

UNIVERSITY OF THE PUNJAB

Notification

It is hereby notified that the Vice-Chancellor has, in exercise of the powers vested in him under section 15(3) of the University of the Punjab Act, 1973 been pleased to approve the recommendations of the Board of Faculty of Commerce dated 18-08-2010 regarding approval of the Statutes, Regulations, Syllabi & Courses of Reading for 3^{1/2} years M.Com. Programme under Annual System after B.Com. two years (after 14 years education) for Affiliated Colleges w.e.f. Academic Session 2010 in anticipation of the approval of the other relevant bodies.

The Statutes, Regulations, Syllabi & Courses of Reading for 3^{1/2} years M.Com. Programme under Annual System for Affiliated Colleges are enclosed herewith vide Annexure 'A' & 'B'.

Sd/-

**Prof. Dr. Muhammad Akhtar
Registrar**


**Admin Block,
Quaid-e-Azam Campus,
Lahore**

No. D/7660 /Acad.

Dated: 13/12/2010.

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

1. The Dean, Faculty of Commerce.
2. The Principal, Hailey College of Commerce.
3. Principals of Affiliated Colleges for M.Com. 3 ½ years Programme.
4. Controller of Examinations
5. Deputy Controller (Computer)
6. Deputy Controller (Examinations)
7. Deputy Controller (Conduct)
8. Deputy Registrar (Affiliation)
9. Secretary to the Vice-Chancellor
10. Secretary to the Registrar
11. Assistant Registrar (Statutes)
12. Assistant Syllabus
13. Information Cell.


Additional Registrar (Academic) 13/12/2010

**STATUTES AND REGULATIONS FOR 3^{1/2} YEARS MASTER OF COMMERCE EXAMINATION
AFTER 14 YEARS EDUCATION UNDER ANNUAL SYSTEM**

Statutes:-

1. The examination for the Master's Degree, in Commerce shall consist of four parts, hereinafter called Part I, Part-II, Part-III and Final Part (thesis).

The Part I **Annual Examination** shall be held towards the end of first academic year, followed by the **Supplementary Examination** of that year. The Part II Annual Examination shall be held towards the end of second academic year, followed by the Supplementary Examination of that year. The Part III Annual Examination shall be held towards the end of third academic year, followed by the Supplementary Examination of that year. The final part of examination will be viva voice examination of thesis.

2. The Outlines of Tests in each subject and the marks allotted are given in the Syllabus. These Outlines can be revised from time to time, by the Academic Council with the approval of the Syndicate.

The Syllabi and Courses of Reading, prescribed by the Syndicate, are specified in the Syllabus. The Syllabi and Courses of Reading can be revised from time to time, by the Academic Council with the approval of the Syndicate. Such changes, pertaining to Part I, Part II and Part-III Examinations shall be notified at least one year before the commencement of the Examination of each Part.

3. English shall be the medium of Examination in all the subjects.

Regulations:-

I. Time Schedule

1. Each academic year, normally shall start in month of September, and will be of twelve month's duration, eight months for teaching and the remaining four months for examinations and vacations.

2. Part I, II & III Annual Examinations will normally be held in May/June, or such other date as may be fixed by the Syndicate, to be followed by Supplementary Examinations in September/October, or such other dates as may be notified.

II. Admission.

3. Total number of seats, their allocation, eligibility and the procedure for admission to the first academic year leading to Part I Annual Examination, will be prescribed separately for affiliated colleges.

4. Admissions to the second or third academic year class, leading to the Part II or III Examination, shall be either on regular or on provisional basis.

- (a) the regular admission may be given, at the time of normal admission, to those candidates who have qualified, in accordance with the prescribed Statutes and Regulations, the Part I or II Annual Examination.
- (b) The provisional admission to the second or third academic year class may be given to those candidates:-
 - (i) who have not yet been able to qualify the Part I, or II Annual Examination on account of their result having not been declared;
 - (ii) Who have got exemption in Part I or II Annual Examination;

Provisional admission, of the above-noted categories of students shall be deemed to have been converted to regular admission, with effect from the date of commencement of the second or third academic year class, on their having passed Part I or II Examination within the prescribed number of chances.

If a provisionally admitted student fails to appear in, or does to qualify, in accordance with the prescribed Rules and Regulations and within the prescribed number of chances, Part I or II Examination, his provisional admission shall stand cancelled.

III. Enrolment and Dropping out

5. The total period of enrolment, in the College for the Master's Degree Programme, shall not exceed 3^{1/2} academic years in all – first academic year leading to Part I Annual Examination and the second academic year leading to Part II Annual Examination and third academic year leading to Part III Annual Examination Final year (Fourth year) leading to thesis.

Provided that one-year break between first academic year and the second academic year may be allowed by the Syndicate, on the recommendations of the Admission Committee of the affiliated College, in the case of a student who qualifies Part I Annual Examination immediately following the Part I academic year attended by him but who is unable to continue on account of valid reasons. Provided further that such a candidate will avail only two chances instead of the three chances, prescribed in Regulation 14, for clearing Part II Examination.

6. The name of a regular student of first/second/third academic year class of the Master's degree programme shall be dropped from the roll of the College if;

- (a) he does not fulfill the attendance requirement as prescribed in Regulation 11 infra; or
- (b) he becomes a defaulter in the payment of dues by not paying the fee upto the tenth of the month in which it is payable and continues to remain a defaulter by non-payment of dues even with a late fee fine of Rs. 500/- upto the end of the month,
- (c) he absents himself from the class without proper sanction for a period of fourteen working days.

Provided that if the cause of absence for more than fourteen days is explained to the satisfaction of the Principal of the Affiliated College concerned such a student may be re-admitted within ten days after his name is dropped from the rolls.

7. A student shall cease to be a regular student as soon as his classes are terminated towards the end of the academic year.

IV. Migration

8. Under extra-ordinary circumstances, the Vice-Chancellor, on the recommendation of the Principal may allow migration of students from an affiliated college to an other affiliated college and *vice-versa*, provided that:-

- (a) the institutions concerned agree for the migration of such a student, and
- (b) the courses of studies are recognized as equivalent.

9. Inter-College migration may be allowed on the recommendation of the Principals concerned, with the written approval of the Dean of the Faculty provided that, the student concerned has been offered admission, on merit basis, in the College to which he wishes to migrate.

10. The migration will be allowed only in genuine cases.

V. Attendance

11. A candidate with an attendance of less than 75% of the total number of lectures delivered to his class shall not be allowed to take the Part I/Part II & Part-III Examination, provided that:-

- (a) The Head of the College may condone, for valid reasons, deficiency upto 5% of the total number of lectures delivered to his class. Besides, the Vice-Chancellor may, on special grounds, condone upto another 5% of the total number of lectures delivered to his class.

Provided that the students failing short of lectures above this percentage, may be permitted to appear in the next Examination provided they re-join, the College to make up the deficiency and attend 75% of the lectures delivered upto the date of commencement of the next Examination as regular students.

- (b) In the case of a sportsman, participating in games of national and international level, as verified by the Director of Sports and recommended by the Principal concerned, 75% of the requisite attendance in lectures will be calculated on the basis of total number of lectures, delivered to his class in a course, minus the number of lectures delivered to this class on the days actually spent by the sportsman in such sports and games. However, the College shall arrange, before the commencement of Part I/Part II & Part-III Examinations, special lectures for the sportsmen concerned in order to make up the deficiency in lectures calculated in the aforementioned manner.

