turns to an examination of the fundamental principles of law of contract, law of sale of goods, law of negotiable instrument and other related industrial laws in Pakistan.

This course certainly enables the students to achieve an understanding of the issues and their possible solutions which may arise in a contractual setting

**Course Outcomes:**

Upon successful completion of this course the students will have reliably demonstrated the ability to:

**Explain the structure of the Pakistan Legal System**

- Understand the basic concepts and theories of law associated with business arena in relation to practical life.
- Demonstrate a knowledge and understanding of the principles involved in the formation of contracts.
- Describe the legal issues relevant to Sale of Goods.
- Identify issues in a problem and extract, then apply the relevant legal principles to them.
- Recognize where principles are unclear and suggest possible solutions.
- Evaluate labour laws in Pakistan

**Method of Teaching**

The method of teaching in this course is by lectures and tutorials.

**Assessment**

The approved means of assessment for this course will be available on the commencement of the semester.

**Introductory Part**

- Introduction to Law
- Sources of Business Law
- Courts System in Pakistan



**Part-I**

**Law of Contract**

- Definitions
- Formation of contract
- Essentials of a valid contract
- Performance of contract
- Discharge of contract
- Breach of contract:
  - Law Governing indemnity
  - Guarantee
  - Bailment and Agency

**Part-II**

**Sale of Goods Act**

- Definition
- Types of Contract of sales.
- Conditions and warranties effects of the contract of sales.
- Performance of the contract.
- Rights of unpaid seller
- Classes of partners
- Rights and duties of partners
- Dissolution of partnership

**Part-III**

**Negotiable Instruments Act**

- Definition
- Characteristics and Types of Negotiable instruments
- Negotiation
- Crossing and its types endorsement
- Liabilities of parties.
- Discharge from liability

**Part-IV**

**Industrial Law**

- Laws relating to factories
- Workmen compensation and industrial relations ordinance
- Social security
- Payment of wages

**Books Recommended (Latest Editions)**

1. Chaudhry A.G. Mercantile law in Pakistan. Pakistan Publishing House, Karachi, Latest Edition.
2. Khawaja Amjad Saeed. Mercantile law of Pakistan Accountancy & Taxation Services Institute, Lahore.
3. Khalid Mahmood Cheema, Business law , Syed Mobin Mahmud & Co. Lahore.
4. Govt. of Pakistan. Relevant Acts and Ordinances
5. I.R. Hashmi. A Manual of Mercantile Law.
6. M.C. Shukla, A Manual of Mercantile law





Code	Subject Title	Cr. Hrs	Semester
COMM-203	Income Tax Law	3	III
Year	Discipline		
2	Commerce		

1. History of Income Tax Laws in Pakistan
2. Definitions of terms under Income Tax Ordinance 2001
3. Exemptions
4. Income from salary
5. Income from house property
6. Income from business and profession
7. Income from capital gains
8. Income from other sources
9. Calculation of tax
10. Tax reductions, credits and averaging
11. Assessment of individual on FBR Tax Return Form (salaried and non-salaried)
12. Depreciation
13. Capital and revenue
14. Assessment procedure
15. Set off and carry forward of losses
16. Self assessment procedure
17. Penalties
18. Income tax authorities
19. Appeals
20. Assessment of Associations of persons
21. Assessment of companies
22. History of sales tax laws in Pakistan
23. Definitions of terms under Sales Tax Act 1990
24. Registration of firm under the Sales Tax Act 1990
25. Legal provisions regarding furnishing of returns
26. Practical tax numerical/problems on FBR sales tax return form
27. General overview of Custom Act. And Excise Act

**Books Recommended (Latest Editions)**

1. Khawaja Amjad Saeed. Income Tax Law with Practical Problems. Accountancy and Taxation Services Institute, PO Box 1164, Lahore.
2. Mughal, Muhammad. Muazzam, Income Tax: Principles and Practice., Syed Mobin Mahmud & Co, Lahore.
3. Mughal, Muhammad. Muazzam, Sales Tax: Sales Tax., Syed Mobin Mahmud & Co, Lahore.
4. Naqvi, R.I. Income Tax Law. Taxation House, Lahore.
5. Naqvi, R.I. Sales Tax Law. Taxation House Lahore.
6. Govt of Pakistan, Income Tax Ordinance 2001
7. Govt of Pakitan. Sales Tax Act 1990
8. Baig, Luqman. Income Tax Law, Ghazafar Academy, Pakistan
9. Baig, Lugman, Income Tax: Problems & Solutions, Karachi.



Code	Subject Title	Cr. Hrs	Semester
COMM-204	Money Banking & Finance	3	III
Year	Discipline		
2	Commerce		

Level – Introductory Money, Forms of Money on the basis of convertibility, legality etc.

- Role of Money in Market Economy through price mechanism
- Components of Money; currency & Credit.
- Note Issue, Principles & methods of note issue.
- Value of money – meanings, of value of Money.
- Determination of value of Money by demand & supply technique.
- Measurement of changes in value of Money – Index Nos. construction; interpretation & limitations of Index Nos.
- Changes in value of Money: inflation; deflation
- Cause and control of inflation.
- Banks, Types of banks, role of commercial banks in modern economy
- Commercial Banks and their functions. Role of commercial banks in supply of Money.
- Interest based v/s interest free banking.
- Rationale for interest free economy, evils of interest, viability of interest free banking, present Scenario and prospects of interest free banking.
- Types of Deposits.
- Types of Loans
- Various modes of security, lien, pledge, hypothecation & Mortgage.
- Banker customer relationship – Nature of relationship, Rights & Duties of both parties.
- Interest free banking– Modarba, Mushorika
- Central Bank.

Objectives, functions & role of bank in collecting Money market, tools of monetary policy.

**Book Recommended: (Latest editions)**

1. Muhammad Irshad, Money & Banking, Naveed Publication, Lahore.
2. M.Saeed Nasir, Money & Banking, Kitab Markaz, Faisalabad.
3. Israr Siddiqui, Practice and law of Banking in Pakistan, Royal Book Co., Karachi.
4. S.A. Menai, Banking and Finance in Pakistan, Oxford University, Press, Karachi.
5. Crowther, An outline of Money, Thomas Nelson & Sons Ltd. London.
6. Hassan Mobeen Alam, Money Banking & Finance, Syed Mobin, Publishers, Lahore.
7. Dr. Ishrat Hussain, Banking in Pakistan



Code	Subject Title	Cr. Hrs	Semester
COMM-205	Advanced Financial Accounting-II	4	IV
Year	Discipline		
2	Commerce		

### 1. Departmental Accounts

Introduction, Preparation of departmental trading and profit and loss account, Allocation of common expenses, Problems relating to allocation of expenses, Problems relating to calculation of departmental costs, Problems relating to inter-departmental transfers

### 2. Branch Accounts

Introduction, Operation of a branch, accounting systems for branches (including dependent and independent branches) and head office, reciprocal accounts and inter-branch transactions, preparation of combined, statements for head office and branches, foreign branches

### 3. Contract Accounts

Introduction, nature of contract accounts, Accounting for completed contract, accounting for incomplete contract, (profit and loss account and balance sheet)

### 4. Accounting for Leasing

Introduction, leases and their importance, difference between operating and financial leases. Accounting for operating and financial leases, depreciation of leased assets by lessee, bargain purchase and bargain renewal option

### 5. Consignment Accounts

Introduction, distinction between consignment and sale, accounting for consignment in the books of consignor and consignee, Valuation of unsold stock on consignment, accounting for loss of stock, normal and abnormal loss, invoice price in consignment

### 6. Accounting for Joint ventures

Introduction, characteristics of joint venture, difference between joint venture and consignment, difference between joint venture and partnership, accounting records in the books of co-ventures, accounting treatment when separate books of accounts are maintained, accounting treatment when separate book are not maintained

### Recommended Books

Meigs & Johnson *Advanced Accounting*. McGraw Hill

Shukla & Grewal, *Advanced Accounting*

R.R. Gupta, *Advanced Accounting*

Hrishikesh Chakraborty, *Advanced Accountancy*

M. A. Ghani, *Advanced Accounting*

Hanif & Mukharjee *Corporate Accounting*



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Code	Subject Title	Cr. Hrs	Semester
COMM-206	Auditing	3	IV
Year	Discipline		
2	Commerce		

**Introduction:** Definition Scope and Objectives

**Risk Management:** Internal Check, Internal Audit, Working of Internal Control in various departments.

**External Audit:** Continuous, Final and Interim audit. Audit Program, Audit Working Paper, Audit Note Book.

**Vouching:** Audit techniques and applications.

**Verifications:** Verification of Assets and Liabilities.

**Auditor:** Appointment, rights, duties and liabilities.

**Audit Report:** Statutory, Prospectus, Annual, Unqualified and Qualified report.

**Divisible Profit:** Divisible Profit and Auditor duties in this respect.

**Specialized Audit:** Audit of Textile Mills, Sugar Mill, Bank, Newspaper and Hotel.

**Audit of Computerized Accounting Record:** Computer Assisted audit techniques

**Investigation:** Meaning, difference with audit, Detection of Frauds.

Note: All topics will be study with the reference to International Audit Standards

**BOOKS RECOMMENDED** (*Latest Editions*)

1. Khawaja Amjad Saeed. Auditing Accountancy & Taxation Services Institute, P.O. Box 1164, Lahore.
2. Auditing by Muhammad Irshad, Naveed Publication, Lahore.
3. Zafar M. Zaidi. Auditing.
4. Meigs & Larson. Principles of Auditing. University of Congress Richard, D. Irwin.
5. Attwood and Stein, N.D.de Paula's Auditing Principles and Practice. Pitman Publishing Ltd., London.
6. Muhammad Ramzan Principles of Auditing



Code	Subject Title	Cr. Hrs	Semester
COMM-207	Cost Accounting	4	IV
Year	Discipline		
2	Commerce		

**Cost Accounting;**

- Scope and Importance
- Cost Accounting vs. Financial Accounting
- Cost vs. Expense

**Elements of cost**

- Direct Material Cost
- Direct Labour Cost
- Factory Overheads

**Cost classification**

- Prime Cost
- Conversion cost
- Manufacturing Cost/ Production Cost
- Functional Classification of cost
- Avoidable and unavoidable cost
- Controllable and uncontrollable cost
- Operating cost
- Product and period cost

**Cost behavior**

- Fixed Cost
- Variable Cost
- Mixed Cost
- Stepped Fixed Cost

**Flow of cost in a trading and manufacturing concern**

**Inventories in a manufacturing concern**

- Inventory of Materials
- Inventory of Work in Process
- Inventory of Finished Goods

**Financial statements**

- Cost of goods manufactured and sold statement
- Income statement
- Balance Sheet

**Calculation of per unit cost in total and as per element**

**Calculation of under or over applied FOH and its adjustment to**

- Cost of goods sold
- Entire production

**The concept of change in inventory**

- Increase in inventory
- Decrease in inventory

**Job order costing**

- Application of job order costing
- Preparation of job cost sheet



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**Process costing**

- Application of Process Costing
- Preparation of Cost of Production Report
- Treatment of normal loss and calculation of adjusted unit cost
- Addition of units in subsequent department
- Treatment of different completion stage for different units in process

**Calculation of FOH applied rate based on**

- Direct Material Cost
- Direct Labour Cost
- Direct Labour Hours
- Machine Hours
- Units of output
- Prime Cost

