

**M. COM (TWO YEAR)
COURSE OUTLINE**

**QUAID-E-AZAM COLLEGE OF COMMERCE,
UNIVERSITY OF PESHAWAR
2015**

**QUAID-E-AZAM COLLEGE OF COMMERCE,
UNIVERSITY OF PESHAWAR
MASTER OF COMMERCE (M. COM), TWO- YEAR PROGRAM**

Introduction

For any nation to progress and develop it needs to focus on commerce as commerce is the back bone of any economy. It's not only ensures a country's own economic independence and sustainability but is also the key to its sovereignty. Understanding how crucial commerce is, Quaid-e-Azam College of Commerce, University of Peshawar has designed a Two-year Masters of Commerce (M.Com) Program. This program is structured in such a way that it encompasses the fields of Accounting, Finance, Human Resource Management and Marketing. Furthermore it also gives students an exposure to various courses in the field of IT, law, research as well as Logic so as to refine their analytical and cognitive abilities.

One of the biggest challenges of surviving in the field of commerce is being able to understand and cope with its dynamic nature. As an academic institute it is our foremost responsibility to instill our students with the latest skills, knowledge and information in this diverse field so as to enable them to easily cope with this pressure. In light of this we make sure our curriculum is up to par with the current market trends and if required, revised and adjusted in accordance to modern times. A similar attempt has been made through this scheme by offering four options in specialization in M.Com Two-Year Program i.e. Accounting, Finance, Human Resource Management and Marketing as opposed to only two options previously of Accounting and Marketing. Since the courses proposed are more extensive, hence give a more specialized knowledge base to the students.

Main Features of the Program

Masters of Commerce (M.Com) program is based on two years i.e. four semesters with a total of 72 credit hours, as given in the rules of University of Peshawar.

Eligibility

All applicants must have secured a B.Com or equivalent degree with at least second division (45% marks). Furthermore they are also required to secure passing marks in the aptitude test arranged by University of Peshawar.

Scheme of Study

Two-Year Master of Commerce (M.Com) program consists of 72 credit hours out of which 45 credit hours are of compulsory courses, 6 credit hours are of elective courses, 18 credit hours are of specialization courses whereas the remaining 3 credit hours are based on an internship or research project. All courses are of 3 credit hours.

Assessment

Students' level of understanding in every course is evaluated through a 30 marks Mid-term Examination half way through the semester followed by a 50 marks final examination at the end of semester as well as a 20 marks assignment/ quiz tests thus totaling to a 100 marks assessment for each subject. In addition, students are required to take up any one of the below stated tasks worth of 3 credit hours for the successful completion and attainment of their Two-Years Masters in Commerce degree.

MGT 642 Internship OR MGT 643 Research Project

Breakup of the Subjects:

Stated below is a tentative semester wise breakdown showing how these courses will be managed over a span of four semesters.

Semester 1		
1.	MGT 511	Principles of Management
2.	MATH 512	Business Mathematics
3.	FIN 513	Financial Management
4.	MKG 514	Principles of Marketing
5.	PHIL 515	Logic and Critical Thinking
6.	ACC 516	Corporate Accounting
Semester 2		
1.	COM 521	Business Research Methods
2.	HRM 522	Human Resource Management
3.	LAW 523	Commercial Law
4.	COM 524	E-Business
5.	MGT 525	Global Business Environment
6.	MGT 526	Strategic Management
Semester 3		
1.	COMP 631	Computer Based Business Information Systems
2.	MGT 632	Organizational Behaviour
3.		Elective-I
4-6.		Three Courses (09 Credit Hours) from Field of Specialization
Semester 4		
1.	ISL 641	Islamic Injunctions about Business
2.		Elective-II
3-6.		Three Courses (09 Credit Hours) from Field of Specialization

Semester 3 & 4

List of Major (Electives & Specialization) Courses

Elective Courses		
1.	MGT 633	Project Management
2.	MGT 634	Supply Chain Management
3.	LAW 635	Industrial Law
4.	MATH 636	Quantitative Techniques for Business
5.	COMP 637	Web Designing for Business Applications
6.	COM 638	International Trade
7.	MGT 642	Small and Medium Enterprise Development
8.	MGT 643	Production and Operations Management
9.	ENV 645	Resource Conservation and Planning Management
10.	COM 644	International trade and Governance
Specialization Courses		
Accounting Courses		
1.	COMA 634	Advanced Financial Accounting
2.	COMA 635	Budgeting and Standard Costing
3.	COMA 636	Computer Based Accounting
4.	COMA 637	Accounting Theory

5.	COMA 643	Accounting for Mergers and Acquisitions
6.	COMA 644	Accounting for Specialized Concerns
7.	COMA 645	Profit Planning and Cost Analysis
8.	COMA 646	Advanced Accounting Theory
9.	COMA 647	Value Chain Costing
<i>Finance Courses</i>		
1.	COMB 634	Corporate Finance
2.	COMB 635	Capital Markets and Financial Institutions In Pakistan
3.	COMB 636	Public Finance
4.	COMB 637	Emerging issues in financial Crime
5.	COMB 638	International Trade Finance
6.	COMB 639	Fiscal Management
7.	COMB 643	Investment Management
8.	COMB 644	Financial Risk Management
9.	COMB 645	Strategic Financial Management
10.	COMB 646	Economic Analysis
11.	COMB 647	Commercial Bank Financial Management
12.	COMB 648	International Financial Management
13.	COMB 649	Financial Statement Analysis
<i>Human Resource Management Courses</i>		
1.	COMC 634	Training and Development
2.	COMC 635	Compensation and Benefits Management
3.	COMC 636	Change Management
4.	COMC 637	Cross-Cultural Work Experience
5.	COMC 638	Human Resource Information Systems
6.	COMC 639	Total Quality Management
7.	COMC 643	Strategic Human Resource Management
8.	COMC 644	International Human Resource Management
9.	COMC 645	Industrial Relations
10.	COMC 646	Research Methods for Human Resource Management
11.	COMC 647	Supply chain and operation Management
12.	COMC 648	Logistic Management
13.	COMC 649	Comparative Human Resource Management
<i>Marketing Courses</i>		
1.	COMD 634	Consumer Behavior
2.	COMD 635	Advertising and Promotional Strategies
3.	COMD 636	Marketing Financial Services
4.	COMD 637	Distribution Management
5.	COMD 638	Export Management and Marketing
6.	COMD 639	International Marketing
7.	COMD 643	Retailing
8.	COMD 644	Marketing Research
9.	COMD 645	E-Marketing
10.	COMD 646	Sales Force Management
11.	COMD 647	Marketing Communications
12.	COMD 648	Marketing Plan Development
13.	COMD 649	Pharma Marketing

**NOTE: COMA, COMB, COMC, and COMD represent specialization courses in the field of Accounting; Finance; Human Resource Management; and Marketing respectively.*

Compulsory Courses

Course Title :	Principles of Management
Course Code :	MGT 511
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This course is designed to give an overview of the theory and practice of management. The concept of management is presented as a discipline as well as a process. The course will cover the evolution of management, its history, and the development of important concepts. It will cover the basic functions of management: planning, organizing, leading, and controlling.

The objectives of this course are

- 1- To expose students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective.
- 2- The course will also allow students to develop their own framework for analyzing and understanding management as well as exploring and developing their own personal philosophy of management.
- 3- The students would be able to communicate effectively, develop people, solve problems and making decisions, organize themselves and also would be able to work in team.

Week 1	Foundation of Management Thinking
Week 2	The Evolution of Social Cognitive Theory
Week 3	Environment, National Culture and Management Practices
Week 4	Planning & Strategic Management; The Escalation of Commitment: Step Toward an Organizational theory; Decision Making
Week 5	Organization and Structure; Controlling
Week 7	Human Resource Management; Communicating; Styles of Management; Personality and Human Behavior
Week 8	Motivation: Theories and Styles
Week 10	How Job Characteristics Theory Happened
Week 11	On the Origins of Expectancy Theory
Week 12	Leadership & Leader's styles; Team and Teamwork Management
Week13	External Influences & Globalization; Technology, The market, Competition and the External environment; Internationalization and Globalization
Week14	Management Practices; Management Skills and Competencies; Entrepreneurship
Week 15	Stress Management; Change Management; Managing Organizational Conflict, Politics and Negotiation
Week 16	Ethics and Social Responsibility; New Management Paradigms

Recommended Texts:

- Hill, W. L. C., & McShane, S. (2006). *Principles of Management*. PA, USA: McGraw-Hill Professional.
- Carpenter, M. (2009). *Principles of Management*. Flat World Knowledge, Inc.