VI. Examinations

12. M. Com. Part-I, Part-II and Part-III Annual examinations shall be held towards the end of the academic each year followed by the supplementary examination of each years.

The exempted candidate may be allowed to appear in the failing papers of Part-I or Part-II along with Part-II or Part-III examination, if otherwise eligible simultaneously.

In case an exempted candidate fails to qualify Part-I or Part-II examination, his/her result of Part-II or Part-III be declared if he/she is not passing Part-II or Part-III examination. This will enable the candidate to reappear in the failing papers of Part-I or Part-II as well as that of Part-II or Part-III examination.

Where an exempted candidate who appears in the failing paper of Part-I or Part-II along Part-II or Part-III examinations simultaneously fails to qualify Part-I or Part-II examination but passes his/her Part-II or Part-III examination, his/her result of Part-II or Part-III examination will not be declared till he/she passed Part-I or Part-II examination under the chances permissible to him/her.

13. No student shall be permitted to take Part-I/Part-II or Part-III Examination as a regular student unless he submits an examination admission form, duly signed by the Principal of the College, certifying that:-

- (a) the student concerned has been on the rolls of the College during the academic year immediately preceding the examination;
- (b) he has attended, subject to the provision of regulation 11 above, not less than 75% of the total number of lectures delivered to his class, during the academic year immediately preceding the examination;
- (c) his performance, as judged through class tests, assignments etc. has been satisfactory;
- (d) his character and conduct have been good;
- (e) he has cleared all the dues of the College (including Hostel dues) and has paid, in full, the prescribed examination fee, and

- (f) he has, in case of Part II or Part-III Examination, passed the Part I or Part-II Examination in accordance with the prescribed Regulations.

14. (a) A candidate appearing in Part I/Part-II or Part-III Annual Examination shall be **entitled to three chances in all (1+2)**. He shall be eligible to avail himself of the first chance i.e. Annual Examination to be held towards the end of his academic year, as a regular student, while the remaining two chances, i.e. the Supplementary Examination immediately following the Annual Examination and the next consecutive Annual Examination, may be availed by him as a late College student. Such a late college student shall have to submit an examination admission form duly signed by Principal of the College.

(b) If a candidate fails to appear in, or does not qualify, either a portion, or whole, of Part I Part-II or Part-III Examination, in the aforementioned three chances, (1+2) in accordance with the prescribed Regulations, **he shall no longer be eligible to appear in any subsequent Part I, Part-II or Part-III Examination.**

VII. Grading

15. (a) The degree of M.Com., shall carry a maximum of 2600 marks, including a minimum of 2400 marks for the written papers and the balance for thesis. The break-up of marks for written papers and thesis, etc., are given in the Syllabus.

16. Every candidate, in order to be deemed to have passed Part-I/Part II and Part-III Examinations of M.Com whether Annual or Supplementary, shall be required to pass, as a whole, each of the Part I/Part II and Part-III Examinations by **securing 50%** of the maximum number of marks allocated to each paper, and thesis number of marks, assigned to that subject, for the Part I, and Part II and Part-III Examinations. **No grace marks will be granted on Papers, or division in any case.**

Provided further that a candidate, passing **6 subjects out of 8 subjects** in his first chance, in Part I/Part II and Part-III Examinations, may be allowed to appear in those two paper in which he/she failed.

17. The candidates who qualify Part I, Part II, Part-III and thesis Examinations in accordance with the prescribed Regulations and gain 60% or more of the total number of marks assigned to the subjects shall be placed in the first class, those securing less than 60% but not less than **50%** shall be placed in the second class.

VIII. Setting of written question papers and marking of Answer Books.

18. Each written question paper will be set in such a manner that 5 out of 7 shall be attempted. Provided that where a part of a question paper is of objective type, the condition of choice will not be applicable in case of the said part.

19. For setting a written question paper, there shall be one external Examiner.

20. The model question paper shall be set normally by one Internal Examiner but if the subject is taught at more than one place i.e. University and affiliated colleges, the number of Internal Examiners may be increased, according to requirement, subject to a maximum of four..

21. The Regulations relating to marking of Answer Books are as under:-

- (i) The answer books shall be marked only by the paper Setter/External Examiner and he will return the marked answer books direct to the University.

- (ii). The Additional External Examiner, if any, will send 20 scripts duly marked to paper Setter/External Examiner within 48 hours for approval of his standard of marking. The External Examiner will return these scripts within 24 hours to the Additional External Examiner concerned.
- (iii) Each Additional/ External Examiner will complete his marking within prescribed time limit and send the whole lot direct to the Secrecy Branch and the Awards and Counterfoils to the Controller of Examinations.
- (iv) One of the working Teachers whose students are appearing in the Examination will be requested to set a specimen Question paper for the guidance of the paper Setter/External Examiner in each paper.

IX. Thesis

22. The title of the research projects thesis should be submitted by the candidates for approval to the Board of Studies, through the respective Principals of Colleges, within one month of the commencement of the third academic year.

23. Internship & viva-voce

All the student have to do the internship under the supervision of external supervisor from the college and their Viva-Voce examinations will be conducted by the following committee:-

- (i) Principal of the concerned College/or his nominee.
- (ii) Internal supervision from the concerned College.
- (iii) Principal Hailey College of Commerce/Convener Board of Studies in Commerce or his nominee.
- (iv) Senior most teacher of Hailey College of Commerce.
- (v) One nominee of Chamber of Commerce and Industry, Islamabad.


24. The thesis, shall be submitted not later than one month after the last date of written examination. In exceptional circumstances, the Vice-Chancellor, to avoid hardship in genuine cases, can on the recommendations of the Principals /Deans extend the last date. The delay in declaration of results of such candidates as may ask for extension shall not defer the announcement of main result. If a candidate is unable to submit his/her thesis even after availing the extension period, he/she will be declared fail/absent in thesis and will reappear (if otherwise eligible) in the next examination. He/she has to pass the viva-voce in two examinations only.

X. Declaration of results and Award of Degree

25. As soon as possible, after the termination of Part I, Part-II or Part-III examination, and viva voce examination, the Controller of Examinations, shall publish a list, of successful candidates, showing the total number of marks obtained by them. No degree shall be issued by the University on the basis of qualifying Part I, Part-II or Part-III Examination only.

26. For the final declaration of the award of the results of the Master's degree examination, based on Part I, and Part II, Part-III and thesis Examinations.

27. Each Successful candidate shall be granted a degree stating the class/division in which he has passed.


Principal,
Hailey College of Commerce
University of the Punjab, Lahore.