**Application of FOH applied rate**

**FOH variance analysis**

- Overall Variance
- Spending Variance
- Capacity Variance
- High low method
- Normal capacity vs. Expected actual capacity
- The concept of theoretical capacity and practical capacity

**Journal entries**

- Covering the flow of cost in a manufacturing concern
- Adjustment for under or over applied FOH
- Use of three Works in Process
- Factory books and head office books

**Materials**

- The concept of Economic Order Quantity
- Inventory Levels
- Stock valuation methods
- Perpetual and periodic inventory system
- Perpetual and periodic stock taking

**Labour** Piece rate system

- Time rate system
- Overtime wages

**Books Recommended**

- Zafar and Sohail, Cost Accounting
  - Nisar-ud-Din, Cost Accounting ,T Lucy, Costing, Hemkep, Cost Accounting
  - Plomani and Fabbozi, Cost Accounting
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Code	Subject Title	Cr. Hrs	Semester
COMM-208	Sales Tax Custom and Federal Excise Duty	3	IV
Year	Discipline		
2	Commerce		

1. History of sales tax laws in Pakistan
2. Definitions of terms under Sales Tax Act 1990
3. Scope and payment of tax
4. Registration of firm under the Sales Tax Act 1990
5. Book keeping and invoicing requirements
6. Appointment of officers of sales tax and their powers
7. Legal provisions regarding furnishing of returns
8. Offences and penalties
9. Appeals
10. Recovery and arrears
11. Practical tax numerical/problems on FBR sales tax return form
12. General overview of Custom Act. And Federal Excise Excise Act

**Books Recommended (Latest Editions)**

1. Mughal, Muhammad. Muazzam, Sales Tax: Sales Tax., Syed Mobin Mahmud & Co, Lahore.
  2. Naqvi, R.I. Sales Tax Law. Taxation House Lahore.
  3. Govt of Pakitan. Sales Tax Act 1990
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Code	Subject Title	Cr. Hrs	Semester
COMM-301	Business Management	3	V
Year	Discipline		
3	Commerce		

**Course Objective**

Illustrate the concept of “Management” with a perspective of organizing business activities and helping the students to understand how the concepts of management tend to work in today’s business world.

**Course Contents**

<b>Management and Organizations</b>	Introduction to Management, Importance, Managerial Levels, Management Functions, Management Roles, Management Skills,
<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,

**Books**

- Fundamentals of Management (Robbins, DeCenzo, and Cuoltar), latest Edition
- Management, A Global Perspective, (Koontz, Wehrich), latest Edition
- Management (Robbins, Cuolte & Vohrar), Latest Edition





Code	Subject Title	Cr. Hrs	Semester
COMM-302	Entrepreneurship (Commerce)	3	V
Year	Discipline		
3	Commerce		

**1. *The foundation of Entrepreneurship***

- a. The world of entrepreneurs
- b. What is entrepreneurship
- c. The benefits of entrepreneurship
- d. The potential drawbacks of entrepreneurship
- e. Role of entrepreneurship in Economic Development
- f. The power of small business
- g. Ten deadly mistakes of entrepreneurship

**2. *Inside the entrepreneurial mind: From idea to reality***

- a. Creativity, innovation and entrepreneurship
- b. Creative thinking, Barriers to creativity and enhancing creativity
- c. The creative process
- d. Techniques for improving the creativity process
- e. The entrepreneurship process
- f. Entrepreneurial vs Managerial decisions
- g. Entrepreneurial leadership characteristics

**3. *Designing a competitive business model: Organizational Plan***

- a. Building a competitive advantage
- b. The strategic management process
- c. Developing the Management team

**4. *Selecting the form of business***

- a. Sole proprietorship, partnership and corporations
- b. Other forms of business
- c. Types of franchising, Potential benefits and drawbacks of franchising
- d. Buying and existing business, steps in acquisition
- e. Joint ventures, Synergy, Mergers, Takeovers
- f. Evaluating an existing business
- g. Determining value of business

**5. *Building a powerful marketing plan***

- a. Marketing plan and characteristics of marketing plan
- b. Environmental analysis (Market research)
- c. Preparing marketing plan
- d. Building guerrilla marketing plan
- e. Pinpointing the target market
- f. Plotting guerrilla marketing strategy
- g. Using www for marketing and selling

**6. *Pricing Strategies***

- a. Pricing strategy and tactics
- b. Pricing strategies and methods for retailers
- c. Pricing concepts for manufacturers
- d. Impact of credit on pricing



**7. Creating successful financial plan**

- a. Creating projected financial statements and ratio analysis
- b. Breakeven analysis
- c. Cash management and cash budgets
- d. Avoiding cash crunch
- e. Selecting equity or debt financing
- f. Sources and nature of equity and debt financing

**8. Putting the Business Plan to work**

- a. Location criteria and options for business
- b. Location as source of competitive advantage
- c. Layout and design consideration
- d. Layout: maximizing revenues, increasing efficiency or reducing costs

**9. Entrepreneurship in Pakistan**

- a. Discussing various entrepreneurial start-ups in Pakistan
- b. Discussing various entrepreneurial case studies from Pakistani perspective
- c. Taking local entrepreneurial examples and consider how they emerged and became successful.

**Recommended book**

- Thomas W. Zimmerer & Norman M. Scarborough, *Essential of Entrepreneurship and Small Business Management*, Latest Edition, Prentice Hall of India.

**Supporting books**

1. Hisrich & Peters, *Entrepreneurship*, Latest Edition, McGraw-Hill.
2. Bruce R. Barriger & R Duance Ireland, *Entrepreneurship: Successful ly launching new ventures*, latest Edition, Pearson Edu.
3. John Legge & Kevin Hindle, *Entrepreneurship: Context, Vision and Planning*, Latest Edition, Palgrave Macmillan
4. Micheal Schaper & Thierry Volery, *Entrepreneurship and Small Business Management*, Latest Edition, John Wiley & Sons Australia Ltd.
5. Donald F. Kuratko & Richard, *Entrepreneurship: Theory, Process and Practice*, Latest Edition, Thomson.
6. Dr. S.M. Naqi, *The Entrepreneurs*. (Case studies of Pakistani entrepreneurs)



Code	Subject Title	Cr. Hrs	Semester
COMM-303	Interpersonal Skills	3	V
Year	Discipline		
3	Commerce		

UNIT 1: INTRAPERSONAL EFFECTIVENESS

Journey into self-awareness

- what is self-awareness
- benefits of self-awareness
- how to gain self-awareness
- self-analysis
  - a. Behavior
  - b. Personality
  - c. Attitudes
  - d. Perceptions
- others' perceptions
- self-disclosure
- diverse experience

Self-disclosure and trust

- what is self-disclosure
- benefits of self-disclosure
- fears associated with self-disclosure
- the role of self-disclosure in increasing self-awareness
- what is trust?
- the role of trust in organizations
- organizational trust-builders
- a note of caution

Establishing goals by identifying values

- what is goal-setting?
- why is goal-setting important?
- key behaviors for effective goal-setting
- clarifying values
- writing effective goals and goal-setting strategies

Self-management

- what are time and stress management and why they are important?
  - time management
  - stress management
  - why is management of our time and our response to stress important?
  - strategies for time and stress management
  - types of stress
  - responses to stress
  - organizational responses to stress
  - how to manage stress
  - overcoming fear of failure
  - the role of emotional intelligence
  - emotional intelligence and workplace performance



UNIT 2: INTERPERSONAL EFFECTIVENESS

The importance and skill of Listening

- what is listening?
- the importance of active listening
- active listening and organizations
- barriers to effective listening
- characteristics of active listening
- nonverbal communication

Conveying verbal messages

- what is communication?
- the communication channel
- effective media selection
- information richness and media selection
- barriers to communication
  - i. information overload
  - ii. time
  - iii. filtering
  - iv. emotions
  - v. message congruency
- assertive communication
  - how to communicate assertively
  - taking responsibility and "I" messages

UNIT 3: UNDERSTANDING AND WORKING IN TEAMS

Negotiation

- What is negotiation and why is it important?
- Why do we negotiate?
- benefits of honing negotiation skills
- integrative and distributive bargaining strategies
- five stages of negotiating
- strategies for negotiating effectively
  - a. scripting
  - b. framing
  - c. managing
- Additional tips for effective negotiating
- special situations in negotiations
- third party negotiations
- global negotiations

Building teams and work groups ( facilitating team)

- What is team work?
- Why teams?
- potential limitations of teams
- types of team
- team developmental stages
  - i. forming
  - ii. storming
  - iii. norming
  - iv. performing



v. adjourning

- characteristics of high performance teams
- tips for effective teams
- why teams fail

Managing conflict

- What is conflict?
- Why is conflict management important?
- sources of interpersonal conflict
  - a. limited resources
  - b. differences in goals/objectives
  - c. miscommunication
  - d. differing attitudes, values, and perceptions
  - e. style differences
- conflict management strategies
- conflict prevention techniques

Effective meetings

- the importance and benefits of meetings
- problems with meetings
- strategies for effective meetings
  1. before the meeting
    - clarify the purpose of the meeting
    - decide who should participate in the meeting
    - develop a plan for the meeting
  2. during the meeting
    - pay attention to process
  3. after the meeting and between meetings

UNIT 4: LEADING INDIVIDUALS AND GROUPS

Project management

- What is project management?
- Why project management?
- benefits of project management
- eight steps to managing projects
  - i. define project objectives and scope
  - ii. determine project participants and stakeholders
  - iii. develop a time line or work plan
  - iv. establish check points and control mechanisms
  - v. identify and obtain necessary resources
  - vi. determine how project results will be measured
  - vii. set up an ongoing communication system
  - viii. debrief and evaluate the process and results at project end
- project management tools

**RECOMMENDED BOOKS**

- **INTERPERSONAL SKILLS AT WORK** BY JOHN HAYES
- **INTERPERSONAL SKILLS IN ORGANIZATIONS** BY SUZANNE C.



Code	Subject Title	Cr. Hrs	Semester
COMM-304	Principles of Marketing	3	V
Year	Discipline		
3	Commerce		

The objective of this course is to introduce commerce students with the principles of marketing. Marketing not only is the requirement of the companies to be successful but also helps them gaining and maintaining sustainable competitive advantages. This course should at minimum make the students understand the concepts and practices of marketing function and to imbed the required skills in the students to be an effective marketing manager later on.