- Certo, C. S., & Certo, T. S. (2015). *Modern Management: Concepts and Skills*. NJ, USA: Prentice-Hall.
- Robbins, P. S., De Cenzo, A. D., & Coulter, M. (2014). *Fundamentals of Management: Essential Concepts and Applications*. NJ, USA: Prentice-Hall.
- Hannagan, T. (2009). *Management: Concepts & Practices*. NJ, USA: Prentice-Hall.
- Mejia, Balkin, & Cardy. (2006). *Management*, (3rd Edition). McGraw-Hill.
- Morden, T. (2004). *Principles of Management*, (2nd Edition). Ashgate.
- Bateman, S. (2002). *Management Competing in New Era*, (5th Edition). McGraw-Hill.

Course Title : Business Mathematics
Course Code : MATH 512
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

Upon completion of this course, students are expected to be able to:

1. Develop an understanding and the application of skills required for selected mathematical concepts encountered in business situations.
2. Increase the student's competency in fundamental and arithmetic skills through practical application.
3. Provide with the background in mathematical methods required for other courses in Business, Economics and Commerce etc.

Week 1	Basic Algebra; Factorization; Algebraic Fractions; Ratios and Percentages;
Week 2	Equations; Basic Concepts; Operations on an equation; Statement of Problems;
Week 3	Simultaneous Equations; Basic Concepts; Solution of Simultaneous equations; Equation with three unknowns; Two equations in three unknowns; Statement of Problems;
Week 4-5	Quadratic Equations; Definition; Solution by Factorization; Solution by completing the squares; Solution by Quadratic Formula; Discriminant and nature of roots; Statement of Problems;
Week 6-7	Logarithms; Definition; Rules for characteristics and mantissa; Use of logarithmic tables; Methods of Interpolation; Laws of logarithm Application;
Week 8-9	Mathematics of Finance-I: Percentage Mark-up; Simple Interest and Present Value; Discounting Negotiable Instruments; Equivalent Values of Different Debts and their Payments;
Week 10-12	Mathematics of Finance-II: Definition; Compound Interest and Compound Amount; Use of Compound Interest Tables; Number of Periods and the Interest Rate; Effective rate of Interest; Equivalent rate of Interest; Depreciation by Reducing Balance Method; Present Value Formula; Discounting of Non-Interest and Interest Bearing Notes;
Week 13-16	Mathematics of Finance-III: Annuities --- Definition; Formula for the sum of Annuity; Use of Annuity Table; Relationship between R,S,N and I; Sinking Fund; Depreciation by Sinking Fund; Formula for

Present Value of Annuity; Relationship between R, P and N; Amortization of Debt; Depreciation by Annuity Method; Purchase Price of Bonds and Debentures; Annuity Due; Perpetuity.

Recommended Texts:

Clendenen, G., & Salzman, A. S. (2014). *Business Mathematics*, (13th Edition). Pearson.

Williams, E. W., & Reed, H. J.(latest Edition). *Fundamentals of Business Mathematics*,. Hawkes Learning Systems.

Bluman, A. (2006). *Business Math Demystified*. USA: McGraw-Hill Professional.

Siddiqui, A. N. (2014/15). *Business Mathematics*. Lahore: Pak. Azeem Academy.

Slavin, S., & Stouffer, T. (2006-07). *Business Math*. NJ, USA: Wiley.

Hasan M. M. & Mirza. A. M. (1995). *Business Mathematics*, (3rd Edition). Karachi: Farooq Kitab Ghar.

Budnick, F. S. (1993). *Applied Mathematics for Business Economics and Social Sciences*, (4th Edition), McGraw-Hill.

Course Title : Financial Management
Course Code : FIN 513
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The objective of this course is to provide theoretical and conceptual knowledge of finance to the students. The course covers wide areas of finance. This course will not only be helpful in passing their examination but will also help them in practical life.

- Week 1&2 An Overview of Financial Management; Careers in Finance; How are Companies Organized; Finance in the Organizational Structure of the Firm; The Goals of the Corporation; Business Ethics and Social Responsibility; Agency Relationships
- Week 3&4 Financial Statement, Cash Flows and Taxes; A Brief History of Accounting and Financial Statements; Financial Statements and Reports; The Balance Sheet; The Income Statement; Statement of Retained Earnings; Net Cash Flow; Statement of Cash Flows; Modifying Accounting Data for Managerial Decisions; MVA and EVA; Depreciation
- Week 5-7 Analysis of Financial Statements; Ratio Analysis; Liquidity Ratios; Asset Management Ratios; Debt Management Ratios; Profitability Ratios; Market Value Ratios; Trend Analysis, Common Size Analysis, and Percent Change Analysis; Tying the Ratios Together; Comparative Ratios and “Benchmarking”; Uses and Limitations of Ratio Analysis; Problems with ROE; Looking Beyond the Numbers
- Week 8-10 Financial Planning and Forecasting Financial Statements; Strategic Plans; Operating Plans; The Financial Plan; Computerized Financial Planning Models; Sales Forecasts; Financial Statement Forecasting: The Percent of Sales Method; The AFN Formula; Forecasting

	Financial Requirements When the Balance Sheet Ratios are Subject to Change; Other Techniques of Forecasting Financial Statements
Week 11-13	The Financial Environment; The Financial Markets; Financial Institutions; The Stock Market; The Cost of Money; Interest Rate Levels; The Determinants of Market Interest Rates; The Term Structure of Interest Rates; What Determines the Shape of the Yield Curve?; Using the Yield Curve to Estimate Future Interest Rates; Investing Overseas; Other Factors That Influence Interest Rate Levels; Interest Rates and Business Decisions
Week 14	Risk and Return; Investment Returns; Stand-Alone Risk; Risk in Portfolio Context; Calculating Beta Coefficient; The Relationship between Risk and Rates of Return; Physical Assets versus Securities; Some Concerns about Beta and the CPM; Volatility versus Risk.
Week 15&16	Portfolio Theory and Asset Pricing Models; Measuring Portfolio Risk; Efficient Portfolios; Choosing the Optimal Portfolio; The Capital Asset Pricing Model; The Capital Market Line and Security Market Line; Calculating Beta Coefficient; Empirical Tests of the CAPM; Arbitrage Pricing Theory; The Fama-French Three-Factor Model

Recommended Texts:

- Brigham, F. E., & Houston, F. J. (2014). *Fundamentals of Financial Management*. Cengage Learning.
- Van, J. C., & Wachouicz J. M. (2003). *Fundamentals of Financial Management* (11th Edition). McGraw-Hill.
- Block, S., Hirt, G., & Danielsen, B. (2010). *Foundations of Financial Management*, (14th Edition). PA, USA: McGraw-Hill.
- Brigham, E.F. & Ehrhardt, M.C. (2013). *Financial Management: Theory and Practice* (14th Edition). HarCourt College Publishers.
- Brigham. E.F & Houston. J.F. (2012). *Fundamental of financial Management*, (12th Edition). Philadelphia: Dryden.
- Brooks, M. R. (2012). *Financial Management: Core Concepts*, (2nd Edition). NJ, USA: Prentice-Hall.
- Titman, J. S., Martin, D. J., & Keown, J. A. (2010). *Financial Management: Principles and Applications*, (11th Edition). NJ, USA: Prentice-Hall.
- Berman, K., Knight, J., & Case, J. (2013). *Financial Intelligence, Revised Edition: A Manager's Guide to Knowing What the Numbers Really Mean*. UK: Harvard Business Review Press.

Course Title : Principles of Marketing
Course Code : MKG 514
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

Marketing is not just selling or advertising. It is a rigorous, disciplined science that applies a reasoned framework to the selection of target markets and the optimization of marketing decisions. In this course we seek to:

1. Introduce to students the key marketing ideas and phenomena, especially the core theme of delivering benefits to customers.
2. Develop students' skills in marketing analysis and planning.
3. Familiarize students with the tactics of the marketing (Product strategy, advertising and communications [Promotion], and distribution [Place], and Price - 4P's) and enhance problem solving and decision making abilities in these areas.
4. How to evaluate the attractiveness of different markets.