Hailey College of Commerce University of the Punjab

COURSE OUTLINE M.COM 3 ½ YEARS PROGRAMME

Curriculum and courses of reading for M.Com 3½ years program under Annual System are as follows:

The details of the scheme are as under:

M.COM. FIRST YEAR

Code No.	Title of Subjects	Marks
MC-501	Organizational Behavior	100
MC-502	Financial Management	100
MC-503	International Business & Finance	100
MC-504	Business Management	100
MC-505	Principles of Marketing	100
MC-506	Banking Law & Practice in Pakistan	100
MC-507	Interpersonal Skills	100
MC-508	Non-Banking Financial Institutions	100
Total		<u>800</u>

M.COM. SECOND YEAR

Code No.	Title of Subjects	Marks
MC-601	Human Resource Management	100
MC-602	Operations & Production Management	100
MC-603	Management Accounting	100
MC-604	Research Methods in Business	100
MC-605	Accounting Information System & E-Commerce	100
MC-506	Total Quality Management	100
MC-607	Logic & Critical Thinking	100
MC-608	Investment & Port Folio Management	100
Total		<u>800</u>



M.COM. THIRD YEAR

Code No.	Title of Subjects	Marks
MC-701	Issues in contemporary Business	100
MC-702	Corporate Governace	100
MC-703	Quantitative Data Analysis (Inferential Statistics)	100
MC-704	Strategic Management Accounting Problems	100
MC-705	Advanced Research Methodology	100
MC-706	Corporate Finance	100
MC-707	Econometrics	100
MC-708	Strategic Human Resources Management	100
Total		<u>800</u>

M.COM. FINAL YEAR (FOURTH YEAR)

MC-801	Internship Report (6 credit hours)	
Total		<u>200</u>

Total Marks	M.Com First Year	800	2600
	M.Com Second Year	800	
	M.Com Third year	800	
	M.Com Final year	200	



DETAILS OF COURSES

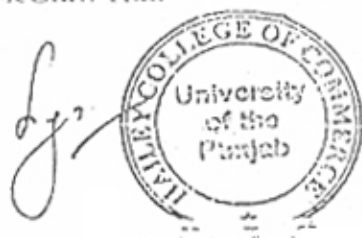
M.Com. FIRST YEAR

MC-501 ✓ ORGANIZATIONAL BEHAVIOR

- a. The Foundation for organizational behavior
- b. Today's organizations: information technology, total quality and organizational learning.
- c. Contemporary challenges. Diversity and ethics.
- d. A micro perspective of organizational behavior
- e. Personality and attitudes
- f. Motivation needs, content, and processes
- g. Motivating performance through job design and goal setting
- h. Learning: processes, reward system, and behavioural management.
- i. Micro and macro dynamics of organizational behavior
- j. Interactive conflict and negotiation skills
- k. Stress: causes, effects and coping strategies.
- l. Power and politics
- m. Leadership
- n. A macro perspective of organizational behaviour
- o. Decision making
- p. Organization theory and design
- q. The nature of organizational culture

BOOKS RECOMMENDED (*Latest Editions*)

1. Fred Luthans. *Organizational Behaviour*. McGraw-Hill.
2. Stephen P. Robins, *organizational Behaviour*
3. Theodore T. Herbert. *Dimensions of Organizational Behaviour*. Macmillan International.
4. Davis, *Human Behaviour at Work*. McGraw-Hill.
5. C. Argyris. *Understanding Organizational Behaviour*.
6. Abraham K. Korman. *Organizational Behaviour*. Prentice-Hall.
7. Edgar E. Huse and James. L. Bowditch. *Behaviour in Organization*. Addison Wesley Publishing Company.
8. Porter, L. W. Lawler S.E. Hackman, J.R. *Behaviour in Organization* McGraw Hill.



MC-502 ✓ FINANCIAL MANAGEMENT

Introduction to Financial Management, Nature, scope and importance of Financial Management, Financial statements and analysis, Financial Planning and forecasting-preparation of budgets and preparation of pro forma financial statements, Cash Flows and Cash Flow Statement, Time value of money, Risk & Return, Valuation of long term securities-bonds, stocks (Fundamentals Analyses), Leverage and capital structure, Cost of Capital, Capital Budgeting, Working Capital and current assess management, Current liabilities management

BOOKS RECOMMENDED (Latest Editions)

1. James C. Van Horne. Fundamentals of Financial Management. Prentice-Hall.
2. Keown, A.J. & Martin J.D. Basic Financial Management. Prentice Hall.
3. Gitman, Lawren J. Principles of Managerial Finance. Harper International.
4. Rao. Introduction to Financial Management.
5. Weston & Copeland, Managerial Finance.

MC-503 ✓ INTERNATIONAL BUSINESS AND FINANCE

• INTERNATIONAL BUSINESS

International Business and Globalization, The Cultural Environments Facing Business, The Political and Legal Environments Facing Business, The Economic Environments, International Trade Theory & Government Influence on Trade, Foreign Direct Investment, Motivations and Risk Dimensions, The Determination of Exchange Rates, Foreign Exchange Markets, The Impact of the Multinational Enterprise, The Strategy of International Business, The Organization of International Business, Entry Strategy and Strategic Alliances, Exporting, Importing and Counter Trade, Global Human Resource Management, Financial Management in International Business

• INTERNATIONAL FINANCE

Meaning, Introduction to exchange rate, Forward Rate, Currency future and options markets, Alternative system of exchange rate, Balance of payment accounts, International financial system, Foreign exchange exposure and risk, Hedging risk and exposure, Financing international trade, Multinational Corporations.

BOOKS RECOMMENDED (Latest Editions)

1. Charles Hill International Business, McGraw Hill.
2. Daniels, J.D. and Radebaugh, L.H., International Business, Environments and Operations, Addison Wesley.
3. Robock and Simmonds, International Business and Multinational Enterprises,
4. Debra Johnson and Colin Turner, International Business
5. Oded Shenkar Yadong Luo, International Business
6. John D. Daniels Lee H. Radebaugh, International Business
7. Maurice D. Levi, International Finance,
8. Dow Johns Irwin, The handbook of international financial management.
9. Pippenger, J. 'Fundamentals of International Trade'
10. Madora, International Financial Management.,
11. Shapiro, Multinational Finance,

MC-504 ✓ BUSINESS MANAGEMENT

Nature of Management, the Development of Management thought, the Environment for Management, Planning and Decision Making, Quantitative Techniques in Planning and Decision Making.



Organizational Design and Job Design, Staffing the Organization, Managing Organizational Development and change,

Leading and Motivating-Leadership, Motivation, Group Dynamic, Interpersonal and Organizational Communication, Controlling, The Control Function, Management Information System, Operations Management and Productivity, Organizational and Entrepreneurial Career Option, Social Responsibility and Management Ethics, International & Comparative Management, Cases and Problem for Decision in Management.

BOOKS RECOMMENDED (*Latest Editions*)

1. Koontz & Weirick, Management - McGraw Hill Co.
2. Boone, L.E. & Kurtz D.L. Management McGraw-Hill.
3. Pearce, JA & Robinson RB, Management. McGraw-Hill.
4. Gellerman, SW. Cases and Problems for Decision in Management. McGraw-Hill.
5. Stephen B. Robins, Principles of Management
6. Bovee, Management

MC-505 ✓ PRINCIPLES OF MARKETING

Marketing concept, Role of marketing in society. Marketing Process. Buyer Behavior: Organizing for Marketing, Marketing Functions.

Consumer goods and industrial goods, consumerism, Product, Grading and Packaging, Brands and Trade Marks, Pricing Policies, Channels of Distribution, Storage and Transportation, Wholesaling, Retailing, Promotion mix, Marketing of Agricultural Products. International Marketing, Marketing Mistakes, Marketing Costs-Strategies.