**Text Book:**

Fundamentals of Marketing by William J. Stanton (7<sup>th</sup> edition)

**Reference Books (Latest Editions)**

Principles of Marketing by Philip Kotler and Gary Armstrong, Basic Marketing by McCarthy,

Marketing by Evans and Berman

**Instructional Procedures:**

Lectures, Discussions, Presentations, Case Studies and Group Projects

- **The field of Marketing**
  - Nature and Scope of Marketing
  - The Marketing Concept
  - Difference between Marketing and Selling
  - Marketing Management and its Evolution
  - Broadening the Marketing Concept
  - Marketing functions
- **The Marketing Environment and Marketing Management**
  - Introduction
  - System Approach to Marketing
  - Environment of a Marketing System
    - External Micro Environment
    - Internal Non-marketing Environment
  - Managing a marketing system
    - The management process
    - Some basic management terminologies
    - Levels of goals and strategies
  - Strategic Planning
- **Marketing Information Systems and Marketing Research**
  - Need for a marketing information system
  - Benefits, Procedures and Relationship of marketing information system and marketing research
  - Who does marketing research?
  - Status of marketing research
- **Target Markets**
  - Target Market Strategy
  - Market factors to analyze
  - Measuring the selected markets
  - Market Aggregation



- Market Segmentation
- **Cultural and Social Group Influences on Buying Behavior**
  - Importance and difficulty of understanding consumer behavior
  - Cultural influences & Family buying behavior
- **Psychological Influences on Buying Behavior and the Classification of Consumer Goods**
  - Psychological Determinants of buying behavior
  - The decision making process in buying
  - Toward a comprehensive theory of buyer behavior
  - Classification of Products
- **Industrial Markets**
  - Nature and importance of the industrial market
  - The farm market and the government market
  - Classification of industrial products
  - Characteristics of industrial market demand
  - Determinants of industrial market demand
- **The Product**
  - The meaning, importance & development of New Products
  - Organizing for product innovation
  - Why new product fail or succeed
- **Product Mix Strategies**
  - Product Mix and Product Line
  - Major Product Mix Strategies
  - Concept of the product life cycle
  - Planned Obsolescence and Fashion
- **Brands, Packaging and other Product Features**
  - Influence of product features on business functions
  - Brands, Packaging, Labeling
- **Marketing of Services**
  - Nature and importance of Services
  - The marketing concept and Service Marketing
  - A strategic program for marketing of services
  - Future outlook in services marketing
- **The Price: Pricing Objectives and Price Determination**
  - Importance & Meaning of Price
  - New flexibility in Pricing
  - Pricing objectives & Factors influencing price determination
- **Basic Methods of Setting Prices**
  - Cost plus pricing
  - Breakeven Analysis
  - Prices based on a balance between supply and demand
- **Pricing Strategies and Policies**
  - Discounts and allowances
  - Geographic Pricing Strategies
  - One Price Versus Variable Price Strategy
  - Resale price maintenance
  - Leader pricing and unfair practices act
  - Psychological pricing-odd pricing



- Pricing in periods of inflation
- Price versus non price competition
- **The Place: Distribution: The Retail Market and Retailing Institutions**
  - Middlemen and channels of distribution
  - Nature, classification & the future in retailing
- **The wholesale Market and Wholesaling Middlemen**
  - Nature and importance & classification of wholesaling middlemen
  - Operating expenses and profits of wholesaling middlemen
  - Kinds of Wholesalers
  - Future of the wholesaler
- **Channel of Distribution: Conflict, Co-operation and Management**
  - Conflict and co-operation in distribution channels
  - Selecting & Determining intensity of distribution
  - Selecting and working with individual middlemen
  - Legal considerations in channel management
- **Management of Physical Distribution**
  - Importance of physical distribution management
  - Total system concept of physical distribution
  - The strategic use of physical distribution
  - Major tasks in physical distribution management
- **Promotion: The Promotional Program**
  - Meaning and importance of promotion
  - The communication process
  - Determination of promotional mix
  - Determination of total promotional appropriation
  - The campaign concept: An exercise in strategic planning
- **Management of Personal Selling**
  - Nature and importance of Personal Selling
  - The strategic Personal Planning Process
  - Strategic Sales-force Management
  - Operating & Sales-Force Evaluating a sales person's performance
- **Management of Advertising and Sales Promotion**
  - Nature & Objectives of advertising
  - Developing Evaluating & Organizing an advertisement campaign
  - Sales Promotion
- **International Marketing**
  - Definition & Importance International Marketing
  - Alternative orientations toward international operations
  - Structure for operating in foreign markets
  - A strategic program for international marketing
  - International trade balances
- **Strategic Marketing Planning, Forecasting and Evaluation**
  - Nature and scope of planning
  - Strategic company planning
  - Strategic Marketing Planning
  - Forecasting market demand
  - Evaluating Marketing Performance
  - The evaluation process





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- Analysis of sales volume
  - Marketing cost analysis
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Code	Subject Title	Cr. Hrs	Semester
COMM-305	Research Methods in Business	3	V
Year	Discipline		
3	Commerce		

- 1. Introduction to research**
  - a. What is research and business research
  - b. Types of business research
  - c. Research and manager
  - d. Internal and external researchers
- 2. Scientific investigation**
  - a. The Hallmarks of Scientific Research
  - b. The hypothetic-deductive method
  - c. Problems in conducting scientific research in management
- 3. The Research Process: Broad Problem area and problem definition**
  - a. Defining broad problem area
  - b. Preliminary information gathering and literature review
  - c. Defining problem statement, and what is good problem statement
  - d. Managerial implications
- 4. The Research Process: Theoretical Framework and Hypothesis Development**
  - a. The need for theoretical framework
  - b. Components of theoretical framework
  - c. Variables and its types
  - d. Defining hypothesis, formats, null and alternate hypothesis
  - e. Managerial implications
- 5. The Research Process: Research Design**
  - a. The research design
  - b. Purpose of study (exploratory, descriptive, hypothesis testing, case analysis)
  - c. Type of investigation
  - d. Extent of research interference
  - e. Study setting
  - f. Unit of analysis
  - g. Time horizons
- 6. Sampling**
  - a. Population and its divisions
  - b. Reasons of sampling
  - c. Representative of sampling
  - d. Normality of distribution
  - e. Sampling process
  - f. Type of sampling
  - g. Precision and confidence in sampling
- 7. Data collection methods**
  - a. Sources of data
  - b. Data collection methods
  - c. Issues in data collection and managerial implications
- 8. Measurement of Variables: Operational Definition**
  - a. How variables are measured



- b. Operationalization of variables

**9. Measurement: Scaling, Reliability and Validity**

- a. Types of scales  
b. Rating and Ranking scales  
c. Goodness of measure

**10. Data Analysis (SPSS, SAS)**

- a. Coding and data entry, editing data and data transformation  
b. Frequencies, measures of central tendency and dispersion  
c. Relationship between variables  
d. Testing goodness of data (Reliability and validity)

**11. Preparing Research Proposal and Research Report (Dissertation)**

- a. Research Proposal  
b. Contents of Research Proposal  
c. Preparing Research Proposal  
d. Research Report/Dissertation contents  
e. Writing Research Report

**Recommended book/s**

- Uma Sekaran & Roger Bougie, *Research Methods for Business*, 2010 5<sup>th</sup> edition, John Wiley and Sons.
- Nemmer, E.E. & Meyers, J.H. *Business Research*. Latest Edition. McGraw-Hill

**Reference Books**

1. Prof. Dr. Matin, *Research Methods in Business*, Karachi
2. Ranjit Kumar, *Research Methodology*, Pearson Education
3. Bailey, D.K. *Methods of Social Research*, Latest Edition, The Free Press, Macmillan Publishing Co.
4. Emory, *Business Research Methods*
5. Cooper, W. *Research Methods*, Prentice Hall
6. Zikmund, S. *Business Research Methods*



Code	Subject Title	Cr. Hrs	Semester
COMM-306	Financial Management (Commerce)	3	VI
Year	Discipline		
3	Commerce		

### Financial Management

1. Introduction to business finance/financial management
2. Business finance and goal of a business firm, agency problem, corporate governance, corporate social responsibility
3. Role of finance manager in a business firm
4. Financial environment and financial markets
5. Financial intermediaries, financial brokers,
6. Allocation of funds in the economy and interest rate fundamentals
7. Financial planning, forecasting, and budgeting-preparation of cash budget and budgeted financial statements
8. Financial statements analysis-ratio analysis, common size analysis(vertical analysis), comparative analysis, trend analysis and index analysis(horizontal analysis)
9. Cash flows and preparation of statement of cash flows
10. Time value of money/mathematics of finance-simple interest and compound interest concepts, time line, compounding and discounting, future value and present value concepts, single amount, annuity, mixed stream, and perpetuity concepts, nominal and effective interest rates, amortizing loan, deposits to accumulate some future sum
11. Overview of working capital management-cash and marketable securities management, accounts receivable and inventory management, accounts payable management in a business firm
12. Valuation of financial assets (long term securities)-bonds, preferred stock and common stock, yield/return on financial assets

### Books Recommended (Latest editions)

- a. Van Horne J.C., Fundamentals of financial management
- b. Gitman L.J., Principals of managerial finance
- c. Campsey B.J., Brigham Eugene F., Introduction to financial management
- d. Khan M Y, Jhain P K, Financial management
- e. Keown Arthur J, Scott David F., Martin John D, Basic financial management
- f. Rao, Introduction to financial management



Code	Subject Title	Cr. Hrs	Semester
COMM-307	Banking Law and Practice	3	VI
Year	Discipline		
3	Commerce		

1. INTRODUCTION TO BANKING LAWS IN PAKISTAN
  - a) Banking Companies Ordinance 1962
  - b) State Bank of Pakistan Act 1956 etc
  - c) Negotiable Instruments Act 1881
  - d) Banker’s Books Evidence Act 1891
  - e) Financial Institutions Ordinance 2001
  - f) Foreign Exchange Regulations Act 1947
  - g) Prudential Regulations category ‘R’, ‘G’, ‘M’ and ‘O’
2. BANKER’S FUNDS
  - a) Bank Capital
  - b) Reserve Fund
  - c) Liquid assets
  - d) Deposits (Current, Saving & Fixed Deposits)
3. BANKER – CUSTOMER’S RELATIONSHIP
  - a) Banker Functions & Customer Qualifications
  - b) General Relationship
  - c) Right to lien, Right of set off, , Right of charge for services, Rights and duties of both parties
  - d) Termination of Relationship
  - e) Banker Duty of Secrecy and duty as Garnishee
4. TYPES OF CUSTOMERS
  - a) Individual, Married & Pardanisheen Women Account and Minor’s Account
  - b) Problems in personal account concerning Insolvency, Lunacy and death of customer
  - c) Accounts of specialized customer including Partnership Firm & JSCo.
    - i) Partnership/Firm Account including opening of account and dealing of account in case of admission, retirement and insolvency of the partner
    - ii) Joint Stock Company account including formalities for account opening and granting of loan.
5.
  - a) Rules relating to payment and bouncing of cheques
  - b) Revocation of Banker’s Authority
  - c) Endorsement of cheques
  - d) Crossing of cheques, forms of crossing and treatment.
  - e) Collection of cheques
6. RULES REGARDING NEGOTIABLE INSTRUMENTS
  - a) Promissory Note
  - b) Bill of exchange
  - c) Banker’s Draft
7. OTHER BANKING INSTRUMENTS
  - a) Bank Note
  - b) Dividend Warrants
  - c) Interest Warrants



- 
- d) Drawn Bonds
  - e) Travelers Cheques  
(Students must be able to distinguish between these instruments by citing examples)
8. PRINCIPLES OF LENDING
9. FORMS OF LENDING
- a) Cash finance
  - b) Over draft
  - c) Loans
10. SECURITIES FOR ADVANCES
- a) Classification
  - b) Banker's Lien
  - c) Charge
  - d) Pledge
  - e) Hypothecation
  - f) Guarantee
  - g) Mortgage
11. INTEREST FREE BANKING
- a) Profit and Loss Sharing
  - b) Musharikah
  - c) Ijarah
  - d) Hire Purchase
  - e) Mudarbah
12. COMMERCIAL LETTER OF CREDIT
- a) Kinds of letter of credit
  - b) Advantages and disadvantages of letter of credit
  - c) Rights and Liabilities of opening and negotiating bank