Week 1	The Field of Marketing, Introductory Concepts; Adapting Marketing to the New Economy; Positioning Marketing as the Driver in the Digital Economy;
Week 2	Marketing- oriented Strategic Planning;
Week 3	Scanning the Marketing Environment;
Week 4	Marketing research process; Marketing information systems;
Week 5	Identifying Marketing Opportunities;
Week 6	Consumer behaviour; Consumer purchase decision process; Influences on consumer behaviour; Social influences; Thaler, R. (1985). <i>Mental Accounting and Consumer Choice</i> . Marketing Science, 4, 199-214.; Simonson, I. (1993). <i>Get Closer To Your Customers By Understanding How They Make Choices</i> . California Management Review 35, no. 4.
Week 7	Identifying Marketing Segments and Selecting Target Markets; Case study assignment;
Week 8	Product positioning and Differentiating the Marketing Offering; The Product Life Cycle;
Week 9	The marketing mix: Product; Meaning and classification of product; Development of new product; Staff. (1999). <i>Know Thyself</i> . Economist 76, no. 76.
Week 10	Determinants of product mix; Product adoption-diffusion process; Product portfolio classification; Product deletion strategy; Case study assignment;
Week 11	The marketing mix: Price; Nature and importance of pricing; Pricing objectives; Factors influencing pricing decision; Anderson, E., & Simester, D. (2003). <i>Mind Your Pricing Cues</i> . Harvard Business Review 81, no. 9.; Dolan, R. J. (1995). <i>How Do You Know When the Price Is Right?</i> Harvard Business Review. Reprint No. 95501;
Week 12	Developing Price Strategies and Programs; The marketing mix: Promotion strategy; Role of promotion in business marketing; Developing and implementing the promotional mix;
Week 13	Advertising, sales promotion and public relations; Dye, R. (2000). <i>The Buzz on Buzz</i> . Harvard Business Review. Reprint No. R00606.
Week 14	Managing The Sales Force; Case study assignment; The marketing mix: Distribution; Designing distribution channel; Selecting the type of channel; Staff. (1997). <i>Republic Industries, Toyota Settle Dispute over Dealerships</i> . The Wall Street Journal; Staff. (1997). <i>Categorical Imperatives</i> . Economist;
Week 15	Managing Retailing, Wholesaling and Market Logistics; Managing the Total Marketing Effort;
Week 16	Marketing plan development analysis

Recommended Texts:

- Pride, M. W., & Ferrell, O. C. (2014). *Foundations of Marketing*. South-Western College/West.
- Tanner, J., & Raymond, A. M. (2010). *Principles of Marketing*. Flat World Knowledge, Inc.
- Kotler, P., & Armstrong, G. (2013). *Principles of Marketing*, (15th Edition). NJ, USA: Prentice-Hall.
- Kotler, P. (2011). *Marketing Management*. (14th Edition). Prentice- Hall.
- Lamb, W. C., Hair, F. J., & McDaniel, C. (2014). *Marketing*. South-Western College Publisher.
- Kerin, R., Hartley, S., & Rudelius, W. (2012). *Marketing*. PA, USA: McGraw-Hill.
- Stanton, E. W. (2004). *Marketing*, (13th Edition). McGraw-Hill.

Course Title : Logic and Critical Thinking

Course Code : PHIL 515

Credit Hours : 03

Total Week : 16

Total Hours : 48

Course Objectives:

The objective of this course is to sharpen the intellect of the students, develop their reasoning ability, strengthen their understanding, and promote clear thinking.

Week 1	Definition of Logic; Logic as Study of Thought; Logic in terms of Art and Sciences
Week 2	Premises and Conclusions; Basic terms; The order of Premises and Conclusion; Conclusion Indicators and Premises Indicators; Argument in Context
Week 3	Diagram for single Arguments; Agreements and Disagreements of Attitudes
Week 4	The Language; Three Basic Functions of Language; Discourse Serving Multiple Functions; The Forms of Discourse
Week 5	Emotive words and the Logic of Emotions; Emotively Neutral Language
Week 6	Truth and Validity – Test Construction (Standardization and Generalization); Problem Solving; Creativity Thinking and Invention
Week 7	Fallacies; Fallacy of Relevance; Fallacy of Ambiguity
Week 8	Definition; Purpose of Definition; Types of Definition
Week 9	Proposition; Kinds of Proposition; Categorical Proposition; Quality, Quantity and Distribution
Week 10	The Traditional Square of Opposition; Contradictories; Contraries; Sub Contraries; Sub alternation; The Sequence of Opposition; Existential import
Week 11	Categorical Syllogisms; Standard form categorical Syllogisms; Major, Minor and Middle Terms; Mood; Figure; Venn diagram
Week 12	Symbolic Logic; The value of Special Symbols; The Symbols for Conjunction, negation and Disjunction
Week 13	Analogy; Arguments by Analogy; Appraising Analogical Arguments

- Week 14 Science and Hypothesis; The Value of Sciences; Problem and its solution (Deduction)
- Week 15&16 The Method of Deduction; The Formal Proof of Validity; The Rule of Replacement; Proof of Invalidity; Reliability and Reliability

Recommended Texts:

- Salmon, H. M. (2012). *Introduction to Logic and Critical Thinking*. Wadsworth Publishing.
- Copi, I. M., Cohen, C., & Macmahon, K. (2014). *Introduction to Logic*, (14th Edition). Pearson Education Inc.
- Kelley, D. (2013). *The Art of Reasoning: An Introduction to Logic and Critical Thinking*, (4th Edition). W. W. Norton & Company.
- Gensler, J. H. (2010). *Introduction to Logic*. Routledge.
- Bennett, J. D. (2005). *Logic Made Easy: How to Know When Language Deceives You*. W. W. Norton & Company
- Restall, G. (2006). *Logic: An Introduction*. New York: Taylor & Francis Group.
- Read, C. (2012). *Logic, Deductive and Inductive (Classic Reprint)*. Forgotten Books.
- Hurlez, P.J. (2003). *A Concise Introduction to Logic*. Belmont: Woods worth /Thomason Learning Incorporation.
- Vaughn, L. (2005). *The Power of Critical Thinking*. UK: Oxford University.

Course Title	: Corporate Accounting
Course Code	: ACC 516
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives

This course teaches students how to manage and show shares and debentures in the accounts of a company. They will be able to understand and will be skilled to apply accounting rules and techniques with respect to managing shares and debentures in the books of accounting in corporations of any nature.

- Week 1-3 Accounting for Issue of Shares; Shares – Defined; Difference between share and debenture; Share Capital of a Company; Preference Shares; Equity Shares; Issue of Shares (entries for only fully paid up shares as required under the Companies Ordinance 1984 – section 91); Procedure for Issue of Shares; Issue of Shares at Par; Issue of Share at Premium; Issue of Share at Discount; Issue of Share for Consideration other than Cash; Over subscription and Pro-rata Allotment;
- Week 4&5 Issue of Bonus and Right Shares; Bonus Shares; Objects of Bonus Shares; Procedure of Bonus Issue; Sources of Bonus Issue; Determining the maximum amount of Bonus Issue; Right Share Issue
- Week 6-9 Issue and Redemption of Debentures; The Issue of Debentures; Comparison between Debenture and Shares; Tax Advantage of Debenture Financing; Types of Debenture; Authorization of Debenture Issue; Procedures for issue of Debenture; Debenture issued at Par; Debenture issued at Premium; Debenture issued at Discount; Treatment of Discount on issue of Debentures; Debenture payable by installments; Issue of Debentures as Collateral Security for a Loan;

- Issue of Debentures other than for Cash; Debenture Interest; Redemption of Debentures; Where there is no sinking fund; Purchase in the Open Market; Cum-interest and Ex-interest; Purchase of Debenture as Investment; Where there is Sinking Fund; Definition of a Sinking Fund; Insurance Policy Method
- Week 10-13 Underwriting of Shares and Debentures; Sub-Underwriters; Underwriting Commission; Underwriting Agreement; Market and Unmarked Application; Full and Partial Underwriting; When the Issue is Fully Underwritten [without Firm Underwriting]; When the Issue is Fully Underwritten [with Firm Underwriting]; When the Issue is Partially Underwritten [without Firm Underwriting]; When the Issue is Partially Underwritten [with Firm Underwriting]
- Week 14-16 Company Final Accounts; Books of Accounts to be kept by a Company; Statutory Books; Annual Accounts and Balance Sheet; Forms and Contents of Balance Sheet and Profit & Loss Account (under 4th and 5th Schedule of Companies Ordinance, 1984); Requirements as to Profit and Loss Account; Some Special Points regarding Profit & Loss Account of a Company; Some General Points regarding Profit & Loss Account of a Company; Typical Adjustments in Problems of Company Final Accounts; Depreciation; Interest on Debentures; Tax Deducted at Source; Advance Payment of Income Tax; Provision for Taxation; Dividend; Suspense Account; Profit on Revaluation of Fixed Assets; Discount on Issue of Shares and Debentures; Managerial Remuneration; Remuneration for Directors; Remuneration to Manager; Overall Maximum Managerial Remuneration; Calculation of Net Profit for Managerial Remuneration; Commission after Charging such Commission; Divisible Profit; Transfer of Reserves; Profit and Loss Appropriation Account

Recommended Texts:

- Mukherjee, A., & Hanif, M. (2013). *Modern Accountancy*, (2nd Edition). New Dehli: Tata McGraw-Hill Publishing Company Limited.
- Carl S. Warren, S. C., Reeve, M. J., & Duchac, J. (2013). *Corporate Financial Accounting*. Cengage Learning.
- Carl S. Warren, S. C., Reeve, M. J., & Duchac, J. (2011). *Corporate Financial Accounting*. Cengage Learning.
- V. Rajasekaran, V., & Lalitha, R. (2011). *Corporate Accounting*. India: Pearson Education.
- S N Maheshwari, S. N., & Maheshwari, S. K. (2009). *Corporate Accounting*. Vikas Publishing House Pvt Ltd.
- Mukherjee, A., & Hanif, M. (2005). *Corporate Accounting*. Tata McGraw-Hill Education.
- Meigs, B. Walter., Johnson, E. Charles. & Meigs, F. Robert (2003). *Accounting: the basis of Business decisions*, (11th Edition). McGraw-Hill.
- Javed H. Zuberi (2009). *Advanced Accounting*. Lahore: Petiwala Book Depot.
- ICAP (2005). *Financial Accounting*, Module-C, Lahore: PBP professional education.
- IFRS, IASs, *International Accounting Standards Board*, London.
- International Accounting Standards Committee Foundation (IASCF) 2005, *International Financial Reporting Standards (IFRSs)*, London United Kingdom.