BOOKS RECOMMENDED (*Latest Editions*)

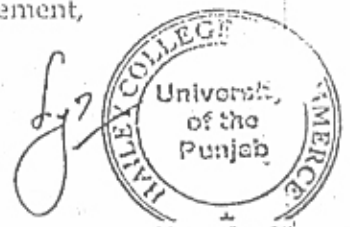
1. McCarthy, Basic Marketing, Richard D. Irwin.
2. Stanton, W.J. Fundamentals of Marketing, McGraw-Hill.
3. Philip F. Kotler, Principles of Marketing, Prentice Hall.
4. Robin, D.P. Marketing, Harper & Row.
5. Ghouri, Rashid Ahmad & Faisal Rashid, Marketing.
6. Evans & Berman, Marketing

MC-506 ✓ BANKING, LAW & PRACTICE IN PAKISTAN

1. General Introduction
2. Banker-Customer Relationship
3. Types of Accounts
4. Types of Customers
5. The Statutes, Laws relating to cheques, bills of exchange,
6. Promissory notes & stamp and excise duty thereon.
7. Remittances
8. Routine Foreign Exchange Transactions
9. Loans and Advances
10. State Bank of Pakistan & Its functions.

TREASURY AND FUND MANAGEMENT

1. Analysis of the various methods of Treasury and Fund Management,



2. Incorporating asset pricing expectation theory,
3. Interest rate risk and the term structure of interest rates.
4. The differences among asset and liability management,
5. Managing interest rate risk,
6. Selling interest rate risk products.

BOOKS RECOMMENDED (*Latest Editions*)

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 Kazmi, Commentary on Negotiable Instruments Act, 1881. Karachi.
5. Pakistan Institute of Bankers, Karachi, Practice & Law of Banking.
6. Government of Pakistan, Banking & Financial Services,

MC-507 ✓ INTERPERSONAL SKILLS

- Self Awareness
- Self-disclosure
- Team work
- Verbal and Non-verbal Communication
- Importance and skill listening
- Self-Management
- Goal Setting
- Negotiation
- Effective Meeting

BOOKS RECOMMENDED (*Latest Editions*)

1. Interpersonal skill at work by John Hayes
2. Interpersonal Skills in organizations by Suzanne C.



M.COM. FIRST YEAR

MC-508 NON BANKING FINANCIAL INSTITUTIONS

Financial Institutions: Basic concepts, Importance, Role in Economic Development, Types & Working, Role of Money and Capital markets, Appraisal of Specialized Financial Institutions in Pakistan, Including Commercial, Nationalized Banks, Foreign Banks, Leasing Company, Mudarabah. Specialized International Financial Institutions.

REGULATION OF FINANCIAL INSTITUTIONS

- a. Important facets of the regulatory framework including the concepts,
- b. Rationale tools and the framework of financial regulations at the national and global level.
- c. Statutory (SBP, SECP) as well as the self-regulatory organizations (Stock exchanges).
- d. Supra national forums like the Basic Committee of Banking Supervision, LOSCO, etc, as well as private sector regulatory initiatives, like credit rating etc.

BOOKS RECOMMENDED (Latest Editions)

1. Khawaja Amjad Saeed, Financial Institution. Lahore
2. Government of Pakistan, Govt. Sponsored Financial Institutions. Hand-Book of govt. of Pakistan
3. Government of Pakistan, State Bank Publications. Central Directorate, State Bank of Pakistan, Karachi.
4. Cooper Fraser, the Financial Market Place, Wesley Publishing Co.
5. Donald, Financial Institutions, Irwin Inc.



MC-601 HUMAN RESOURCE MANAGEMENT

Basic concepts, Functions of personnel management: Organizational structure of personnel management; Selection, Job description & specifications; manpower requirements; Human Resource Planning Selection Procedure; Interviewing; Counseling; tests; and merit rating; Training; Employee Placement; Performance & Appraisal, Employee Development including promotion; transfer and retirement; Grievances and their remedies Discipline and discharge; Remuneration-wage systems; incentives and compensation; Maintenance and integration of existing employees; Labour unions and collective bargaining with particular reference to Pakistan, Industrial Relations Ordinance , Employees old age benefit scheme .

BOOKS RECOMMENDED (*Latest Editions*)

1. Decenzo, Human Resource Management.
2. Flippo, E.D. Principles of Personnel Management. McGraw-Hill.
3. Paul Pigors and Charoes.A. Mayers. Personnel Administration. McGraw-Hill.
4. Michael J. Juis. Personnel Management. Richard. D. Irwin, Inc.
5. Bernardin, H.J. Human Resources Management McGraw-Hill. 1990.
6. Michal Bottanly. Personnel Management McDonald and Evans Ltd.
7. Deseler, Human Resource Management.
8. Holden, Human Resource Management.
9. Keith Davis; Human Resource Management.

MC-602 OPERATIONS AND PRODUCTION MANAGEMENT

Introduction to Operations and Production Management, General Functions of Operations and Production Management, Manufacturing and Service Organization, Long Range Planning-Product and Resource Planning, Factory Location, Layout Process Design; Medium Range Planning-Forecasting Aggregate. Production and Resource Capacity Planning. Master Scheduling and Capacity Planning, Facility Layout, Work Design and Measurement; Short Range Planning-Independent Demand Inventory, Material requirement, Capacity requirement; Execution and Control, Operation Management Policy and Strategy. Standardization, Simplification. Industrial Development in Pakistan.

BOOKS RECOMMENDED (*Latest Editions*)

1. Fogarty, W.D. & Hoffman. T.R.. Production and Operations Management. South. Western Publishing Co.
2. Buffa. E. Production Management, John Willey & Sons, Inc.
3. Dilworth, J.B. Production and Operation Management McGraw-Hill.
4. Owen Richard N., Management of Industrial Enterprises.
5. Roger G. Schroeder, Operation Management
6. Barry Kender & Jay Heizer, Principles of Operation Management
7. Everett E. Adam, Jr. & Ronald J. Ebart, Production and Operations Management



MC-603 MANAGEMENT ACCOUNTING

Management Accounting and the business organization, Cost Terms, Concepts and Classifications, System design-Job Order and Process costing, (treatment of opening work in process inventory) joint and by products, Joint cost and joint revenue Cost behavior: analyses and use, Cost volume profit relationship, Variable costing: a tool for management, Absorption Costing, Profit planning budgetary control, budgeting for manufacturing concerns, non-manufacturing concerns and non-profit organizations, Standard costs setting standards and variance analyses and operating performance measures, Flexible budgets and overhead analyses, Relevant cost for decision making-differential costing

BOOKS RECOMMENDED (*Latest Editions*)

1. Nisaruddin, Cost and Management Accounting National Publishing Corporation, Lahore.
2. Matz., A.Usry, M.F. Cost Accounting, South-Western Publishing Company.
3. Blocker & Weltner, Cost Accounting
4. Bruce, J.D., Dowd J, Duneau. G. Cost Accounting Problems and Exercises, McGraw-Hill, New York.
5. Horngren, Cost Accounting, A Managerial Emphasis.
6. T.Lucey, Management Accounting
7. Hemkep, Cost Accounting.
8. Polmai & Fabbozi, Cost Accounting
9. Garrison & Noreen Managerial Accounting
10. Colin Drury, Management Accounting

MC-604 RESEARCH METHODS IN BUSINESS

Research and Management, The Research Process, Research Design-Classification of Design, Research Proposal, Development of Research Plan, Outline, Measurements, Empirical Identification Collection-Primary Data Sources, Secondary Data Sources, Observation, Constructing a Questionnaire. Sampling - The Mail Questionnaire, Scaling Techniques - Social Distance, Analysis of Data, Statistical Analysis (SPSS, SAS) and Report Preparation.