**BOOKS RECOMMENDED**

- 1. Israr Siddiqui, Practice and Law of Banking in Pakistan, Royal Book Co., Karachi.
  - 2. S.A., Menai, Banking and Finance in Pakistan, Oxford University Press, Karachi.
  - 3. Holden, J. Milnes, the Law & Practice of Banking, Vol. I & II, London: Pitman.
  - 4. Abdul Aziz Kazi, Commentary on Negotiable Instruments Act, 1881, Karachi.
  - 5. Pakistan Institute of Bankers, Karachi, Practice & Law of Banking.
  - 6. Government of Pakistan, Banking & Financial Services.
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Code	Subject Title	Cr. Hrs	Semester
COMM-308	Islamic Principles of Business & Finance	3	VI
Year	Discipline		
3	Commerce		

- 1 Introduction
  - 1.1 Economic Scenario in the Neoclassical Framework
  - 1.2 Conventional Debt: A Recipe for Exploitation
  - 1.3 Growth per se May not Lead to Socio-economic Justice
  - 1.4 Social Welfare Activities of the States
  - 1.5 The Main Culprit
  - 1.6 The Need of the Hour
  - 1.7 Economics and Religion
  - 1.8 Islamic Principles Can Make the Difference
  - 1.9 Regulating Trade and Business
  - 1.10 Islamic Finance Passing Significant Milestones
  - 1.11 Could it Work to Achieve the Objectives?
- 2 Distinguishing Features of the Islamic Economic System
  - 2.1 Introduction
  - 2.2 Islamic Shariah and its Objectives
  - 2.3 Why Study Islamic Economics?
  - 2.4 Islamic Economics: What should it be?
  - 2.5 Paraphernalia of Islamic Economics
- 3 The Main Prohibitions and Business Ethics in Islamic Economics and Finance
  - 3.1 Introduction
    - The Basic Prohibitions
  - 3.2 Business Ethics and Norms
- 4 The Philosophy and Features of Islamic Finance
  - 4.1 Introduction
  - 4.2 The Philosophy of Islamic Finance
  - 4.3 Debt versus Equity
  - 4.4 Islamic Banking: Business versus Benevolence
  - 4.5 Exchange Rules
  - 4.6 Time Value of Money in Islamic Finance
  - 4.7 Money, Monetary Policy and Islamic Finance
- 5 Islamic Law of Contracts and Business Transactions
  - 5.1 Introduction
  - 5.2 Mal (Wealth), Usufruct and Ownership
  - 5.3 General Framework of Contracts
  - 5.4 Elements of a Contract
  - 5.5 Broad Rules for the Validity of Mu'amalat
  - 5.6 W'adah (Promise) and Related Matters
  - 5.7 Types of Contracts
  - 5.8 Commutative and Noncommutative Contracts
  - 5.9 Conditional or Contingent Contracts
- 6 Trading in Islamic Commercial Law



- 6.1 Introduction
- 6.2 Bai‘ – Exchange of Values
- 6.3 Legality of Trading
- 6.4 Types of Bai‘
- 6.5 Requirements of a Valid Sale Contract
- 6.6 Riba Involvement in Sales
- 6.7 Gharar – A Cause of Prohibition of Sales
- 6.8 Conditional Sales and “Two Bargains in One Sale”
- 6.9 Bai‘ al‘Arbun (Downpayment Sale)
- 6.10 Bai‘ al Dayn (Sale of Debt)
- 6.11 Al ‘Inah Sale and the Use of Ruses (Hiyal)
- 6.12 Options in Sales (Khiyar)
- 7 Loan and Debt in Islamic Commercial Law
  - 7.1 Introduction
  - 7.2 The Terms Defined
  - 7.3 Illegality of Commercial Interest
  - 7.4 Loaning and the Banking System
  - 7.5 Guidance from the Holy Qur’an on Loans and Debts
  - 7.6 The Substance of Loans
  - 7.7 Repayment of the Principal Only
  - 7.8 Time Value of Money in Loans and Debts
  - 7.9 Instructions for the Debtor
  - 7.10 Instructions for the Creditor
  - 7.11 Husnal Qadha (Gracious Payment of Loan/Debt)
  - 7.12 Remitting a Part of a Loan and Prepayment Rebate
  - 7.13 Penalty on Default
  - 7.14 Hawalah (Assignment of Debt)
  - 7.15 Security/Guarantee (Kafalah) in Loans
  - 7.16 Bai‘ al Dayn (Sale of Debt/Debt Instruments)
  - 7.17 Impact of Inflation on Loans/Debts
- 8 Overview of Financial Institutions and Products: Conventional and Islamic
  - 8.1 Introduction
  - 8.2 What is Banking or a Bank?
  - 8.3 The Strategic Position of Banks and Financial
  - 8.4 Categories of Conventional Financial Business
  - 8.5 The Need for Islamic Banks and NBFIs
  - 8.6 The Issue of Mode Preference
  - 8.7 Islamic Investment Banking
  - 8.8 Islamic Financial Markets and Instruments
- 9 Murabaha and Musawamah
  - 9.1 Introduction
  - 9.2 Conditions of Valid Bai
  - 9.3 Murabaha – a Bai‘ al Amanah
  - 9.4 Bai‘ Murabaha in Classical Literature
  - 9.5 The Need for Murabaha
  - 9.6 Specific Conditions of Murabaha
  - 9.7 Possible Structures of Murabaha





- 9.8 Murabaha to Purchase Orderer (MPO)
- 9.9 Issues in Murabaha
- 9.10 Precautions in Murabaha Operations
- 9.11 Musawamah (Bargaining on Price)
- 10 Forward Sales: Salam and Istisna‘a
  - 10.1 Introduction
  - 10.2 Bai‘ Salam/Salaf
  - 10.3 Benefits of Salam and the Economic Role of Bai‘ Salam
  - 10.4 Features of a Valid Salam Contract
  - 10.5 Security, Pledge and Liability of the Sureties
  - 10.6 Disposing of the Goods Purchased on Salam
  - 10.7 Salam – Post Execution Scenarios
  - 10.8 Salam-Based Securitization – Salam Certificates/Sukuk
  - 10.9 Summary of Salam Rules
  - 10.10 Salam as a Financing Technique by Banks
  - 10.11 Istisna‘a (Order to Manufacture)
- 11 Ijarah – Leasing
  - 11.1 Introduction
  - 11.2 Essentials of Ijarah Contracts
  - 11.3 General Juristic Rules of Ijarah
  - 11.4 Modern Use of Ijarah
  - 11.5 Islamic Banks’ Ijarah Muntahia-bi-Tamleek
- 12 Participatory Modes: Shirkah and its Variants
  - 12.1 Introduction
  - 12.2 Legality, Forms and Definition of Partnership
  - 12.3 Basic Rules of Musharakah
  - 12.4 The Concept and Rules of Mudarabah
  - 12.5 Mudarabah Distinguished from Musharakah
  - 12.6 Modern Corporations: Joint Stock Companies
  - 12.7 Modern Application of the Concept of Shirkah
  - 12.8 Diminishing Musharakah
  - 12.9 Diminishing Musharakah as an Islamic Mode of Finance
- 13 Some Accessory Contracts
  - 13.1 Introduction
  - 13.2 Wakalah (Agency)
  - 13.3 Tawarruq
- 13.4 Ju‘alah
- 13.5 Bai‘ al Istijrar (Supply Contract)
- 14 Application of the System: Financing Principles and Practices
  - 14.1 Introduction
  - 14.2 Product Development
  - 14.3 The Nature of Financial Services/Business
  - 14.4 Prospects and Issues in Specific Areas of Financing
  - 14.5 Islamic Banks’ Relationship with Conventional Banks
  - 14.6 Fee-based Islamic Banking Services
- 15 Sukuk and Securitization: Vital Issues in Islamic Capital Markets
  - 1 Introduction
  - 2 The Capital Market in an Islamic Framework
  - 3 Securitization and Sukuk



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- 16 Takaful: An Alternative to Conventional Insurance
    - 16.1 Introduction
    - 16.2 The Need for Takaful Cover
    - 16.3 The Shariah Basis of Takaful
    - 16.4 How the Takaful System Works
    - 16.5 Takaful and Conventional Insurance Compared
    - 16.6 Status and Potential of the Takaful Industry
    - 16.7 Takaful Challenges
  - 17 Islamic Assets and Fund Management
    - 17.1 Principles and constraints of Islamic investing
    - 17.2 Islamic fund structures
    - 17.3 Islamic investment products: Risk-reward profile
    - 17.4 The Islamic stock selection process
    - 17.5 Islamic fund performance
    - 17.6 Liquidity strategies
    - 17.7 Structure, marketing and distribution
    - 17.8 Incorporation, authorization and regulation
    - 17.9 The Shariah committee and Islamic fund management
  - 18 An Appraisal of Common Criticism of Islamic Banking and Finance
    - 18.1 Introduction
    - 18.2 The Common Myths and Objections
    - 18.3 Appraisal of Conceptual Criticism
    - 18.4 Appraisal of Criticism on Islamic Banking Practice
  - 19 The Way Forward
    - 19.1 Introduction
    - 19.2 Agenda for the Policymakers
    - 3 Potential, Issues and Challenges for Islamic Banking

**Recommended Books: (Latest Editions)**

1. Understanding Islamic Finance by Muhammad Ayub, John Wiley & Sons Ltd, England.
  2. An Introduction to Islamic Finance by Muhammad Taqi Usmani, Maktaba Ma'ariful Qur'an, Karachi, Pakistan.
  3. Islamic Finance: Law, Economics, and Practice by Mahmoud A. El-Gamal, Cambridge University Press, New York, USA.
  4. Islamic Finance Qualification: Securities and Investment Institute, London, UK.
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Code	Subject Title	Cr. Hrs	Semester
COMM-309	Logic & Critical Thinking (Commerce)	3	VI
Year	Discipline		
3	Commerce		

1. Basic logic:

What is logic, propositions, Arguments, Deductive and inductive Arguments, Validity and truth.

2. Paraphrasing and Diagramming Arguments:

Paragraphing, Diagramming, Interwoven Arguments

3. Categorical Propositions:

The theory of Deduction, Classes and Categorical positions, the four kinds of Categorical propositions,

Quality, Quantity, and Distribution

The traditional square of Opposition, contradictories, contraries, subcontraries, subalternation, The Square of opposition, conversion, obversion, contraposition, existential import and interpretation, symbolism and Diagrams for categorical syllogisms.

4. Categorical Syllogisms:

Terms of the Syllogism- Major, Minor, and Middle,

The mode of the Syllogism, The figure of the Syllogism, The form nature of Syllogistic Argument, Venn Diagram Technique for testing Syllogisms, Syllogism rules and Syllogistic Fallacies.

Exposition of the 15 valid Forms of the Categorical Syllogism

5. Symbolic Logic:

Modern logic and Symbolic Language, The symbols for Conjunction, Negation and Disjunction, unction, Argument Forms and refutation by logical Analogy, The Precise meaning of “Invalid” and “Valid” ,Testing Argument Validity on truth tables, Some Common Argument forms, Statement forms and material Equivalence.