Course Title : Business Research Methods
Course Code : COM 521
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

Research and Development (R&D) are order of the day. These are indispensable for human progress and prosperity. The success of business depends to a great extent on good management and good R&D. The present course has been designed to impart theoretical knowledge and make understand the students about the business research process and its components.

- Week 1 Business, Definition, Characteristics, Types, Factors; Promoting Business Research, Definition, Characteristics, Types, Need for Research;
- Week 2 Business Research, Definition, Characteristics, Types and Importance; The Need of Research in Business Research in Functional Areas of Business;
- Week 3 The Manager and Business Research; why Should the Manager know Research and what Research should the Manager understand; The Manger Researcher Relationship; The Manager and the Consultant Research; The Manager and the Internal Researchers;
- Week 4 Need of Research in Business, who Does the Research?; Where and why Study Research?; Need for Better Business Research and Its Criteria Hall Marks of Scientific Research;
- Week 5 Problem, research problem, definition, causes, types, formulation, importance;
- Week 6 The Research Process, the Theoretical Framework, its Component; The Variables, Definition and Types;
- Week 7 Hypothesis, Definition, Features Types and Needs; The Development of Hypothesis; The Stages in its Development Hypothesis Testing with Quantitative and Qualitative Data;
- Week 8 The Research Process. The Research Design, Definition; Features, Functions and Components; Difference between Research Design, Proposal & Plan; The Experimental design;
- Week 9 Sampling and Sample Definition, Features Types and Needs; Population, Universe, Element and Sample; Types of Sampling: Probability and Non Probability Sampling;
- Week 10 The Research Process: Research Instruments. Research Survey sample census Surveys and Pilot Surveys; Data Definition, Nature and Types Primary and Secondary Data;
- Week 11 The Research Process Data Collection Sources, Methods and Settings; Interview Definition, Nature Features, Types, Importance;
- Week 12 Data Collection Methods; Types of Interview; Questionnaire, Definition, Nature and Importance; Types of Question and their Merits and Demerits;
- Week 13 Data Collection Methods Observation, Definition, Features, types and Importance; Different Types of Observation its Merits and Demerits;
- Week 14 Statistical Terms and Test Used in Business Research Description Statistics; Measures of Central Tendency and Dispersion Frequencies;

- Week 15 Data Analysis and Interpretation; Data Completion, Processing Editing, Coding, Representation; Data Analysis, Programming Validity and Reliability; Data Interpretation;
- Week 16 Research Report Definition Components, types; Research Report Format Title, Table of Contents, Introduction, Executive Summary, Main Body, Summary and Conclusions, Plan of Action.

Recommended Texts:

- Sekaran, U. (2013). *Research Methodology for Business*, (6th Edition). . New York: Johni Wiley Sons Inc.
- Zikmund, W.G. (2010). *Business Research Methods*, (8th Edition). Orlando, The Dryden Press: Harcourt College Publishers.
- Chaudhary, S. M. & Kamal, S. (2009). *Introduction to Statistical Theory*, (6th Edition). Lahore: Ilmi Kitab Khana.
- Emmoy, W. (2002). *Business Research*, (3rd Edition). Illinois USA: Richard D. Irwin Inc.
- Rao, K.V. (1993). *Research Methodology in Commerce and Management*. New Delhi India: Sterling Publishers Private Limited.

Course Title : Human Resource Management

Course Code : HRM 522

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

The importance of human resource cannot be overemphasized in the modern world. The contents will help students to grasp the main concerns of HRM in today's dynamic business environment. The course deals with the issues of recruitment, training, motivational techniques, different performance appraisal procedures, and their use for efficient handling of human resource.

- Week 1 Introduction to HRM
- Week 2 Job Design and Analysis
- Week 3&4 Human Resource Planning
- Week 5-7 Recruitment and Selection
- Week 8 Testing, Interviewing
- Week 9&10 Performance Appraisal
- Week 11 Training
- Week 12 Promotion, Transfer, Layoff and Discharge
- Week 13&14 Motivation
- Week 15&16 Discipline

Recommended Texts:

- Price, A. (2011). *Human Resource Management*. Cengage Learning.
- Dowling, P. J., Festing, M., & Engle, A. D. (1994). *Human Resources Management*. Belmont: Wadsworth Publishing Company.
- Flippo, E. B. (1976). *Principles of Personnel Management*. McGraw-Hill Book Company.
- DeCenzo, D. A., & Robbins, S. P. (1988). *Personnel: Human Resource Management*. Prentice-Hall.

Course Title : Commercial Law
Course Code : LAW 523
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

1. To describe how the legal system operates, including alternatives to litigation.
2. To explain principles of contract law.
3. To use integration skills to identify and explain relationships among concepts.
4. To identify appropriate applications of legal principles to solving social and managerial problems.
5. To demonstrate familiarity with the use and meaning of the language of the law and concepts of legal and social responsibility in a business context.
6. To recognize the necessity for ethical behavior in using legal means to achieve business objectives.
7. To appreciate the student- citizens role in influencing the continuing evolution of the law.

Week 1-3	Law of Contract; Contract and its kinds; Agreement; Consideration; Capacity of parties; Free consent; Legality of object and consideration; Void agreements; Contingent and quasi contracts; Performance of contracts; Discharge of Contract; Breach of Contract; Remedies for breach of contract; Contract of Indemnity; Contract of Guarantee; Contract of Bailment; Contract of Agency;
Week 4&5	Sale of Goods Act; Definitions; The Formation of the Contract; Effects of the Contract; Performance of contract of sale; Rights of unpaid seller against the goods; Auction; Breach of Contract;
Week 6	Partnership Act; Nature of partnership; Formation of partnership; Rights, duties and liabilities of partners; Dissolution;
Week 7-9	Negotiable Instruments Act; Definition and Types of Negotiable Instruments; Characteristics of a Negotiable Instrument; Parties to negotiable instruments; Negotiation; Endorsement; Liabilities of Parties; Payment; Discharge of liability; Dishonor; Notation and Protesting; Acceptance and Payment for Honor; Compensation and Presumptions;
Week 10-13	Arbitration; Arbitration Agreement; Appointment of an Arbitrator by the Court; Powers of an Arbitrator; Duties of an Arbitrator; The Removal of an Arbitrator; The Powers of Courts over Awards by Arbitrators; Appointment of a new of Sole Arbitrator;
Week 14&15	Insolvency Laws; Definition; Fraudulent Preference; Insolvency Petition; Protected Transaction; Discharge of an Insolvent;
Week 16	Law of carriage of goods; Carriage of goods by land; Carriage of goods by sea; Carriage of goods by air

Recommended Texts:

- William Warren, W., & Walt, S. (2013). *Commercial Law*, (9th Edition). Foundation Press.
- Chema, K. M. (2002). *Business Law*. Lahore: Ilmi Kitab Ghar.
- Saeed, K. A. (2003). *Mercantile and Industrial Laws in Pakistan*. Lahore: Institute of Business Management.
- Saeed, K. A. (Latest Edition). *Mercantile and Industrial Laws in Pakistan*. Lahore: Institute of Business Management.
- Shaheen, N. A. (Latest Edition). *Practical approach to the Companies Ordinance*. PLD.
- Qurashi, S. A. (Latest Edition). *Business Law*. Lahore: Ilmi Kitab Ghar.
- Butt, L. A. (Latest Edition). *The Negotiable Instrument*. PLD.

Course Title : E-Business

Course Code : COM 524

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

1. To highlight the importance of information technology in the smooth execution of a business.
2. To study how IT has amalgamated in various business operations to ensure that all business activities are conducted in an effective and efficient manner thus enabling companies to have a competitive advantage.