BOOKS RECOMMENDED (*Latest Editions*)

1. Nemmers, E.E. & Myers, J.H. Business Research. McGraw-Hill.
2. Kress, G. Marketing Research. Prentice Hall.
3. Moser, C.A. & Kalton, G. The Survey Methods in Social Investigation Heineman, London.
4. Prof. Dr. Matin, Research Method in Business, Karachi.
5. Baily, D.K. Methods of Social Research. The Free Press, Macmillan Publishing Co.
6. Uma, Sekaran, Business Research Methods
7. Emory, Business Research Methods
8. Zikmund, S. Business Research Methods.
9. Dr. Mujahid, Research Methods for Business
10. Kumar and Kumar, National Book Foundation

MC-605 ACCOUNTING INFORMATION SYSTEM & E-COMMERCE

1. Overview of Accounting Systems.
 - o Introduction of Accounting Information Systems.
 - o Cornerstones of Accounting Information Systems.
2. Organizations
 - o Organization with Dominant Flow of Goods
 - o Organizations without Dominant Flow of Goods
3. Contingency Approaches to Accounting Information Systems.
4. Information and Communication Technology and related Administrative Concepts.



5. The Dynamics of Internal Control and ICT.
6. Bridging the Gap between Internal Control and Management Control.
7. The Integrative Role of the Accounting Information System
 - o Managing Contemporary Organization.
8. Communication of Accounting Information System.
 - o Perform simple file maintenance on chart of accounts.
9. Computerized Accounting System.
10. Accounting Reports
 - o Print the trial balance, income statement, balance sheet and other reports of accounts, receivable and payable, Use the reporting capabilities of the
11. Software package.
 - o Prepare all financial reports, subsidiary reports and custom reports contained within the
 - o Use of accounting software package.

BOOKS RECOMMENDED

1. Accounting Information Systems: A Managerial Approach by Addy Vaassen, Wiley Publications.
2. Financial Accounting By Larson (Ed. 15 2000).
3. Accounting Software With Database Sage.
4. Management Information System, PB publications.

ELECTRONICS COMMERCE (E-COMMERCE)

- a. Introduction to E-Commerce, Definition of E-Commerce, Scope of E-Commerce.
- b. Competition Analysis on the internet, understanding the forth channel, paradigms in the new economy. Business process re-engineering.
- c. Models in E-Commerce, Site Development, Human Resource Management and E-Commerce.
- d. Legal issues and ethics Global contracts.
- e. Marketing strategies on the Web, Attracting visitors on your site, virtual societies. One to one B2B, B2C marketing, Direct marketing. Choosing the right ISP.
- f. Payment methods in E-Commerce.
- g. E-Commerce security

BOOKS RECOMMENDED (Latest Editions)

1. Daniel Amore, E-Business.
2. Paul Trimmers, Electronic Commerce.
3. Robert T-Plant E-Commerce, Formation Strategy
4. Danny Samson, E-Business
5. Jeffery F. Reyport, E-Commerce
6. Efrain Turban, Electronic Commerce
7. Rafi A Mahmood, Internet Marketing

MC-606 TOTAL QUALITY MANAGEMENT

- a. Foundations of Quality
- b. Tools and Methods for Analytic Studies
- c. Administrative System for Quality Management
- d. Planning and Strategic Management for Customer Value
- e. Organizing for Total Quality
- f. Control and Systems Improvement
- g. Performance Measurement frameworks
- h. Quality Management Processes



- i. Quality Control for Export Units
- j. Total Safety System for TQM
- k. Total Quality Management Standard

BOOKS RECOMMENDED

1. Gilow, Oppenheim, and Levine, Quality Management
2. John S. Oakland, Total Quality Management
3. Dr. K.C. Arora, TQM and ISO 14000
4. Michael H. Stahl, Total Quality Management

MC-607 LOGIC AND CRITICAL THINKING

Course Objectives:

This subject is designed to enable the students to gain basic knowledge of elementary logic. This course will enable students to understand different horizons of logic pertaining to ins and outs of thoughts, argumentation, beliefs, truth, ambiguities and behavioral aspects of developing and evaluating logic of logic.

Course Contents:

- a. Introduction to Logic
 - Definition, Logic as a Science and an art
 - Its relationship with Psychology, Grammar and metaphysics
 - Scope of Logic, Value and Use of Logic
- b. Thoughts and Arguments
 - The Laws of Thoughts, Premises and Conclusion
 - Diagrams for Single Arguments, Recognizing Arguments
- c. Horizons of Logic
 - Likelihood, Intension, Deduction, Induction
 - Truth and Validity, Problem Solving
- d. Consistency and Beliefs
 - Consistent Set of Beliefs, Beliefs and Words, Declarative Sentences
 - Ambiguity, Predictable, Propositions and their Divisions
 - Three basic functions of Language and Discourse
 - The Forms of Discourse, Emotive Words
 - Kinds of Agreement and Disagreement.
- e. Testing for Consistency and Validity
 - Fallacies of Relevance, Fallacies of Ambiguity, Extensions and Intension
 - Rules for Definition by Genus and Difference, Arguments by Analogy
 - Appraising Analogical Arguments, Building Complex Sentences
- f. Logical Analysis
 - Analysis of Complex Sentences, Interpretations
- g. Experiments and Survey
 - Mill's Methods of Experimental Inquiry, Methods of Agreement
 - Methods of Difference, and Joint Method of Agreement and Difference



- Methods of residues and methods of concomitant variation
- h. Inference and Syllogisms
 - Immediate Inference, Existential Import
 - Symbolism and Diagrams for Categorical Propositions
 - Categories for syllogisms, Venn Diagram Techniques for Testing
 - Syllogisms, Rules and Fallacies, Symbolic Logic, Conditional Statements

BOOKS RECOMMENDED

1. Irving M. Copi (1996) Introduction to Logic
2. Karamat Hussain, A Textbook of Deductive Logic.

MC-608: INVESTMENT AND PORTFOLIO MANAGEMENT

Introduction and concept of Investment, Types of Investments, Introduction to major Stock Market. Investment Return, Understanding Risk and Return, The Measurement of Risk, , International Diversification., Overview of the Structure and Functioning of Investment Markets, Margin, Business Cycle Analysis, Market Participation, Market structure and market efficiency., Sources of Investment Information, Equities, Money and Currency Markets, Long-Term Fixed Income Securities, Fundamental Analysis, of Securities Technical analyses Portfolio Construction and evaluation, Capital Assets Pricing Model, Arbitrage Pricing Theory. Behavioral finance

Stock Exchange Terminologies, Market indexes, working in Pakistan, Settlement of Accounts, Regulatory, Environments, Credit Rating, The role of derivative securities

BOOKS RECOMMENDED (Latest Editions)

1. Charles P. Jones., Investment Analysis and Management
2. Mandel, L. and Thomas J. O'Brian. Investment
3. William F. Sharpe Gordon. Investment
4. Robert A. Haugen. Modern Investment Theory
5. Lawrence J. Gitman. Fundamentals of Investment.
6. Ramesh K.S. Rao, Fundamental of Financial Management,
7. Rayes, Douglas A, Investment Analysis and Management
8. Robert A. Strong, Practical Investment Management, Thomson publishers



DETAIL OF COURSES

M.COM. THIRD YEAR

MC-701 ISSUES IN CONTEMPORARY BUSINESS

- a. Human Rights
- b. Any corporate governance or risk management "Scandal"
- c. Managing Change and Innovation
- d. Business Continuity Management
- e. Electronic Commerce
- f. Mergers and Acquisitions
- g. Supply Chain Management
- h. International Trade Negotiations
- i. Technology Transfer
- j. Regional Economic Integration
- k. Globalization and Boundryless World

INDICATIVE KEY LEARNING RESOURCES

Important contemporary strategic and policy issues are flagged up by: International Organizations such as the OECD, WTO; the business press; Economist, Business Recorder, Harvard Business Review; and consultancy firms and think tanks.