6. Truth Trees:

Rules of Inference, valid inference, double denial, The Tree Test, Reading Counterexamples off the finished Tree, Satisfiability, Common misconception Adequacy of the Tree Test, Deduction Trees.

7. The context of arguments: Critical Thinking

Disagreement and Controversy, Aims of critical thinking, Uses of Language, Challenging premises, competing arguments, application,

Informal Fallacies:

Fallacies, Fallacies of Ambiguity, Fallacies of Presumption, Fallacies of Irrelevance, Sophistries and Diversions, Avoiding Ambiguity: definition, rules for definition, kind of definition

**Books Recommended:**

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
3. Richard Jeffrey, Formal logic Mc Gaw – Hill book company New York 1989
4. Paul, Richard and Elder, Linda. (2006) *Critical Thinking Tools for Taking Charge of Your Learning and Your Life*, New Jersey: Prentice Hall Publishing.



Code	Subject Title	Cr. Hrs	Semester
COMM-310	Organizational Behaviour	3	VI
Year	Discipline		
3	Commerce		

**WHAT IS ORGANIZATIONAL BEHAVIOR?**

- Basic Concepts
  - Management
  - Functions of Management
  - Managerial Roles
  - Management Skills
  - Organization and its Structure
  - Effective Vs. Successful Managers
- Intuition and systematic Study
- Concept of **Organizational Behavior**
- Challenges and Opportunities for OB
  - Globalization
  - Workforce Diversity
  - Quality and Productivity
  - Customer Services
  - Improve People Skills
  - Empowerment
  - Innovation and Change
  - “Temporariness” Issues
  - Network Organizations
  - Work-Life Conflicts
  - Creating Positive Work Environment
  - Ethical Issues
- The OB Model
  - Dependant and Independent Variables
  - Individual Level, Group Level, and Organization Level Variables.
- Contributing Disciplines to OB field.
  - Psychology
  - Social Psychology
  - Sociology
  - Anthropology

**INDIVIDUAL BEHAVIOR**

**BIOGRAPHIC CHARACTERISTICS**

- Age
- Tenure
- Gender
- Race
- Social Class

**ABILITY**

- Intellectual Abilities and its Dimensions
- Physical Abilities
- The Ability-Job Fit



## LEARNING

- Definition
- Theories of Learning
  - Classical Conditioning
  - Operant Conditioning
  - Social Learning
- Behavior Shaping and its methods
  - Positive Reinforcement
  - Negative Reinforcement
  - Punishment
  - Extinction
- Schedule of Reinforcement

## ATTITUDES

- Components of Attitudes
- Major Job Attitudes
  - Job Satisfaction
  - Job Involvement
  - Job Engagement
  - Organizational Commitment
  - Perceived Organizational Support
  - Other job Attitudes
- Impact of Satisfied and Dissatisfied Employees on the Workplace

## PERSONALITY

- Personality and its Determinants
- Personality Traits
  - MBTI
  - The Big Five Model
- Major Personality Attributes Influencing OB (Optional)

## VALUES

- 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

## MOTIVATION

- 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

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## GROUP BEHAVIOR

### GROUPS AND TEAMS

#### LEADERSHIP

- 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

#### POWER AND POLITICS

- 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

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## ORGANIZATIONWIDE BEHAVIOR

### CHANGE MANAGEMENT

- 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
  - Organizational Development
    - Sensitivity Training
    - Survey Feedback
    - Process Consultation
    - Team Building



- Intergroup Development
- Appreciative Inquiry
- Contemporary issues in Change Management
  - Technology in Workplace
  - Stimulating Innovation
  - Creating a Learning Organization
  - Cultural Differences

**STRESS MANAGEMENT**

- 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

**Recommended Books (Latest Editions)**

- Organizational Behavior, (Robbins, and Judge), Latest Edition
- Organizational Behavior, (Schermerhorn, Hunt, Osborne, Uhl, Bien), latest Edition
- Organizational Behavior, (Kreitner, Kinicki), latest Edition



Code	Subject Title	Cr. Hrs	Semester
<b>COMM-401</b>	<b>Corporate Law</b>	<b>3</b>	<b>VII</b>
Year	Discipline		
<b>4</b>	<b>Commerce</b>		

### **COURSE DESCRIPTION**

Corporate law is the law of corporations and designed to understand the fundamental concepts and legal framework of corporate law in Pakistan. This includes the corporate governance which is a relatively new term used to describe a process, which has been practiced for as long as there have been corporate entities. This process seeks to ensure that the business and management of corporate entities is carried on in accordance with the highest prevailing standards of ethics and efficacy upon assumption that it is the best way to safeguard and promote the interests of all corporate stakeholders. This course also provides students with an introduction to companies' ordinance 1984, Securities and Exchange Commission of Pakistan Act, 1997 and Rules relating to single Member Company in Pakistan. This course inter-alia established a relationship between corporate law and governance within its economic, legal and business context with special reference to corporate law and governance mechanisms.

The course will be divided into two parts:

1. The fundamental of corporate law
2. Corporate governance

#### **PART –I**

#### **CORPORATE GOVERNANCE**

1. What is corporate governance
  - The Background
  - Definition of Corporate Governance
  - The Benefits of Corporate Governance
  - The Pakistani Corporate
  - The Origins of Corporate Governance in Pakistan
2. The Need for Corporate Governance
3. The Stakeholders
  - General
  - Shareholders
  - Directors
  - Employees
  - Creditors
4. Promoting Reform and Shareholder Activism



## **PART-II**

### **FUNDAMENTALS OF CORPORATE LAW- (Company law)**

5. Definition and Nature of a Company
  - Meaning of Company
  - Characteristics of Company
  - Corporate personality.
  - Lifting the corporate veil
  - Difference b/w company and partnership
6. Historical development of company law with special reference to Pakistan.
7. Kinds of companies
8. Formation of companies
  - Promotion
  - Promoters
  - Preliminary contracts or pre-incorporation contracts and provisional contracts.
  - Incorporation registration etc.
9. Memorandum of Association
  - Meaning and importance
  - Contents of MOA
  - Alteration of MOA
  - Doctrine of ultravires and its effects
10. Articles of Association
  - Meaning and Importance and its contents
  - Alteration of AOA
  - Constructive Notice
  - Doctrine of Indoor Management and its exceptions.
11. Prospectus
12. Securities and Exchange commission of Pakistan (Regulation of company's affairs through SECP)
  - Powers and function of SECP
13. Shares and Share Capital
14. Management of a company
  - Directors, Powers, Duties and Functions
15. Company Meeting and Resolutions.
16. Concept of Single member Company's in Pakistan (Law relating to SCME in Pakistan)
17. Majority powers and minority protection
18. Prevention of oppression and mismanagement
19. Case law study
20. Wrap-up and overview of course

### **Recommended Books/Statutes/Rules**

#### **Pakistan**

1. Companies' ordinance, 1984.
2. SECP Act 1997
3. SMC rules.

4. Manual of Corporate Governance
5. Company Law and Practice in Pakistan, By Nasrullah Babar Vol I,II, edn 1<sup>st</sup>
6. Company Law and The Shareholder by Dr. Khalid Ranjhja
7. Company Law by Shaukat Mehmood, Vol I, II, edn 4<sup>th</sup>

**England**

1. Gower and Davies Principles of Modern Company Law, edn 8<sup>th</sup>
2. Cases and Materiels in Company Law by L.S Saly, edn 5<sup>th</sup>
3. Pennington's Company Law, edn 6<sup>th</sup>
4. Palmer's Company Law, Vol I, II.

**Indian**

1. Company Law by Avtar Singh, edn 14<sup>th</sup>
2. Indian Company Law by Jehangir M.J. Sethna, edn 11<sup>th</sup>
3. S.K. Dasgupta Guide to Company Law, edn 1<sup>st</sup>.
4. K.M. Ghosh & Dr. K.R. Chandratre's Company Law, edn 13<sup>th</sup>.
5. Company Law by Ashoke

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-402	Human Resource Management	3	VII
Year	Discipline		
3	Commerce		

### INTRODUCTION

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- Management
- Human Resource Management
- Functions of HR Managers
- Challenges to Human Resource Management
- Human Resource Manager Proficiencies
- Strategic Human Resource Management
- The Context of Human Resource Management

### ACQUIRING PEOPLE

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- Selection, Why Selection is Important?
- Job Analysis (Job Description and Job Specifications)
- Job Analysis Information and its Uses
- Methods of collecting Job Analysis Information
- Writing JOB DESCRIPTION
- Writing JOB SPECIFICATIONS
- Job Design and related issues (Job Enlargement, Job Rotation, Job Enrichment)
- Recruiting (Internal and External Sources of Candidates)
- Testing (measuring Knowledge, Skills and Abilities)
- Interview (Types of Interview, Interview's Usefulness)

### TRAINING PEOPLE

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- Orientation
- Training and Development
- Training and Development Process
- Training Methods (On-the-Job Training / Off-the-Job Training)

- Evaluating the Training Effort

## **APPRAISING PEOPLE**

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- Performance Management
- Performance Appraisal
- Steps in Appraising Performance
- Performance appraisal techniques
- Appraisal Problems
- How to Avoid Appraisal Problems?
- Who should do appraising?
- Career Management, Career Development, Career Planning
- Roles in Career Development (Employee's Role, Employer's Role)
- Promotions and Transfers
- Retirement

## **COMPENSATING PEOPLE**

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- Employee Compensation (Direct and Indirect Payments)
- Important Compensation Terms (Monetary and others)
- How to establishing Pay Rates?
- Employee Incentives and Benefits
  - Individual Employee Incentives
  - Group Incentives
  - Organization-wide Pay Plans

## **Books Recommended (Latest Editions)**

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- Dessler, Human Resource Management, (Dessler), Latest Edition
- Human Resource Management, (DeCenzo, and Robbins), Latest Edition
- Managing Human Resources, (Cascio), latest Edition



Code	Subject Title	Cr. Hrs	Semester
COMM-403	Insurance & Risk Management	3	VII
Year	Discipline		
4	Commerce		

## Insurance & Risk Management

<b>Name of the Course</b>	<b>INSURANCE AND RISK MANAGEMENT</b>
<b>Objectives</b>	The objective of this course is to provide an initial perspective on risk management and insurance businesses, its principal activities, and the interrelationships among the activities. The complex decision making process of risk management and an insurance business in a competitive environment is also included in this course.
<b>Syllabus</b>	<ul style="list-style-type: none"> <li>• <b>introduction of risk-</b> definitions- classifications of risk- methods of handling risk</li> <li>• <b>introduction to risk management-</b> objectives- steps in risk management process- benefits of risk management</li> <li>• <b>Introduction of insurance:</b> definition- characteristics- benefits of insurance to society- costs of insurance to society- requirement of insurable risk- insurance and gambling.</li> <li>• <b>Fundamental Legal principles:</b> principle of indemnity- utmost good faith- insurable interest- law of subrogation- requirements and characteristics of an insurance contract.</li> <li>• <b>Insurance company operations:</b> rate making- underwriting- production- claim settlement- reinsurance- investments.</li> <li>• <b>Analysis of Insurance Contract:</b> Basic parts of insurance contract- co-insurance</li> <li>• <b>Classes of insurance:</b> <ul style="list-style-type: none"> <li>❖ Life Insurance</li> <li>❖ Fire Insurance</li> <li>❖ Marine Insurance</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>❖ Miscellaneous Insurance</li> <li>• <b>Annuities (Life Insurance)</b></li> <li>• <b>Islamic Insurance (Takaful):</b> Introduction- Difference between conventional insurance and takaful- Activity models of takaful- Takaful potential in Pakistan</li> <li>• <b>Pakistan Insurance Ordinance 2000 (overview)</b></li> </ul>
<b>Text Book</b>	<ol style="list-style-type: none"> <li>1. <b>Principles of Risk Management and Insurance:</b> <i>George E. Rejda.</i></li> <li>2. <b>insurance:</b> <i>Julia Holyoake</i></li> <li>3. <b>Insurance principles and Practices:</b> <i>M.N Mishra, S.B Mishra</i></li> </ol>