Week 1	Introduction to E-business: Difference between e-commerce vs. e-business. The basics of an electronic business. E-business trends. Administrative and technological implications of electronic businesses. The new role of today's organizations administrators that plan to use the Internet to conduct businesses. Analysis of an electronic business with regards to economy changes, trends, consumer, and competition Benefits for customers and ultimately the country when applying Internet technology in the businesses;
Week 2	E-business opportunities: Types of business. Innovation in business. Presence of national and international businesses. Search for opportunities in order to develop an electronic business. Evaluation for-profit and non-for profit business being aware of ethical values and being committed to the community; Elements of the business;
Week 3	E-business architecture application framework. Evolution of the sales process; Business forces that define the need for Selling Chain Management, How to Construction of an e-Business architecture application framework for a company; Adoption of an adequate integrated applications framework according to the needs of electronic businesses, and of the sales processes that benefit this type of business;
Week 4	Customer Relationship Management: The Basics of CRM. Management of customer life cycle: acquisition, enhancement and retention. Competition in CRM processes: Cross-selling, Up-selling, direct marketing, customer service and support, field sales,

	management of retention; Next-Generation of CRM applications. Building the CRM Infrastructure; Analysis of the selling chain of a company and value recommendation for CRM's analyzed. The importance of technology selection and required investment in order to be successful in the on-line world;
Week 5	SWOT Analysis: Determination of Strengths, Weaknesses, Opportunities, and Threats of/for the business. Guide to carry out a SWOT Analysis. Use of computer applications to analyze business opportunities. Detection of the different elements of the SWOT Analysis. Creation of the revenue model of the business as a product of the SWOT analysis;
Week 6&7	Enterprise Resource Planning: The Basics of Enterprise Resource Planning. Impact of Enterprise Architecture Planning when implanting an ERP. Support of the commercial ERP's (COTS ERP's) to companies. ERP implementation. Trends in the applications of ERP's. Analysis and benchmark of ERP's characteristics from different vendors. Impact of ERP applications in companies;
Week 8	Supply Chain Management: The Basics of Supply Chain Management. Electronic Supply Chain Management. Future of Electronic Supply Chain Management. Implementing Supply Chain Management. Advantages and disadvantages of the Supply Chain models;
Week 9	E-procurement: Definitions of procurement. Problems associated to procurement. Applications for electronic procurement (e-procurement). A roadmap for e-procurement in electronic operations;
Week 10	Knowledge Management: The Basics of Knowledge Management (KM) Applications. Types of Knowledge Management Applications. Technological elements for the support of Knowledge Management Applications. Roadmap for Knowledge Management Applications framework. Creation of a comparative matrix that expresses the characteristics of KM Applications. The importance of KM Applications in the international environment of electronic businesses;
Week 11	Internet Marketing: Creating Marketing Strategy for Online Business, Collection Designing Tips, Advertising on Internet, CRM. Registration of Websites with Search Engines;
Week 12	Business Design: Self-diagnosis of a business. Analysis and definition of the Value Chain Definition of the specific goals of the business. Roadmap for a transition into an electronic business. Structuring of an electronic business according to an established guide; Electronic Business Models: Store Front Model, On Line Shopping Model, Dynamic Pricing Model, Auction, Brain Power and Other Models;
Week 13	Online Monetary Transactions: On Line Payment Procedures, Bank & Third Parties Involvement, Credit Cards & E-Wallets, Other Payment Techniques;
Week 14	Implementing the E-business: E-Business strategy formulation. Considerations to take e-Business design and strategy into action. Creation of an implementation plan. Differences between business case and business plan;
Week 15	Analysis of case studies to ponder different applications considering a set of priorities;

Week 16 Analysis and resolution of cases for the observation of applications of agreement to a scheme of priorities.

Recommended Texts:

Chaffey, D. (2011). *E-Business and E-Commerce Management*. (5th Edition). Prentice-Hall.

Turban, E., & King, D. (2010). *Introduction to E-Commerce*, (3rd Edition). Pearson.

Ravi K., & Robinson, M. (2003). *E-Business Roadmap for Success*, (1st Edition). Addison Wesley Publishing.

Steven, A. (2002). *Information Systems - The Foundation of e-Business*, (4th Edition). McGraw-Hill.

Deitel, D., & Nieto. (2000). *E-Business and E-Commerce "How to Program"*, (1st Edition). McGraw-Hill.

Course Title : **Global Business Environment**

Course Code : **MGT 525**

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

This course provides the manager's perspective in the fields of international payments, international trade, and the analysis of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.

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

1. Develop an understanding of the worldwide developments and foundations for international business and the cultural context for managing in an overseas environment.
2. Develop an understanding of the Macroeconomic and political changes that have taken place in the era of Globalization and beyond Globalization.
3. Investigate the political economy of international business, trade and investment.
4. Describe and explain trade and the investment environment in which international business transactions occur.
5. Develop an understanding of the global monetary framework in which international business transactions are conducted.

Week 1&2 The Nature of International Business; Why study global business; The process of internationalization; Theories of internationalization; Regional trading blocks;

Week 3 Cultural Influences on International Business; Importance of culture; The elements of culture; Evaluating cultural differences; Culture and MNCS;

Week 4&5 The International Economy Environment; Economic systems; Economic structure; International organizations (WTO, UNO,

	IBRD, IMF, OPEL EU); Theories of international trade; Theories of international investment; The balance of payment; Free trade versus protection; Techniques of protection; Trade in services;
Week 6	The International, Political and Legal Environment; Political factors; The international legal environment; The conflict of laws; Arbitration; Uniform laws; Economic and Political Integration;
Week 7-9	The Multinational Company; The pros and cons of multinationals; Control of MNC activities; MNC conflict with national government; Techniques of host country control; UNCTAD codes; The OECD codes; Direct Foreign Investment; Trends in direct foreign investment; Reasons for direct foreign investment;
Week 10&11	Strategies for direct foreign investment; Acquisitions; Cross border mergers and takeovers; Transaction cost analysis;
Week 12&13	International Technology Transfer; Reasons for technology transfer; Licensing and franchising; Legal aspects of franchising; Patent violations; Protection of trade mark; International agreements concerning intellectual property;
Week 14&15	International Logistics and Distribution; Sea transport, air transport, rail and road transport; INCO Terms; Warehousing; Distribution channels; Use of agents and distributors; Agency contracts; Special Distribution problems;
Week 16	International Financial Management: Overview; The international monetary system

Recommended Texts:

- Tayeb, M.H. (2008). *Global Business Environment*, (4th Edition). Sage Publication.
- Morrison, J. (2011). *Global Business Environment*, (3rd Edition). Palgrave Macmillan.
- Gaspar, J, et al. (2013). *Global Business Environment*. Cengage Learning.
- Czinkota, M., Ronkainen, R., & Ilkka, A. (2001). *Global Business*, (3rd Edition). South- Western.
- Bennett, R. (2003). *International Business*, (2nd Edition). Financial Times Pitman Publishing.
- Claude, M. J. (2005). *International Business and Trade: Theory, Practice, and Policy*, *International Business Series*. McGraw-Hill.

Course Title	: Strategic Management
Course Code	: MGT 526
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

The course is meticulously designed to enable students to make structural and performance analysis of competitive forces and to position a firm to gain strategic advantages in various business and organizational context.

Through assignment of a wide variety of business-cases-study, the course attempts to develop knowledge-integrated analytical understanding of practical issues associated with the formulation, selection and implementation of business strategy choices.

Week 1&2	An Overview; Strategic management: Definition and process; Key terms in Strategic Management; The nature of strategic decisions; The strategy managers: the role and tasks; Strategic planning and its benefits and pitfalls;
Week 3&4	Strategy Formulation: Vision and Mission; The business vision & mission; Importance of vision and mission; Components of mission statement; Writing and evaluating mission statement;
Week 5	Strategy Formulation: External & Internal Assessment; Operating environment scanning; Structural analysis of competitive forces; The structure and performance of the industry as a whole; The structure and performance of individual competitors; Company situation analysis; Financial diagnosis; Other functional areas diagnosis; Existing strategies audit; SWOT analysis;
Week 6	Strategies in Action; Long-term Objectives; Types of Strategies; Integration Strategies; Intensive Strategies; Diversification Strategies; Defensive Strategies; Michael Porter's Generic Strategies; Means for achieving Strategies; Strategic Management in non-profit and Government Organization; Strategic Management in small firms;
Week 7	Strategy Formulation: Organizational Process; The strategy-making hierarchy; Corporate strategy; Line of business strategies; Functional strategies; Operating strategies; The factors shaping strategy; Strategy and ethics; The basic strategy-making approaches;
Week 8	Strategy Analysis and Choice; A comprehensive strategy formulation framework; The input stage; The matching stage; SWOT Matrix; Space Matrix; BCG Matrix; IE Matrix; The Grand Strategy Matrix; The decision; QSPM Matrix; Strategy choice criteria; Consistency tests; Clarity of goals; Appropriate timing; Flexibility; Management commitment; The politics of strategy choice;
Week 9	Strategy Implementation; Analyzing strategy-change; Analyzing organizational structure; Analyzing organizing culture; Developing an effective reward structure; Exerting strategic leadership; Selecting an implementation approach; Implementing strategy and evaluating the results; Annual objectives and policies; Resource allocation; Managing conflicts;
Week 10	Strategies Evaluation; Evaluation Framework; Characteristics of an effective evaluation system; Contingency planning; Auditing ; 21st century challenges in Strategic Management;
Week 11	Strategy Control; The strategic control process; The management information system (MIS) and strategic control; Top management & strategic control;
Week 12	A Case Analysis Framework; Diagnosis and record of the current situation; Identification and record of the strategic issues and key problems; Formulation and evaluation of alternative course of actions; Selection of an action plan and set of recommendation; How to avoid pitfalls in case analysis; Communication of case analysis; The written report; The oral presentation and discussion;
Week 13&14	A Case Study Assignment;
Week 15	Project Presentations;
Week 16	Course Wrap Up and Recap