STUDY MATERIALS

Case studies and videos will be provided by the convener at different time intervals. Guest speakers will also provide helping materials after presenting certain issues.

BOOKS RECOMMENDED:

1. Louis E. Boone, David L. Kurtz. Contemporary Business, 2010. John Wiley and Sons
2. Louis E. Boone, David L. Kurtz. Contemporary Issues in Business Ethics, 2007, Nova Publishers.
3. James E. Post, Anne T. Lawrence, James Weber. Contemporary Business Issues, 9th Ed., Irwin/McGraw-Hill.
4. Boone, Louis E. Contemporary Business Communication, 2nd Ed. 1997, Prentice-Hall International, Inc.
5. Adelstein, Michael E. Contemporary Business Writing, 1971, Random House.
6. Bhimani, Alnoor, Contemporary Issues in Management Accounting, 2006, Oxford University Press



MC-702 CORPORATE GOVERNANCE

- **OVERVIEW**
 - Definition
 - History
 - Why Corporate Governance?
 - Objectives of Corporate Governance
 - Scope of Corporate Governance
- **PRINCIPLES/MECHANISM**
 - Principles of good Governance
 - Worldwide Governance Indicators
 - Issues Involving Corporate Governance
 - Parties to Corporate Governance
 - Mechanisms and Controls
- **CORPORATE GOVERNANCE IN PAKISTAN**
 - Financial Reporting
 - Corporate Reporting
- **SHARE HOLDER/STOCK HOLDER**
 - Controlling Interest
 - Minority Interest
 - Minority Protection
 - Participating Interest
 - Stake Holder
 - Share Holder
 - Significant Share holder
 - Share Holders Rights
- **BOARD OF DIRECTORS**
 - Board
 - Independent Director
 - Shadow Director
 - Structure
 - Responsibilities
 - Functions/duties
 - Board Meetings
 - Board Committees
 - Board & Management
- **AUDIT COMMITTEE**
 - Definition
 - Organization
 - Scope of Working
 - Responsibilities
 - Qualified Report
 - Compliance Report



• **CORPORATE GOVERNANCE MODELS**

- Anglo-American Model
- Malaysian Model
- Japanese Experience

BOOKS RECOMMENDED:

1. Mr Donald Nordberg. Corporate Governance: Principles and Issues, 2010, Sage Publications Ltd
2. H. Kent Baker (Editor), Ronald Anderson (Editor), Corporate Governance: A Synthesis of Theory, Research, and Practice, 2010, Wiley.
3. Handbook of Islamic Auditing and Corporate Governance, 2010, Edward Elgar Pub.
4. Robert Ian Tricker, Bob Tricker. Corporate Governance: Principles, Policies and Practices, 2009, Oxford University Press.
5. Stavrinakis, Spyros G. Corporate Governance in Financial Institutions, 2007, The European Money and Finance Forum.
6. Kevin Keasey, Steve Thompson and Mike Wright. Corporate Governance: Accountability, Enterprise and International Comparisons, 2005 John Wiley & Sons Ltd,
7. Dimitris N. Chorafas. Corporate Accountability: With Case Studies in Pension Funds and in the Banking Industry, 2004, Dimitris N. Chorafas
8. Gopalsamy, N. A Guide to Corporate Governance, 2006, New age International (P) Limited, Publishers
9. Knell, Alex. Corporate Governance: How to Add Value to Your Company: A Practical Implementation Guide, 2006, Elsevier.
10. Colley, Jr. , John L. Corporate Governance, 2003, McGraw-Hill
11. Fernando, A. C. Corporate Governance: Principles, Policies and Practices 2006, Pearson Education.
12. Solomon, Jill. Corporate Governance and Accountability, 2004, John Wiley & Sons
13. Farrar, John. Corporate Governance in Australia and New Zealand, 2003, Oxford.



M.COM. THIRD YEAR

MC-703 QUANTITATIVE DATA ANALYSIS (INFERENTIAL STATISTICS)

- Variables and Research Questions
- Research Designs (Controls and Experimental Design)
- Questionnaire Design and Sampling, Simple Data Entry
- Official Statistics, Finding Data, Choosing a Coursework Topic
- Data Preparation, Coding and Checking, Validity
- Summarizing Data
- Presenting Data in Tables and Graphs
- Probability
- Inferences from Samples
- Cross-tabs / non Parametric Tests
- Comparing Means / non Parametric
- Correlation and Regression
- Guidelines for Selecting and Interpreting Statistical Tests
- Multiple Linear Regression
- Critical Analysis
- Introduction to Logistic Regression

BOOKS RECOMMENDED:

1. Alan Bryman ,Duncan Cramer. Quantitative Data Analysis with SPSS Release 10 for Windows: A Guide for Social Scientists, 2001, Routledge
2. Donald J. Treiman. Quantitative Data Analysis: doing social research to test ideas, 2009, Jossey-Bass



MC-704 Strategic Management Accounting Problems
Mixed and yield variances

Relevant Costing

- Characteristics of relevant cost
- Relevant Cost for Material
- Relevant Cost for Labour
- Relevant Cost for Variable FOH
- Relevant Cost for Fixed FOH

Limiting Factor

- Determination of optimal production volume.
- Single limiting factor
- Two products with one limiting factor
- Linear Programming with graphical method
 - More than one limiting factors with two products.
 - Defining the constraints
 - Defining the objective function
 - Plotting the constraints on the graph
 - Location of the feasible region
 - Determination of optimal production
- Linear Programming with simplex method
- More than one limiting factor with more than two products

Make or Buy Decision

- Under the conditions of limiting factor
- Under short run
- Under long run

Performance Measurement

- Financial measures
- Non Financial Measures
- Balanced Scorecard

Pricing Decision

- Price Skimming
- Price penetration
- Price Discrimination
- Loss Leaders
- Full Cost plus Pricing
- Marginal Cost Plus Pricing



Life Cycle Costing

- How non production cost is included in the cost of production

Target Costing

- Decision regarding target cost

Throughput Accounting

- Decision regarding the variable cost

BOOKS RECOMMENDED:

1. KAPLAN R S. Advanced Management Accounting, 1993 3rd Ed. PHI.
2. Trevor Hopper, Robert W. Scapens, Deryl Northcot. Issues in management accounting, 2007 3rd Ed. Financial Times Prentice Hall
3. Kenneth Philip Gee Advanced management accounting problems, 1986, Macmillan
4. Hugh Coombs, David Hobbs & Ellis Jenkins, Management Accounting: Principles and Applications 2005, SAGE Publications
5. Advances in Management Accounting
6. S.Kaplan, Robert. Advanced Management Accounting, 2003. Pearson Education
7. Gee, Kenneth P. Advanced management Accounting Problems, 1986, Macmillan & Co. LTD.