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-404	Managerial Economics	3	VII
Year	Discipline		
4	Commerce		

1. Introduction to the Managerial Economics: Nature, Scope and objects
2. Optimization Techniques: Simple and Multivariate Optimization, Constrained Optimization
3. Demand: Review of Demand, Supply and Elasticity concepts, Demand Estimation, Demand Forecasting
4. Production and Cost Analysis: Production Theory and Estimation, Cost theory and estimation, Production & cost theory with calculus
5. Market Structures: Perfect Competition, Monopoly and Monopolistic Competition and managerial decision-making, Profit Maximization with calculus
6. Risk Analysis
7. Capital Budgeting
8. Input-Output Analysis
9. Linear Programming

### Recommended Books (Latest Editions of all book may be used)

1. Salvatore, D., “*Managerial Economics in a global economy*”, Thomson (South Western)
2. [Baye](#), Michael R. “*Managerial Economics & Business Strategy*”, McGraw-Hill/Irwin; 7 edition
3. [Samuelson](#), William F. & [Stephen G. Marks](#) “*Managerial Economics*”, Wiley; 6 edition (2008)
4. Michael R., “*Managerial Economics: A Problem-Solving Approach*”, South-Western College Pub; 2 edition (2009)
5. [Thomas](#), Christopher & [S. Charles Maurice](#), “*Managerial Economics*”, McGraw-Hill/Irwin; 10 edition (2010)

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-405	Management Accounting	3	VII
Year	Discipline		
4	Commerce		

### **Absorption Costing**

Stock valuation  
Profit or loss statement

### **Marginal Costing**

Stock valuation  
Profit or loss statement  
Profit reconciliation statement  
Difference in profit under different circumstances

### **Activity Based Costing**

Identification of cost driver  
Absorption costing vs Activity based costing  
Calculation of per unit cost under Activity Based Costing

### **Process Costing;**

Treatment of abnormal loss  
Treatment of abnormal gain  
Treatment of opening WIP (weighted average method)  
Treatment of opening WIP (FIFO method)  
Joint and By products

### **Standard Costing**

What is a standard?  
Types of standard  
What is a standard cost?  
What is standard costing?  
Variances for materials  
Variances for labor  
Variances for variable FOH  
Variances for fixed FOH  
Variances for sales  
Variances under Marginal Costing  
Operating statement for the adjustment of variances

### **Budgeting**

What is a budget?  
What is budgeting?  
What is a budget committee?  
What is a budget manual?  
What is budget period?  
Principle budget factor



**Operating budgets/ Functional Budget**

- Sales Budget
- Stock Budget
- Production Budget
- Material Usage Budget
- Material Purchase Budget
- Labour hours Budget
- Labour Cost Budget
- Machine Hours Budget
- Variable FOH Budget
- Fixed FOH Budget

**Master Budget**

- Cash Budget
- Budgeted Profit and Loss Account
- Budgeted Balance Sheet

**Fixed, flexible and flexed budget****Zero Based Budgeting****Rolling Budget****Gross Profit Analysis**

- Sales Price Variance
- Sales Volume Variance
- Cost Price Variance
- Cost Volume Variance
- Sales Mix Variance
- Final Sales Volume Variance

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-406	Corporate Finance(Finance Specialization)	3	VII
Year	Discipline		
4	Commerce		

1. An overview of corporate finance
2. Nature, scope and importance of corporate finance
3. Making investment decisions in a business firm-capital budgeting ,relevant cash flows in capital budgeting, projects evaluation techniques and decision making, conflicting decisions of NPV and IRR
4. Making financing decisions in a business firm-cost of capital, calculating cost of individual source of capital, weighted average cost of capital(WACC), weighted marginal cost of capital(WMCC)
5. Risk and returns fundamentals
6. Leverage and capital structure-operating and financial leverage, total leverage concept, measuring operating, financial, and total leverage, optimal capital structure
7. Dividends and dividend policy
8. Lease financing-types, lease vs purchase option decision, off balance sheet financing
9. Mergers and acquisitions and other forms of corporate restructuring
10. Long term financing and role of capital market, long term debt, preferred stock, and common stock

### Books Recommended (Latest editions)

- a. Van Horne J.C., Fundamentals of financial management
- b. Gitman L.J., Principals of managerial finance
- c. Campsey B.J., Brigham Eugene F., Introduction to financial management
- d. Khan M Y, Jhain P K, Financial management
- e. Keown Arthur J, Scott David F., Martin John D, Basic financial management
- f. Rao, Introduction to financial management
- g. Brigum Eugene F., Ehrhardt Michael C., Financial Management

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-407	Consumer Behavior (Marketing Specialization)	3	VII
Year	Discipline		
4	Commerce		

This course is designed to give the students a strong understanding of the basic principles of consumer behavior, an insight into the scientific investigations on which our knowledge of consumer behavior is based, and an awareness of how these consumer behavior findings can be practically applied to professional practice of marketing.

### Text Book:

Schiffman, L. G. and Kanuk, L. L. *Consumer Behavior (10 e)*, Prentice-Hall, Inc. USA

### Reference Book (Latest Edition)

Consumer Behavior by Michael R. Solomon/ Luthans /Robins

### Instructional Procedures:

Lectures, Discussions, Presentations, Case Studies and Group Projects

- **Consumer Behavior: An Introduction**
  - Definition and Importance of consumer Behavior for marketing firms
  - Consumer Behavior is interdisciplinary
  - Research in Consumer Behavior
  - Development of consumer Behavior as a Discipline
  - Market Segmentation
- **The Consumer as an Individual—Consumer Needs and Motivation**
  - Motivation definition and the selection of goals
  - Rational versus Emotional Motives
  - Interdependency of Needs and Goals and the dynamic nature of motivation
- **The consumer as a perceiver**
  - Definition of perception and the Dynamics of Perception
  - Sensation
  - The differential Threshold
  - Level of Awareness
  - Consumer Imagery
- **The consumer as a learner**
  - Meaning of Learning and how learning works
  - Conditioning and Detailed Learning Characteristics
  - Brand Loyalty

- **Personality and Consumer Behavior**
  - Definition, nature and Theories of personality
  - Personality and Market Segmentation and Psychographic Segmentation
- **Attitudes in Consumer Behavior**
  - Meaning, structure, measurement development and maintenance of an attitude
  - Cognitive dissonance and How to change attitudes
- **Communication and Consumer Behavior**
  - Definition, structure and process of communication
  - The Audience, The source, The medium, The message
- **Group Dynamics and Consumer Reference Groups**
  - Definition, Types and vocabulary of group dynamics
  - Consumer-Relevant Groups, Reference Groups with Promotional applications
- **The Family**
  - Family decision making
  - The family Life Cycle
- **Personal Influence and the Opinion Leadership Process**
  - Meaning, Dynamics, The measurement and profile of Opinion leadership
  - Frequency and Overlap of opinion leadership
  - The opinion leadership environment
  - Opinion leadership and the firm's promotional strategy
- **Social Class, Culture, Sub Cultures and Consumer Behavior**
  - What is social class?
  - Culture and Consumer Behavior
  - What is sub-culture?
- **Consumer Decision Making**
  - Definition, and Three views of decision
  - consumer decision making
  - A simple model of consumer decision Making
  - Comprehensive Models of Consumer Behavior



Code	Subject Title	Cr. Hrs	Semester
COMM-408	Financial Reporting (Accounting Specialization)	3	VII
Year	Discipline		
4	Commerce		

**1. The nature and operations of the IASB**

- Structure of the IASB
- Extant standards of the IASB

**2. Disclosure Standards**

- Statement of Cash Flows
- Earnings per Share
- Related Party Disclosure

**3. Presentation**

- Presentation of Financial Statement
- Revenues

**4. Asset Recognition and Measurement**

- Property Plant and Equipment
- Investment Property
- Intangible assets
- Leases
- Inventories
- Financial instruments
- Borrowing costs
- Impairment of assets

**5. Accounting for Liabilities**

- Provision, Contingent liabilities and contingent assets
- Income Taxes

**6. Group Accounting**

- Consolidated financial statements and accounting for investment in subsidiaries

**Recommended Books:**

1. International Financial Reporting Standards (IFRSs/IASs), International Accounting Standards Board
2. Modern Advanced Accounting by E. John Larsen, Mc-Graw-Hill Companies Inc.
3. Gripping IFRS Vol.I published by ICAP.
4. IFRS Practical Implementation Guide and Workbook (Wiley Series) by Abbas Ali Mirza, Graham J. Holt and Magnus Orrell (Relevant topics).
5. Advanced Accounting & Financial Reporting Study Text and Revision Series by A T Foulks Lynch Pakistan.
6. Advanced Accounting & Financial Reporting Study Text and Revision Series by Professional Business Publications (PBP).
7. Selected Opinions and Technical Releases (Accounting).