Recommended Texts:

- Rothaemel, F. (2014). *Strategic Management*, (2nd Edition). McGraw-Hill/Irwin.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2014). *Strategic Management: Competitiveness and Globalization* (11th Edition). South-Western College Pub.
- Dess, G., Lumpkin, G. T., Eisner, A., & McNamara, G. (2011). *Strategic Management: Text and Cases* (6th Edition). Mc-Graw-Hill/Irwin.
- David, F. R., & David, F. R. (2014). *Strategic Management: A Competitive Advantage Approach, Concepts & Cases* (15th Edition). Prentice-Hall.
- Pearce, J., & Robinson, R. (2014). *Strategic Management* (14th Edition). McGraw-Hill/Irwin.
- Henk W. V., Robert E. M., Reinmoeller. P., Hitt, A. M., Ireland, R.D., & Robert E. H. (2011). *Strategic Management*. Cengage Learning EMEA.

Course Title : Computer Based Business Information System

Course Code : COMP 631

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

To develop an adequate understanding of various information systems used in today's technologically advanced business era.

To enable students to use skills so developed in different business activities to achieve the desire goal of being efficient.

- Week 1-3 Introduction to MS Access; Tables: Creating Table Structure; Modifying Table Structure; Saving Tables; Entering data into Tables;
- Week 4-6 Introduction to Information System: Data Vs Information; What is System; Information System; Business Information System; Computer Based Business Information System; How to develop an Information System;
- Week 7-9 Electronic Commerce: What is E-Commerce; B2B E-Commerce; B2C E-Commerce; C2C E-Commerce; Applications of E-Commerce;
- Week 10-13 Transaction Processing System: What is TPS; Definition; Objectives; Characteristics; Transaction Processing Methods; Batch Processing; On-Line Processing; Transaction Processing Cycle; Data Collection; Data Editing; Data Correction; Data Manipulation; Data Storage; Data Production; Control & Management Issues; Business Resumption Planning; Disaster Recovery; TPS Audit; Traditional Transaction Processing Systems; Order Processing; Purchasing; Accounting;
- Week 14-16 Specialized Business Information System: Decision Making; Problem Solving; Management Information System; Input to MIS; Output of MIS; Decision Support System; Definition; Components; Capabilities; Comparison b/w MIS and DSS; Executive Support System; Artificial Intelligence

Recommended Texts:

- Stair, R., Moisiadis, F., Genrich, R., & Reynolds, G. (2003). *Principles of Information System*. Pearson.

Mcleod, R., & Schell, G. (2001). *Computer Based Management Information System*, (8th Edition). Irwin.
 Reitman, W. (2002). *Computer Based Information System*. Intellect Ltd Publisher.

Course Title : Organizational Behaviour
Course Code : MGT 632
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

Week 01	What is Organizational behaviour; Importance of organizational behavior; Foundations of Individual behavior;
Week 02	Biographical Characteristics, Ability, Learning; Organizational behaviour from Islamic and indigenous Perspective;
Week 03	Understanding human psychology through the lenses of Quran and Sunnah; Attitudes and Job Satisfaction;
Week 04	Types of attitudes; Types of behaviors;
Week 05	Perception and Individual Decision Making; Why perception is important; Types of decision making; Biases and errors in decision making;
Week 06	Motivation concept; Content theories of Motivational; Process theories of motivation;
Week 07	Motivation: from concept to application; Applying motivation concepts for designing reward system;
Week 08	Emotion and Moods; Foundation of Group Behaviour;
Week 09	Basic Approaches to Leadership; Trait theories;
Week 10	Behavioural theories;
Week 11	Contemporary Issues in Leadership; Power and politics; Types and sources of power;
Week 12	Politics in organizations; Conflict and negotiation; Types of conflicts; Functions of organization structure;
Week 13	Types of organizational structure; Organizational structure and its impact on individuals;
Week 14	Groups; Organizational culture;
Week 15	Organizational culture and individual behavior; Conclusion Session ;
Week 16	Project/Presentation

Recommended Texts:

- Robbins, S.P., & Judge, T.M. (2012) *Organizational Behavior*, (15th Edition). Pearson Education.
- Ray, F., Charlotte, R., Gary, R., & Sally, R. (2011). *Organizational Behaviour*. Wiley Publishers.
- Robbins, S. P. (2008). *Organizational Behavior*, (13th Edition). India: Pearson Education .
- John, B. (2007). *Organizational Behavior: From Theory to Practice*. M.E. Sharpe Publishing.
- Ricky, G., & Gregory, M. (2012). *Organizational Behavior: Managing People and Organizations*, (11th Edition). Cengage Learning Publishing.
- Kavita, S. (2010). *Organizational Behaviour: Text and Cases*. India: Pearson Education.

Course Title : Islamic Injunctions about Business

Course Code : ISL 641

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

To enable students to develop an understanding of how to bring modern day business activities in line with the teachings of Islam and Sunnah. And to highlight the perils of not doing so.

- Week 1-3 Introduction; Modern economic considerations and religious ideologies; The basis of Islamic economic system; Contracts; Ownership; Permissible vs. Non-Permissible sources of income; Directives about trade; Directives about expenditures: Permissible vs. Non-Permissible expenditures;
- Week 4&5 Zakah: Zakah is obligatory; Beneficiaries of zakah; Impact of zakah on the economy; Circulation of money; Alleviation of poverty; Zakah and social welfare; Commandments of Zakah; Zakah on Shares of Companies; Difference between zakah and tax;
- Week 6-10 Riba: Definition of Riba; Quranic injunctions about Riba; Sayings of the Holy Prophet (Peace be Upon Him) about Riba; Riba, Usury and Interest; View of the Islamic Ideology Council; Decision of Shari'ah Court; Evils of Riba; Moral Evils; Social Evils; Economic Evils; Criticism on Need and Economic Benefits of Riba; Difference between Riba and Trade;
- Week 11- 16 Safeguarding the Public Interests; Hoardings – Definition; Prohibition in Islam; Quranic Injunctions; Sayings of the Holy Prophet (Peace be Upon Him); Hoardings and attitude of Caliphs; Hoardings and attitude of Companions of the Holy Prophet; Hoardings and Jurists Opinions; Hoardings and Government Intervention; Purchasing Stock before it reaches the Market; Agents shall not deceive principals; Prohibition of selling of goods not owned/ in possession; Prohibition of selling immoral goods/products; Prohibition of transactions causing confusion and conflict

Recommended Texts:

- International Islamic University. (2003). *Islam main Riba ki Hurmat aur Bila Sood Bankari*. Islamabad: Shari'ah Academy.
- Usmani, M .T. (1999). *An Introduction To Islamic Finance*. Karachi: Idaratul Marrif.
- International Islamic University. (2003). *Islam ka Tassawar-e-Milkiat-o-Mall*. Islamabad: Shari'ah Academy.
- Mansoori, M. T. (2005). *Ahkam-e-bai*, Idara Tahqiqat-e-Islami. Islamabad: International Islamic University.
- International Islamic University. (2003). *Islam ka Tassawar-e-Mu'aahida*. Islamabad: Shari'ah Academy.
- International Islamic University. (1993). *Islam ka Nizam-e-Masarif*, Islamabad: Shari'ah Academy.
- Prof. Khurshid Ahmad. *Mu'aashiat-e-Islam*, Karachi: Idara Ma'arif Islami.
- Kettell, B. (2014). *Introduction to Islamic Banking and Finance*, (1st Edition). New York: John Wiley & Sons.