M.COM. THIRD YEAR

MC-705 ADVANCED RESEARCH METHODOLOGY

THE QUALITATIVE & QUANTITATIVE RESEARCH PROCESS

- a. Formulation of a Research problem
 - b. Conceptualize a Research Design
 - c. Construct Instrument of Data collection
 - d. Select a sample
 - e. Write a Research proposal
 - f. Collect Data
 - g. Process Data
 - h. Display Data
 - i. Write a Research Report-Algorithmic Research
- TAXONOMY OF RESEARCH METHODOLOGY ETHICAL ISSUES IN RESEARCH
 - THEORY & RESEARCH INTERRELATIONSHIP: Theory Building - Parts of a theory - 5 Major Forms of Theory - Theoretical Framework / Paradigms - Axiomatic Theory
 - HYPOTHESES DEVELOPMENT: Definition - Sources - Types - Role - Formats - Testing & Validation Analysis - Characteristics of a Testable Hypotheses - The Concept of Conclusive Research.
 - THE LANGUAGE OF VARIABLES: Types - Nature & Pattern of 4 Types of Relationship among Variables - Procedure for Assigning Values to Variables.
 - INITIAL STAGES OF RESEARCH PROCESS: Identification of a Research problem - Reflective & Scientific Thinking - role of Secondary Data & Exploration - Process of Concept Mapping
 - LITERATURE REVIEW: Why read other people's Research? - Define - Refine - Design - - Locate - What does a Good Review look like when Written?
 - THE RESEARCH DESIGN: Theory of Triangulation - Classification of Designs - Selection of Research Approach - 7 Perspectives of a Study - Design of Sampling Plan - Time Dimension - Data Collection - Purpose of the Study - Research Environment - Qualitative / Quantitative Techniques - Design of Experiment - Issues of Internal Validity.
 - CTURE & LEVELS OF MEASUREMENT AND SCALING: Concepts - theoretical & Operational Definitions, Dimensions. Elements. Questions / Statements - 4 Levels of Measurement - Issues of Validity, Reliability, Sensitivity, Practicality - 4 Sources of Error - 4 Common Types of Scales



- **ELEMENTS OF SAMPLING THEORY:** purpose - Population - Sampling Design - Sample Size - issues of Precision, Confidence, Tradeoff, Efficiency - Sampling Distribution of Means - Best Way of Taking a Sample - The Central Limit Theorem

DATA COLLEGE METHODOLOGIES

- **QUALITATIVE BS QUANTITATIVE RESEARCH: -PRIMARY DATA - SECONDARY DATA**
- **CASE STUDIES AS A METHODOLOGICAL STRATEGY**
- **SURVEYS AS A METHODOLOGICAL STRATEGY**
- **EXPERIMENTS AS A METHODOLOGY STRATEGY**
- **ACTION RESEARCH AS A METHODOLOGY STRATEGY**
- **FOCUS GROUPS AS A METHODOLOGICAL STRATEGY**
- **INTERVIEW METHODS:** Designing and Composing structured Interview - Format of Interview - Conducting Interview.
- **QUESTIONNAIRES:** Instrument / Design Issues. Confidentiality - Content - Sequences - Phraseology-Format-Administration-Pilot Testing-Bias.
- **OBSERVATIONAL STUDIES:** Role-Types-Timing-Limitations.
- **NON REACTIVE/UNOBTRUSIVE METHODS:** Theory of Field Research
- **HISTORICAL COMPARATIVE RESEARCH/HISTORIOGRAPHY**
- **THE EVALUATION RESEARCH:** Cycle - Culture

DATA PREPARATION ANALYSIS, TRANSFORMATION & PRESENTATION

- Methodology of Analyzing Quantitative DATA
- Methodology of Analyzing Qualitative DATA
- Mathematical Tools for Analysis: Statistical Techniques - Review of Basic Statistical Measure - Operational Research Models - Symbolic-Multidimensional Scaling & conjoint Analysis

INDICATIVE KEY LEARNING RESOURCES

Torchim, Matlin, Neuman, Cooper, Panneerselvam, Zikmund, Sekaran, Emory, Singh & Nath, Taylor, Clover & Balsey etc.



BOOKS RECOMMENDED:

1. Jan Jonker I Bartjan Pennink. The Essence of Research Methodology: A Concise Guide for Master and PhD Students in Management Science, 2010, Springer-Verlag Berlin Heidelberg
2. Dr Ranjit Kumar. Research Methodology: A Step-by-Step Guide for Beginners, 2010, 3rd Ed. Sage Publications Ltd.
3. Samuel D. Gosling. Advanced Methods for Conducting Online Behavioral Research, 2010, 1st Ed. American Psychological Association (APA).
4. Uma Sekaran. Research Methods for Business: A Skill Building Approach, 2010, 5th Ed. Wiley.
5. Sherri L. Jackson. Research Methods: A Modular Approach, 2010, 2nd Ed. Wadsworth Publishing
6. Larry B. Christensen. Research Methods, Design, and Analysis, 2010, 11th Ed. Allyn and Bacon.
7. Lawrence F. Locke. Reading and Understanding Research, 2009, 3rd Ed. Sage Publications, Inc.
8. Dr. Catherine Dawson. Introduction to Research Methods: A Practical Guide for anyone undertaking a research project, 2009, 4th Ed.
9. Bonnie L. Tensen. Research Strategies for a Digital Age, 2009, 3rd Ed. Wadsworth Publishing.
10. D. Bergh. Research Methodology in Strategy and Management, 2009, Emerald Group Publishing Limited.
11. Dr. Arlene G. Fink. Conducting Research Literature Reviews: From the Internet, 2009, 3rd Ed. Sage Publications, Inc.
12. K. N. Krishnaswamy, Appa Iyer Sivakumar, M. Mathirajan. Management Research Methodology: Integration of Methods and Techniques, 2009, Pearson Education India.
13. John W. Creswell. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 2008, 3rd Ed. Sage Publications, Pte. Ltd.
14. Editor: Luiz Moutinho. Advances in Doctoral Research in Management, 2008, World Scientific Publishing Co. Pte. Ltd.
15. W. Paul Vogt. Quantitative Research Methods for Professionals in Education and Other Fields, 2006 1st Ed. Allyn & Bacon
16. Geoffrey R. Marczyk. Essentials of Research Design and Methodology (Essentials of Behavioral Science), 2005, 1st Ed. Wiley
17. C.R. Kothari. Research Methodology: Methods and Techniques, 2004, 2nd Ed. New Age International (P) Ltd., Publishers
18. John Gill and Phil Johnson. Research METHODS FOR MANAGERS, 2002, 3rd Ed. SAGE Publications Ltd



MC-706 CORPORATE FINANCE

- Overview of Corporate Finance
- Capital Budgeting
- Raising Capital and role of Capital Markets
- Stock Valuation
- Interest Rates and Bond Valuation
- Risk Management and Derivative Markets and Instruments
- Forward Markets and Contracts
- Futures Markets and Contracts
- Options Markets and Contracts
- Swap Markets and Contracts
- Risk Management Application of Option Strategies

REFERENCE MATERIAL

- The Economist
- The Wall Street Journal
- Chartered Financial Analyst Journal
- The Financial Times

BOOKS RECOMMENDED:

1. Gregory V. Varallo, Daniel A. Dreisbach & Blake Rohrbacher. Fundamentals of Corporate Governance: A Guide for Directors and Corporate Counsel, 2010, 2nd Ed. American Bar Association
2. Richard Brealey. Principles of Corporate Finance + S&P Market Insight, 2010, 10th Ed. McGraw-Hill/Irwin.
3. Jonathan Berk, Peter DeMarzo. Corporate Finance, 2010, Pearson Education, Limited
4. David Hillier, Stephen A. Ross, Randolph W. Westerfield, and Jeffrey Jaffe. Corporate Finance, 2010.
5. Jonathan Berk. Study Guide for Corporate Finance: The Core, 2010 2nd Ed., Prentice Hall
6. Stuart A. McCrary. Mastering Corporate Finance Essentials: The Critical Quantitative Methods and Tools in Finance, 2010, John Wiley and Sons
7. Aswath Damodaran. Applied Corporate Finance, 2010 3rd Ed. , John Wiley and Sons
8. Richard A. Brealey. Solutions Manual to Accompany Principles of Corporate Finance, 2010 10th Ed. Irwin/McGraw-Hill
9. Stephen Ross. Essentials of Corporate Finance (The McGraw-Hill/Irwin Series in Finance, Insurance, and Real Estate), 2010, 7th Ed. McGraw-Hill/Irwin
10. Aswath Damodaran. Applied Corporate Finance, 2010, 3rd Ed. Wiley



11. Stephen Ross. Applied Corporate Finance, 2009, 9thEd. McGraw-Hill
12. Guido Eilenberger, Sascha Haghani, Alfred Kötzle. Current Challenges for Corporate Finance, 2009, Springer
13. Stephen Ross, Fundamentals of Corporate Finance, 2009 9th Ed. McGraw-Hill/Irwin
14. Michael C. Ehrhardt, Eugene F. Brigham. Corporate Finance: A Focused Approach, 2009, Cengage Learning
15. Ivo Welch. Corporate finance: an introduction, 2009, Prentice Hall
16. Scott Smart, William L. Megginson. Introduction to corporate finance, 2008, South-Western Cengage learning
17. Ross Geddes. An Introduction to Corporate Finance: Transactions and Techniques, 2008, Ed. John Wiley & Sons



MC-707 ECONOMETRICS

- Introduction to Econometrics Simple regression model
- Model in Deviation form. Normal Equation and the matrix approach
- Examples of Linear simple regressions and interpretations of coefficient (Exercises)
- Testing the significant of the coefficient (Exercises)
- OLS estimation Assumption and properties of OLS. Estimates. Major ingredients of Econometrics modeling
- The multiple regression model: Example of multiple regression, estimation and interpretation of regression coefficient.
- Coefficient of determination, Goodness of fit of the regression model, Individual significant test.
- Beta Coefficients, elasticities and use of dummy variables
- Nature, consequences, Methods of detection and remedial measures of multi co linearity.
- Heteroskedasticity meaning, major causes & consequences.
- Detection of Heteroskedasticity Goldfeld Quant test for Heteroskedasticity. Mechanism and numerical examples.
- Spearman's Rank Correlation Test for Heteroskedasticity. Park Glejser test for Heteroskedasticity.
- Autocorrelation, nature, causes, consequences, Remedial Measures
- Durbin Watson test for Autocorrelation, Assumption, steps and numerical examples.
- Forecasting: Types, conditional and unconditional. Variance of forecast error in both cases and economic applications.

BOOKS RECOMMENDED:

1. A.H. Studenmund. Using Econometrics: A Practical Guide, 2010, 6th Ed. Prentice Hall
2. George G. Judge. Introduction to the Theory and Practice of Econometrics , 2010, 3rd Ed. John Wiley & Sons
3. John Geweke. Complete and Incomplete Econometric Models (The Econometric and Tinbergen Institutes Lectures), 2010, Princeton University Press
4. Jeffrey M. Wooldridge. Introductory econometrics: a modern approach, 2009, Cengage Learning
5. Damodar N. Gujarati. Basic Econometrics , 2009 5th Ed., McGraw Hill Higher Education
6. Walter Enders. Applied Econometric Time Series (Wiley Series in Probability and Statistics), 2009, 3rd Ed. Wiley
7. Vivek B. Ajmani. Applied Econometrics Using the SAS System, 2009, John Wiley and Sons



8. Damodar Gujarati. Essentials of Econometrics, 2009, 4th Ed. McGraw-Hill/Irwin
9. Marno Verbeek. A guide to modern econometrics, 2008, John Wiley and Sons



M.COM. THIRD YEAR

MC-708 STRATEGIC HUMAN RESOURCES MANAGEMENT

- The concept of strategy in HRM and strategic HRM. Overview of the HR role in the context of dynamic cultural demographic and business environment.
- The needs of the new class of workforce in the context of the modern business dynamics.
- The relationships between strategy and organizational design. Culture and its role in the organization.
- The HR tendency for programmatic rather than strategic strategy initiatives.
- Forecasting and Planning Human Resources Demand and Supply. The competition for human talent strategies of attracting and retaining the people that best fit the organization.
- The strategic role of the new HR function. New models of the HR function, application and benchmark comparisons.
- Understanding leadership and the competencies needed in each organization.
- Organizational culture and its impact on corporate performance. Strategies for building and maintaining a successful organizational culture.
- Organizational alignment. The strategic importance of systems and practices. Specific alignment techniques to complement strategy.
- HR tools and implementation. Understanding the HR environment and selecting the appropriate tools. Scenario planning. Risk assessment. Impact analysis.
- The strategic importance of the HR audit. Tools and methodologies. Cost analysis of the HR function. Perceived value analysis. Degree of alignment of the HR functions to the corporate business strategy.
- Building the appropriate HR strategy. Creating purpose. Vision and value statements. Building the HR plan. Intangibles, cost and value contribution. Scenarios building. Marketing, positioning, selling and negotiation the HR strategy.
- Strategies for successful Implementation. Building a successful HR team to deliver. The implementation plan. Process improvements. Communication planning. Performance planning.
- Sustainable Competitiveness through human resource development.
- Organizational change as a means of competitive advantage.
- Managing knowledge and knowledge Management. The Balanced Scorecard Model and the HR imperative.
- Obstacles to successful strategy implementation.
- Introduction the communication theory. Internal and external public relations in communicating change.
- Challenges to the successful HR function.



BOOKS RECOMMENDED:

1. Jeffrey A. Mello. Strategic Human Resource Management , 2010 3rd Ed., South-Western College Pub
2. Joe Martocchio. Strategic Compensation: A Human Resource Management Approach, 2010 6th Ed. Prentice Hall
3. George W. Bohlander. Managing Human Resources, 2009 15th Ed., South-Western College Pub.
4. Joan E. Pynes. Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach (Essential Texts for Nonprofit and Public Leadership and Management) 2009 3rd Ed. Jossey-Bass.
5. Linda Holbeche. Aligning Human Resources and Business Strategy, 2009 2nd Ed. Butterworth-Heinemann
6. Myron, D. Fottler. Strategic Human Resource Management in Health Care (Advances in Health Care Management), 2010, Emerald Group Publishing Limited
7. S. Robert Hernandez. Strategic Human Resources Management in Health Services Organizations, 2009, 3rd Ed. Delmar Cengage Learning
8. Michael A. Hitt. Strategic Management: Concepts: Competitiveness and Globalization. 2010 9th Ed., South-Western College Pub.
9. Rob Silzer. Strategy-Driven Talent Management: A Leadership Imperative (J-B SIOP Professional Practice Series), 2009, Pfeiffer; annotated.



M.COM. FINAL YEAR (FOURTH YEAR)

MC-801 THESIS (6 credit hours)