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-409	E-Commerce	3	VIII
Year	Discipline		
4	Commerce		

### Course Objectives:

- To introduce E-Commerce with Business, Technology & Social perspective
- Examine the relationship of basic E-Business strategies to business success.
- Understanding of technological infrastructure to establish & support E-Commerce
- Understanding of E-Commerce marketing concepts and how important they are for the success of any E-Commerce business.
- Overview of some of the commercial E-Commerce systems

### Expected Outcomes:

- Understanding of different types of E-Commerce business models, associated technologies & their integration & effective interaction among these technologies
- Design & implementation of E-Commerce applications and associated hardware, network & security infrastructure
- Understanding of different components of E-Commerce application such as product catalog, shopping cart, shipping, payment methods, fulfillment, marketing, etc.
- Marketing & social impacts of ecommerce

### Required Course Textbook:

E-Commerce: Business, Technology, Society – 4th edition

Authors: Kenneth C. Laudon & Carol Traver

### Reference Books:

Electronic Commerce

Authors: Efraim Turban, Jae K. Lee, David King, Ting Peng Liang & Deborrah Turban

E-Commerce

Authors: Jeffrey F. Rayport & Bernard J. Jaworski

E-Commerce and Mobile Commerce Technologies

Authors: Dr. U.S. Panday & Er. Saurabh Shukla

E-Business

Authors: Dr. Ravi Kalakota

- **Introduction to E-commerce**
  - Definition of E-Commerce, E-Business with associated practical aspects and differences
  - Features which are unique to e-commerce technology
  - Different types of e-commerce
  - Origin & Growth of the Internet and the Web
  - Understanding E-commerce
- **E-commerce business models and concepts**
  - Detailed discussion & understanding of e-commerce models
    - Business-to-consumer (B2C) business models
    - Business-to-business (B2B) business models
    - Business models in other emerging e-commerce areas
      - Peer to Peer
      - M-commerce
  - Impact of Internet and World Wide Web on businesses, strategy, structure, and associated processes.
- **Technology Infrastructure of E-commerce**
  - Key technology concepts including Internet Protocol (IP), Internet Backbone, Network Access Points, Metropolitan Area Networks, Application Service Providers, Intranets and extranets
  - Brief discussion of Internet and WWW.
- **Planning and designing an E-commerce website**
  - Planning, Systems analysis and design
  - In-house vs. outsourcing – details, differences, cost impact & associated advantages & disadvantages of both options
  - System Testing, Implementation, Maintenance & optimization factors of the website
- **Security and Encryption**
  - Understanding of e-commerce related security environment, threats & technology based solutions includes
    - Protecting & securing channels of internet communications
    - Encryption
    - Secure socket layers (SSL)
    - Digital Signatures
    - Protecting networks using different types of Firewalls
    - Protecting servers and clients using OS controls/Anti-virus software
- **Ecommerce Payment Systems**
  - Introduction of Payment Systems involved in e-commerce
  - Credit-card e-commerce transactions
  - Other types of payment methods
  - Digital payment in B2C
  - Electronic billing



- **Ecommerce Marketing Concepts**
  - Basic marketing concepts
  - Internet marketing technologies
  - Search engine marketing
- **Ecommerce and Communications**
  - Online advertising, Online catalogs, Online chat
  - Direct email marketing
  - Benefits of online marketing communications
  - The cost of online advertising



Code	Subject Title	Cr. Hrs	Semester
COMM-410	International Business & Finance	3	VIII
Year	Discipline		
4	Commerce		

**International Business:**

**1. Globalization**

- Introduction
- 1.2 What is Globalization?
- 1.3 The emergence of global institutions
- 1.4 Drives of globalization
- 1.5 The changing demographics of the global economy
- 1.6 The globalization debate
- 1.7 Managing in the global marketplace

**2. National Differences in Political Economy**

- Introduction
- Political systems
- Economics systems
- Legal systems
- The determinants of economic development
- States in transition

**3. International Trade Theory**

- Introduction
- An overview of international trade theory
- Mercantilism
- Absolute advantage
- Comparative advantage
- Heckscher-Olin theory
- The product life cycle theory
- New trade theory
- National competitive advantage.
- Implications for managers

**4. The Political Economy of International Trade**

- Introduction
- Instruments of trade policy
- The case of government intervention
- The revised case for free trade

Development of the world trading system

Implications for managers

## **5. Foreign Direct Investment**

Introduction

FDI in world economy

Horizontal FDI

Vertical FDI

Implications for managers

## **6. Regional Economic Integration**

Introduction

Levels of economic integration

The case for regional integration

The case against regional integration

Regional economic integration in Europe

Regional economic integration in Americas

Regional economic integration Elsewhere

Implications for managers

## **7. The Strategy of International Business**

Introduction

Strategy and the firm

Global expansion, Profitability, and profit growth

Cost pressures and pressures for local responsiveness

Choosing a strategy

## **8. The Organization of International Business**

Introduction

Organizational architecture

Organizational structure

Control systems and incentives

Processes

Organizational culture

Synthesis: Strategy and architecture

Organizational change

## **9. Entry Strategy and Strategic Alliances**

Introduction

Basic entry decisions

Entry modes

Selecting an entry mode

Greenfield venture or acquisition

Strategic alliances

## **10. Exporting, Importing, Counter trade and Inco-terms (Group E, F, C, D terms)**

Introduction

The promises and pitfalls of exporting

Improving export performance

Export and import financing

Export assistance

Counter trade

International commercial terms: Group E, F, C, D terms

## **International Finance:**

### **11. Introduction and Scope of International Finance**

Introduction

Benefits of studying international finance

Scope and area of international finance

Role of financial manager in international finance

### **12. International Financial Markets**

Foreign exchange market

International money market

International credit market

International bond market

International stock market

How financial markets facilitates MNC functions

### **13. Exchange Rate Determination**

Measuring exchange movements

Exchange rate equilibrium

Factors that influence exchange rates

Speculating an anticipated exchange rates

### **14. Currency Derivatives**

Forward markets

Currency futures market

Currency options market

Currency call options

Currency putt options

Contingency graphs for currency options

Conditional currency options

European currency options

### **15. Government Influence on Exchange Rates**

Exchange rate systems

A single European currency

Government intervention

Intervention as a policy tool

### **16. Relationships among Inflation, Interest Rates and Exchange Rates**

Interest rate parity (IRP)

Purchasing power parity (PPP)

International fisher effect (IFE)

Comparison of IRP, PPP and IFE theories

### **17. Forecasting Exchange Rates**

Why firms forecast exchange rates

Forecasting techniques

Forecasting services

Forecasting error

Using interval forecasts

### **18. Country Risk Analysis**

Why country risk analysis is important  
Political risk factors  
Financial risk factors  
Types of country risk assessments  
Techniques to assess country risk  
Measuring country risk  
Comparing risk ratings among countries  
Actual country risk ratings across countries  
Incorporating country risk in capital budgeting  
Reducing exposure to host government takeovers  
**19. Long Term Financing**  
Long term financing decision  
Cost of debt financing  
Assessing the exchange rate risk of debt financing  
Reducing exchange rate risk  
Interest rate risk from debt financing  
**20. Financing International Trade**  
Payment methods for international trade  
Trade finance methods

**Book Recommended: (Latest editions)**

**FOR INTERNATIONAL BUSINESS:**

- International Business by Charles W. L. Hill.
- International Business by Donald A. Ball.
- International Business by Alan M. Raugman & Richard M. Hodgetts.

**FOR INTERNATIONAL FINANCE:**

- International financial management by Jeff Madura
- International finance by D. Levi
- International finance management by Parkash G Apte

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-411	Operation & Production Management	3	VIII
Year	Discipline		
4	Commerce		

<b>Aims and Objectives</b>	This course is an extension to the subject of management. It is a compulsory subject at the terminal level of the B.Com Honors Program. It is aimed to study the systems and the processes that produce goods and/or provide services in manufacturing concerns.
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### Introduction:

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

### Scientific Management:

- Evolution of Scientific Management.
- Time Theory by Frederick Winslow Taylor.
- Limitations of the Time Theory.
- Motion Study by Frank Bunker Gilberth
- Implementation of Scientific Management by Henry Ford.

### Administration vs. Management

#### Business

- Defining business.
- Business model and profitability.
- Objectives of Business:
  - Profit and Profit Only
  - Service and Service Only
  - Profits through Service

## **Capital Formation:**

- Sources of Finance:
  - Merits and Demerits of Owner's equity
  - Merits and Demerits of Debt equity
  - Anticipation, Acquisition and Allocation of Funds.

## **Business Feasibility Study:**

- Introduction
- Importance of Business Feasibility Study
- Dimensions of Business Viability
- Outline of Business Feasibility Study

## **Location, Planning and Analysis:**

- Objectivity of Location
- Factors influencing the Location
- Best possible choice of plant location
- Professional decision-making through weighted index

## **Process Selection**

- Process Types
- Product and Service Processes

## **Plant Layout**

- Importance of Plant Layout:
- Kinds of Layout
- Process Layout
- Product Layout
- Selection of Best Layout

## **Purchase Policy**

- Importance of Purchasing
- Duties of Purchaser
- Purchasing Interfaces
- The Purchasing Cycle

## **Functions Of Purchasing Department**

- Purchasing Function
- Purchasing Policy

## **Planning and Controlling Production**

- Routing
-

- Scheduling
- Inventory Control
- Follow up

### **Role of Forman**

- Features
- Technical Contribution
- Human Relations
- Organizational Contribution

### **Product and Service Design**

- Features of a product
- Reasons for Product or Service Design
- Development of Design

### **Standardization**

#### **Kinds of Standards**

- Industrial Standards
- Consumer Standards

#### **Merits & De-Merits of Standardization**

- To the Manufacturer
- To the Wholesalers
- To the Consumers

#### **Simplification**

- Meaning
- Steps in Simplification
- Progress by Manufacturer
- Objective of Simplification

#### **Quality Control And Inspection**

- Meaning
  - Dimensions of Quality
  - Quality Control
  - Inspection
  - Development of Inspection Program
  - Types of Inspection
    - On site Inspection
    - Centralized Inspection
-



<b>Prescribed Book</b>	<p>“Operations Management”</p> <p>By, William J. Stevenson 9<sup>th</sup> edition(Text)</p> <p>“ “Production Operations Management”</p> <p>By, Neclus J. Acklonano(ref book) Management of Industrial Enterprise”</p> <p>By N. Owen(ref book)</p>
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## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-412	Performance Management	3	VIII
Year	Discipline		
4	Commerce		

### Syllabus Area A

Syllabus Area A covers cost accounting and understanding how organizations use different methods of cost accounting to manage their processes

- Throughput accounting and backflush accounting
- Throughput accounting has a direct relationship with decision making and performance management, and backflush accounting is a costing short cut
- Target costing and lifecycle costing
- Target costing and lifecycle costing can be regarded as relatively modern advances in management accounting, so it is worth first looking at the approach taken by conventional costing
- Activity-based costing
- Developments in manufacturing and marketing mean that the conventional way of treating fixed overheads might not be good enough
- Cost-volume-profit analysis
- Cost-volume-profit analysis allows a business to find its break-even point
- Environmental management accounting
- Environmental management accounting is being included in the Paper F5 syllabus from June 2011. Ann Irons, examiner for Paper F5, outlines how it will be examined

### Syllabus Area B

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.

- Linear programming
- Decision making is an important aspect of the Paper F5 syllabus, and questions on this topic will be common. The range of possible questions is considerable, but this article will focus on only one: linear programming
- The risks of uncertainty
- This article introduces the concepts of risk and uncertainty together with the use of probabilities in calculating both expected values and measures of dispersion
- Transfer pricing
- Transfer pricing provides excellent examples of the coexistence of alternative legitimate views, and illustrates how the use of inappropriate figures can create misconceptions and can lead to wrong decisions

## Syllabus Area C

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.

- Quantitative aspects of budgeting
- This article looks at four quantitative techniques of budgeting: the high-low method, least squares linear regression, times series analysis and learning curves
- Comparing budgeting techniques
- The budgeting process is an essential component of management control systems, as it provides a system of planning, coordination and control for management
- Behavioural aspects of budgeting
- This article looks at the purposes of a budget, including motivation and evaluation, budgets as objectives and how to set a budget

## Syllabus Area D

Syllabus Area D covers standard costing and variance analysis - key skills for a management accountant

- Measuring planning variances
- Geoff Cordwell outlines his approach to measuring planning variances in the Paper F5 exam
- Exam analysis - variances
- How can you impress the examiner with your variance analysis?
- Materials mix and variance analysis
- Many articles have been written about variance analysis over the years, but the purpose of this one is to cover the area of calculating materials mix and yield variances

## Syllabus Area E

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.