Elective Courses

Course Title	: Project Management
Course Code	: MGT 633
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

To equip students with the necessary knowledge of PMBOK so that they are able to ensure that project goals and deliverables are achieved in stated time and budget.

Week 1	Project in Contemporary Organization
Week 2&3	Project Initiation
Week 4	The Project Manager
Week 5&6	Project Selection
Week 7&8	Project Organization
Week 9&10	Project Planning
Week 11	Conflicts and Negotiation
Week 12	Scheduling
Week 13	Resource Allocation
Week 14	Monitoring and Information Systems
Week 15	Project Control
Week 16	Project Auditing

Recommended Texts:

- Timothy, K. (2012). *Contemporary Project Management*. Cengage Learning.
- Jack, R. M., Samuel, J. M. Jr. (2011). *Project Management: A Managerial Approach*. (9th Edition). John Wiley & Sons.
- Harrison, F. L., & Dennis, L. (2006). *Advanced Project Management: A Structured Approach*. (4th Edition). Gower Publishing, Ltd.
- Gray & Larson (2007), *Project Management: The Managerial Process*, (4th Edition).
- Meredith and Mantel, *Project Management: A Managerial Approach*

Albert, L. (2004). *Project Management, Planning and Control: Managing Engineering, Construction*, (5th Edition). Butterworth-Heinemann.
Jean, C. B. (2007). *Global Project Management: Communication, Collaboration and Management*. Gower Publishing, Ltd.

Course Title : **Supply Chain Management**
Course Code : **MGT 634**
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course gives an extensive understanding of every function of the supply chain thus enabling more effective and efficient operations.

Week 1&2 Operations and Supply Chain Strategy; Customer Requirements and the Competitive Position (including alignment) of a Firm;
Week 2&3 Demand Management (including forecasting);
Week 4 Capacity and Yield Management;
Week 5&6 Process Design (including continuous, repetitive, batch, and job shop operations, and projects);
Week 7&8 Process Improvement (including process flows, variability reduction, set-up reduction, lean operations);
Week 9&10 Product Design and Quality Management (including six sigma, statistical quality control, and process capability);
Week 11 Performance Measurement and the Human Side of Operations;
Week 12&14 Inventory Management, Purchasing, MRP, and Enterprise Systems;
Week 15 Supply Chain Management (including dynamics);
Week 16 Project Management

Recommended Texts:

Chopra, S., & Meindl, P. (2006). *Supply Chain Management* (3rd Edition). New York: Pearson Prentice-Hall.
Shah, J. (2009). *Supply Chain Management: Text and Cases*. India: Pearson Education.
Stadtler, H., & Kilger, C. (2004). *Supply Chain Management and Advanced Planning: Concepts, Models, Software and Case Studies*, (3rd Edition). Berlin, Germany: Springer-Verlag, Berlin.
Christopher, M. (2012). *Logistics and Supply Chain Management*. UK: Pearson.
Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. (2008). *Purchasing and Supply Chain Management*. Cengage Learning.
Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (2008). *Global Operations and Logistics: Text and Cases*. John Wiley & Sons.

Course Title : Industrial Law
Course Code : LAW 635
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

To give students exposure of all acts and laws so that they know how to go about issues such as compensation, fringe benefits, information sharing etc. as this will facilitate them in managing functions without getting into legal issues.

- Week 1&2 Workmen's Compensation Act, 1923; Scope and Application; Definitions; Employer's Liability for Compensation; Schedule I: List of Injuries deemed to result in permanent total disablement; Schedule II: List of Persons who, subject to the provisions of section 2(1) (n) are included in the definition of workmen; Schedule III: List of occupational diseases; Schedule IV: Compensation payable in certain cases;
- Week 3&4 Factories Act, 1934; Constituents of the Act; Applicability; Definitions; Seasonal Factories; The Inspecting Staff; Health and Safety; Holidays with Pays; Special Provisions for Adolescence and Children; Penalty and Procedures; Supplemental;
- Week 5&6 Payment of Wages Act, 1936; An Overview; Applicability of this Act; Definitions; Responsibility for payment of Wages; Fixation of Wages Period; Permissible Deductions; Inspectors; Scheme arising out of deduction from wages or delay in payment of wages and penalty for malicious or vexatious claim; Appeal; Other Provisions;
- Week 7&8 Social Security Ordinance, 1965; Scope and Applicability; Definitions; Organization; Contributions; Finance and Audit; Benefits; Determination of Questions and Claims; Offences and Penalties;
- Week 9&10 Industrial and Commercial Employment (standing orders) Ordinance, 1968; Preamble; Applicability of the Law; Definitions; Standing Orders; Inspection; Penalties and Procedures; Power to Exempt; Protection to existing conditions of employment; Schedule containing Standing Orders;
- Week 11&12 Companies Profit (workmen's participation) Act, 1968; Application; Definitions; Establishment of Fund; Management of the Fund; Penalty; Power to call for Information; Settlement of Disputes; Delegation of Power; Power to make Rules; Act to override other laws; The Schedule;
- Week 13&14 Industrial Relations Ordinance, 1976; Scope and Application; Definitions; Trade Unions and Freedom of Association; Registration of Trade Union; Requirements for Registration of Trade Union; Power and Functions of Registrar; Unfair Labour Practices on the part of Employees; Unfair Labour Practices on the part of Workmen; Collective Bargaining Agent; National Industrial Relations Commission; Check Off; Workers' Participation in Management; Joint Management Board; Works Council; Settlement of Industrial Disputes; Conciliation; Arbitration; Labour Court; Labour Appellate Tribunal; Wage Commission; Illegal Strikes and Walkouts; Penalties;

Week 15&16 Employees' Old Age Benefit Act, 1976; Definitions; Insured Persons; Contributions; Finance and Audit; Benefits

Recommended Texts:

Saeed, K. A. (2013). *The Mercantile and Industrial Laws in Pakistan*, (2nd Edition). Oxford University Press.

Cheema, K. M. (2010). *Business Law*, (Revised Edition). Lahore: Syed Mobin Mahmud & Co.

Luqman, B. *Business Law* (4th Edition). Lahore: Ilmi Book House, Lahore.

Rafiq & Hashmi (2010). *A manual of Mercantile Law*

*Copies of Act and Laws issued by the teacher.

Course Title : Quantitative Techniques in Business

Course Code : MATH 636

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

Upon completion of this course, students are expected to be able to:

1. Develop an understanding and the application of skills required for selected mathematical concepts encountered in business situations.
2. Increase the student's competency in fundamental and arithmetic skills through practical application.
3. Provide with the background in mathematical methods required for other courses in Business, Economics and Commerce etc.

Week 1-5 Differential Calculus; Derivatives; Functional Notation; Interpretation of a Derivative; Graphical Illustration of a Derivative; Derivative of a power function constant/sum/ difference of two or more functions; Product of quotient of two functions; Special functions e^x and $\log x$; Chain rule; Second order derivatives; Marginal Analysis and Derivatives; Maxima and Minima and points of Inflection; Application of Maxima and Minima; Production units resulting in minimum cost/ Maximization of Profit/ Most; Economic order quantity; Partial Derivatives; Maxima and Minima for functions of two variables;

Week 6-8 Integral Calculus; Anti-derivatives; Integration Formulae; Integration by change of variable; Application of Integration; Definite Integral; Application of Definite Integral;

Week 9-11 Matrices; Definition; Operation with matrices Addition/ Subtraction/ Multiplication; Inverse of a matrix; Solution of Linear Equation by Matrix;

Week 12-16 Linear Programming; Introduction; Linear Inequalities; Quadratic Inequalities; Graphical Presentation of Inequalities; Graphical Method of Linear Programming; Maximization of Objective Function; Dual Problem and Primal Problem; Minimization of Objective Function; Simplex Method for Maximization Problems; Simplex Method for Minimization Problems

Recommended Texts:

- Budnick, F. S. (2007). *Applied Mathematics for Business Economics and Social Sciences*, (9th Edition). McGraw-Hill.
- Hasan M. M., & Mirza. A. M. (2012). *Business Mathematics*, (3rd Edition). Karachi: Farooq Kitab Ghar.
- Lind, D.A., Marchal, W.G., & Wathen, S.A. (2005). *Statistical Techniques in Business and Economics*. McGraw-Hill Education.
- Bowen, E.K., & Starr, M.K. (2005). *Basic Statistics Business and Economics*. McGraw-Hill.
- Buglear, J. (2007). *Quantitative Techniques for Business*, (2nd Edition). Routledge Press.
- Curwin, J., & Slater, R. (2008). *Quantitative Techniques for Business*, (6th Edition). Cengage Learning Press.
- Oakshott, L. (2012). *Quantitative Techniques for Business*, (5th Edition). Palgrave Macmillan.
- Rodney, D., & Siskin, J. R. (2010). *Quantitative Techniques for Business*. Prentice-Hall Press.
- Brandimarte, P. (2012). *Quantitative Techniques for Business*. John Wiley & Sons Press.