### Performance measurement

- This article focuses on a classic performance measurement question, which involves a combination of financial and non-financial analysis
- Interpreting financial data
- Geoff Cordwell points you in the right direction when studying the interpretation of financial data - a vital skill to develop to measure performance within an organisation

## Additional reading

The following books are suggested by the examiner as additional reading to support wider study around the ACCA F5. These books are not designed specifically to support preparation for the ACCA F5 paper and are not, therefore, quality assured by ACCA.

C. Drury, Management and Cost Accounting (7th edition), 2008

C.T. Horngren, A. Bhimani, S.M Datar and G.Foster, Management and Cost Accounting (4th Edition), FT Prentice-Hall. 2008.

G Cordwell, 2009. Understanding Performance Management, Published in chapters only at [www.cordwellconsulting.co.uk](http://www.cordwellconsulting.co.uk)

C. Emmanuel, D Otley, Accounting for Management Control, Chapman and Hall

**Secondary reading list:**

Accountancy Tuition Centre (ATC) International

Emile Woolf Publishing Limited

Get Through Guides

Wider reading, including relevant articles in ACCA's Student Accountant, and other management accounting journals is encouraged.

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-413	Strategic Management	3	VIII
Year	Discipline		
4	Commerce		

**Pre-requisite:** Marketing Management, Human Resource Management, Organization Behavior, Financial accounting, and Financial Management

**Objectives:** Strategic management is a capstone, integrative course for graduating business students. This is an exciting challenging course that focuses on how firms formulate, implement, and evaluate strategies. Strategic management concepts and techniques are studied. Students use all the knowledge acquired from prior business courses, coupled with new strategic-management techniques learned, to chart the future direction of different organizations. The major responsibility of students in this course is to make objective strategic decisions and to justify them through oral and written communication. Strategic Management focuses on organization as a whole and its transactions with its environment. This course being a capstone course integrates functional courses in marketing, accounting, finance, management, production/ operations management, information system and economics.

*The overall goals are:*

- To develop a framework of analysis to enable students to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action
- To develop conceptual skills so that students are able to integrate previously learned aspects of corporations.
- To develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions
- To bridge the gap between theory and practice by developing an understanding of when and how to apply the concepts and techniques learned in earlier courses in marketing, accounting, finance, management, production and information systems
- 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

**Expected outcome of course:** At the end of the course, the students will be able to: Scan the external environment of any organization and identify the key environmental factors having an impact on the performance of the overall industry and the company being analyzed Using Michael Porter's Framework evaluate the overall attractiveness of the industry Identify the various strategic groups operating within the industry. Identify the drivers of change for the industry. Identify the key success factors for a given industry and evaluate the performance of the major players in the industry on these factors. Identify the opportunities and threats posed by the environment for a given company. Using external factor analysis matrix (EFE) evaluate a company for being responsive to these environmental factors Evaluate The value chain process of

any company and identify the strengths or weaknesses of each activity Using internal factor analysis matrix identify evaluate the overall standing of the company in terms of strength or weakness Using the Strategic Position and Action Evaluation (SPACE) matrix, Boston consulting Group (BCG) Growth share matrix, and GE Business Screen Matrix identify the portfolio structuring of given multi-business corporation Able to identify key strategic issues faced by a given company Recommend and defend a course of action for the company to pursue that would achieve the desired objectives

## **PART 1: OVERVIEW OF STRATEGIC MANAGEMENT**

What is Strategy, Strategic Management, the stages of strategic management process, key terms in strategic management, strategic management model, and benefits of strategic management.

## **PART 2: STRATEGY FORMULATION**

**THE BUSINESS VISION & MISSION:** Vision v/s. Mission, Characteristics of a Mission statement, Mission statement components.

**THE EXTERNAL ASSESSMENT:** Analyzing the External Environment(The General Environment & Competitive Environment )Two approaches of Environmental Analysis (CQA, SWOT), the process of performing an External Audit, the components of an External Environmental forces: political & Legal, economical, socio cultural, technological etc., Competitive Analysis Michael Porters five forces model, EFE Matrix.

**THE INTERNAL ASSESSMENT:** Two approaches of environmental analysis (CQA, SWOT), the process of performing an Internal Audit, the components of Internal Environmental Factors viz; organizational, Marketing, Financial, Personnel & Production aspects (Value Chain Analysis), the I FE Matrix.

**STRATEGIES IN ACTION:** Types of strategies (integration, intensive, diversification, defensive), Michael Porters five Generic Strategies.

**STRATEGY ANALYSIS AND CHOICE:** The strategy formulation Analytical framework (Input stage, Matching stage & Decision stage)

## **PART 3: STRATEGY IMPLEMENTATION**

**IMPLIMENTING STRATEGIES** (Management and Operational issues)

Matching structure with strategy, linking performance and pay to strategy, creating a strategy supportive culture.

**IMPLIMENTING STRATEGIES**

Marketing issues, Accounting & finance Issues, R&D issues, MIS issues.

## **PART 4: STRATEGY EVALUATION**

**STRATEGY REVIEW, EVALUATION & CONTROL**

Strategy evaluation framework (review, measure & corrective action)

## **PART 5: STRATEGIC MANAGEMENT CASE ANALYSIS**

**STRATEGIC MANAGEMENT CASE ANALYSIS**

What is strategic management case, process of strategic case analysis, steps of written strategic case analysis, guidelines for preparing case analysis.

### **Recommended books:**

1. Strategic Management, Concepts, Competitiveness and Globalization, 3rd Canadian Edition, Hitt, Ireland, Rowe, Sheppard, Nelson Education Ltd. 2009
2. Strategic Management; George Brown College; Nelson Education. 2007
3. Strategic Management, Concepts and cases, 15th edition by Arthur A. Thompson, Jr. and A. J. Strickland III

**Reference Books:**

1. Strategic Management and Business Policy Thomas L. Wheelen and J. David Hunger, Eighth Edition, Prentice Hall
2. Strategic Management 7th edition by Fred R. David (This book is a must for understanding strategic tools.)

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-416	Advanced Auditing (Accounting Specialization)	3	VIII
Year	Discipline		
4	Commerce		

The Audit environment, Auditing theory and practice, International Standards of Auditing, (ISA's) Overall objectives of the independent auditor and the conduct of an audit in accordance with International Standards on Auditing (ISA 200), Quality control for an audit of financial statements (ISA 220), Audit Documentation (ISA 230), The auditor's responsibilities relating to fraud in an audit of financial statements (ISA 240), The auditor's responsibilities relating to laws and regulations in an audit of financial statements (ISA 240), The auditor's responsibilities relating to laws and regulations in an audit of financial statements (ISA 250), Communication with those charged with governance (ISA 260), communication deficiencies in internal control (ISA 265), Planning an audit of financial statements (ISA 300), Materiality in planning and performing an audit (ISA 320), The auditor's responsibilities to assessed risks (ISA 330), Audit evidence regarding specific financial Statement account balances and disclosures (ISA 501), Auditing accounting estimates, including fair value accounting estimates and related disclosure (ISA 540)

### Books Recommended (Latest Editions)

1. Stettler F. Auditing
2. Woolf, E. Auditing Theory.
3. Khawaja Amjad Saeed. Auditing Accountancy and Taxation Services Institute Lahore.
4. Auditing by Muhammad Irshad, Naveed Publication, Lahore.
5. Zafar M. Zaidi. Auditing,
6. Meigs & Larson. Principle Auditing, University of Congress Richard, D. Irwin.
7. Attwood and Stein, N.D. de Paula's Auditing Principles and Practice. Pitman Publishing Ltd., London.



## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-415	International Marketing (Marketing Specialization)	3	VIII
Year	Discipline		
4	Commerce		

The world is shrinking rapidly with the advent of faster communication, transportation and financial flows. Products developed in one country—Gucci purses, Sony electronics, McDonald's hamburgers—are finding enthusiastic acceptance in other countries. We could not be surprised to hear about a German businessman wearing an Italian suit meeting an English friend at a Japanese restaurant who later returns home to smoke Cuban cigars and watch American Idol on TV.

### Text Book:

Cateora, P.R. and Graham, J.L., *International Marketing (13 e)*, McGraw Hill, USA

### Reference Books (Latest Edition)

Sevend Hollensen, *Global Marketing*

Onkvisit, Sak and Shaw, John J. *International Marketing*, Mcmillan

Susan P. Douglas and Samuel Craig. *Global Marketing Strategy*, McGraw Hill Inc.

### Instructional Procedures:

Lectures, Discussions, Presentations, Case Studies and Group Projects

Major topics to be covered in this course from the text book are:

- **An Overview of International Marketing**
  - The scope and challenge of International Marketing
  - The Dynamic Environment of International Trade
- **The Cultural Environment of Global Markets**
  - History and Geography: The Foundations of Culture
  - Cultural Dynamics in Assessing Global Markets
  - Culture, Management Style, and Business Systems
  - The Political Environment: A Critical Concern
  - The International Legal Environment: Playing by the Rules
  - Role of Government
- **Assessing Global Market Opportunities**
  - Developing a Global Vision through Marketing Research
  - Emerging Markets
  - Multinational Market Regions and Market Groups
- **Developing Global Marketing Strategies**
  - Global Marketing Management: Planning and Organization
  - Products and Services for Consumers
  - Products and Services for Businesses
  - Agricultural products and international marketing
  - International Marketing Channels
  - Exporting and Logistics: Special Issues for Business
  - Export documents and procedures

- Integrated Marketing Communications and International Marketing
  - Personal Selling and Sales Management
  - Pricing for International Markets
  - Export finance
  - **Implementing Global Marketing Strategies**
    - Negotiating with International Customers, Partners, and Regulators
- \*It is important to note here that this is just an outline, consult text book for detail contents**

## BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
COMM-414	Investment Analysis & Management (Finance Specialization)	3	VIII
Year	Discipline		
4	Commerce		

1. Introduction and understanding investments-nature of investment, importance of studying investments, reasons of investment, investment decision process, source of investing information
2. Investment alternatives-financial assets, fixed income securities, equity securities, derivative securities, non marketable securities, money market securities
3. Indirect investing-investment companies, mutual funds, mechanics on investing indirectly, investment companies performance
4. Securities markets-importance, structure, and functions of securities markets, secondary markets, Pakistan securities markets for trading of equities, international securities markets
5. Market efficiency-concept of efficient market, evidence on market efficiency, efficient market hypothesis, market anomalies
6. How securities are traded?-brokerage transactions, how orders work?, margin, settlement of accounts, investor protection in the securities markets, regulatory environment, credit rating
7. Returns and risks from investing-investment return and measuring return, understanding risk and measurement of risk
8. Fundamental analysis-common stocks valuation-dividend discount model, capital asset pricing model, fixed income securities analysis-valuation of bonds, bonds yields, bonds prices
9. Security analysis-economy/market analysis, sector/industry analysis, company analysis, technical analysis
10. Portfolio theory-portfolio return and risk, measuring portfolio risk and return, portfolio selection, building portfolio, portfolio management, evaluation of investment performance
11. Derivative securities-options, types, option valuation, futures, future markets, future contracts and mechanics of trading
12. Arbitrage pricing theory, stock exchange terminology, market indexes and its working in Pakistan, International diversification

### Books Recommended (Latest editions)

- a. Jones P. Charles, Investment analysis and management
- b. Strong Robert A., Practical investment management
- c. Robert A. Haugen, Modern investment theory
- d. Raves, Douglas A., Investment analysis and management
- e. Gitman Lawrence J., Fundamentals of investment