Course Title	: Web Designing for Business Applications
Course Code	: COMP 637
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

The purpose of this course is to enable students to be self-sufficient in creating and managing businesses online so as to keep pace with today's modern times.

Week 1	Internet and World Wide Web (WWW) Basics
Week 2	Online Home Based Business
Week 3	Use of Internet in Business (e-commerce)
Week 4	Browsers; FireFox; Chrome; Internet Explorer; Safari
Week 5	Introduction to Search Engines (Google, Ask.com, Yahoo.com, Bing)
Week 6	Introduction to Websites
Week 7	Steps for Web Designing
Week 8	Before You Start a Website; Web Hosting; Domains; Privacy; Legal
Week 9&10	Web Pages; HTML; Page Linking; Building a Web Site
Week 11	Web page Designing Tools; Front Page; Dreamweaver; MS Word
Week 12	Web Servers
Week 13	Apache
Week 14	IIS; Project: Building a Website for Your Business
Week 15	Dynamic Vs Static Pages; Server Side programming; Basic PHP Basic ASP.Net; Client side programming; Basic Javascript
Week 16	Connecting a Page to the Database: Connecting to MySql using PHP Connecting to Access in ASP.Net

Recommended Texts:

- Powers, D. (2008). *The Essential Guide to Dreamweaver CS4 with CSS, Ajax, and PHP*. Apress.
- Casario, M. (2008). *The essential guide to flash CS4 AIR development*. Apress.
- o'Reilly, T. (2009). *What is web 2.0*. O'Reilly Media, Incorporation.
- Marks, E. A., & Bell, M. (2008). *Service Oriented Architecture (SOA): a Planning and Implementation Guide for Business and Technology*. John Wiley & Sons.
- Brooks, D. R. (2011). *Guide to HTML, JavaScript and PHP: For Scientists and Engineers*. Springer Science & Business Media.

Course Title : International Trade
Course Title : COM 638
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The purpose of this course is to provide students with a thorough grounding in the theory of international trade as well as international trade policy and to demonstrate the relevance of the theory in the analysis of (a) existing patterns of international trade and what determines them, (b) the conduct of trade policy and (c) the economic implications of international trade and trade policy both for individual economies such as Pakistan and the wider international community. The course is designed to serve both as a "stand-alone" course in international trade theory and its policy applications, and as a "foundation" course for further study of both applied international economics and advanced international trade theory.

Week 1	Introduction; Ricardian Model;
Week 2	Specific-Factors Model;
Week 3	Heckscher-Ohlin Model;
Week 4	International Labour Movements; (no lecture on Good Friday);
Week 5	International Capital Movements, Offshoring (International Fragmentation of Production);
Week 6	Trade with Increasing Returns to Scale and Imperfect Competition;
Week 7	Basic Analysis of Tariffs;
Week 8	Effective Rates of Protection; Tariffs and the Role of Trade Agreements; Role of the WTO;
Week 9	Quotas and their Use in World Agricultural Trade; Trade Remedies (e.g. Antidumping Measures);
Week 10	Export Subsidies and their Use in Agricultural Markets and Oligopolistic Markets; Policy Issues with Offshoring;
Week 11	Export Subsidies and their Use in Agricultural Markets and Oligopolistic; Markets; Policy Issues with Offshoring;
Week 12	Export Subsidies and their Use in Agricultural Markets and Oligopolistic Markets; Policy Issues with Offshoring;

Week 13	Free Trade Agreements (FTAs), Customs Unions, and Mega-Agreements in Theory and Practice;
Week 14	Free Trade Agreements (FTAs), Customs Unions, and Mega-Agreements in Theory and Practice;
Week 15	Trade in Services: Trade and the Environment;
Week 16	Trade in Services: Trade and the Environment

Recommended Texts:

- Bergeijk, P. A. (2012). *Economic Diplomacy and the Geography of International Trade*, (5th Edition). Glasco: Edward Elgar Publishing Limited.
- Chacholiades, M. (2013). *The Pure Theory of International Trade*, (Vol. 7). Washington DC: Transaction Publishers
- Elhanan Helpman, A. R. (2014). *International Trade and Trade Policy*, (4th Edition). Hong Kong: Asco Tradetype Setting Ltd
- Feenstra, R. C., & Alan, M. T. (2014). *International Trade*, (3rd Edition). Worth Publishers.
- Folsom, R. H., Gordon, M. W., Spanogle Jr, J. H., Fitzgerald, P. L., & Van Alstine, M. P. (2012). *International Business Transactions: Trade and Economic Relations (Special Break-out Edition)*. West.
- Gandolfo, G. (2013). *International Trade Theory and Policy*, (14th Edition). Chicago: Springer Science & Business Media.
- Gandolfo, G. (2013). *International Trade Theory and Policy*. Berlin Heidelberg: Springer.
- Johnson, H. G. (2013). *International Trade and Economic Growth: Studies in Pure Theory*. Routledge.
- Krugman, P. R. (2012). *Rethinking International Trade*, (11th Edition). Washington: MIT Press.
- Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2015). *International Trade: Theory and Policy*. Pearson Education Limited.
- McGovern, E. (2014). *International Trade Regulation* (Vol. 1). Globefield Press.

Course Title : Small and Medium Enterprise Management

Course Code : MGT 642

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

This course teaches how to attain management abilities and expertise in managing and dealing with small and medium size business organization by knowing about its particular characteristics and attributes and limitations. This course will also improve decision making abilities of the students while interacting with such organization in their practical and professional lives.

Week 1	Small & Medium Enterprise Definition; Problems of Definition; Role in 3 rd World Countries;
Week 2	Entrepreneur, Entrepreneurship; Towards Successful Entrepreneurship; The Model Entrepreneur;

Week 3	Motivation for Starting a Business; Pull Influence; Push Influence;
Week 4	The Birth of New Business; When to Set up; Where to Set up;
Week 5	Which Sector to Choose; Small in Innovation;
Week 6	Seven Sources for Innovative Opportunity;
Week 7	Best Quality Management Practice in Small Medium Enterprise;
Week 8	Job Creation and Carrier Building in Small Medium Enterprise;
Week 9	Management Information System (MIS) for Small Medium Enterprise;
Week 10	Customer Relation Management in Small Medium Enterprise;
Week 11	Strategy of Success of Small Medium Enterprise;
Week 12	Use of Resources; Operation, People, Marketing, Finance;
Week 13	Identification of Target Market; Target Market, Bottom up rather than Top Down; Identifying Targets than New customers;
Week 14	Interactive Marketing Methods; The Entrepreneurial Marketing Mix; Word of Mouth Marketing;
Week 15	Interactive Marketing Communication; Personal Methods; Impersonal Methods;
Week 16	Entrepreneurial Marketing; 4Is Rather than 4Ps

Recommended texts:

- Longenecker, J., Petty, J., Palich, L., & Hoy, F. (2013). *Small Business Management*. Cengage Learning.
- Analoui, F., & Karami, A. (2003). *Strategic Management in Small and Medium Enterprises*. UK: TJ international.
- Zimmerer, T., Scarborough, N. M., & Wilson, D. (2002). *Essentials of Entrepreneurship and Small Business Management*. Upper Saddle River, NJ: Prentice-Hall.
- Karami, A. (2012). *Strategy Formulation in Entrepreneurial Firms*. Ashgate Publishing, Ltd.
- Hodgetts, R. M., Kuratko, D. F., & Kuratko, D. F. (1998). *Effective Small Business Management*. Fort Worth: Dryden Press.
- Siropolis, N. C. (1997). *Small Business Management*. Houghton Mifflin College Division.
- Siropolis, N. (1994). *Small Business Management*, (5th Edition). New Jarsey; Houghton Mifflin.

Course Title	: Production and Operations Management
Course Code	: MGT 643
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course teaches how to attain perfection in product designing and production as well as improve inventory management so as to make company operations more efficient and effective.

Week 1	Introduction of Operation Management; The Operations Function; Other functions of Marketing, Finance, Supporting functions and Interdependence of functions;
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Week 2	Providing Products and Services; Manufacturing and non-Manufacturing Operation Challenges to Service Operation; Manager's Role in Operations; Activities and Skills and Operations Manager for Success; Operation Strategy; Strategy Provides Focus;
Week 3	Strategy Formulation, Internal and External Conditions; Different Operations and Different Strategies; Operations is a Vital Element in Strategy; Strategy Decisions for Operation Positioning, Application and other Strategy;
Week 4	Product Design, an Important Strategy Factor; Product Design, in Manufacturing and Non-Manufacturing Operations; Aggregate Capacity Planning; Plan and Forecasts;
Week 5	Strategies for Non-Uniform Demand; Approaches to Aggregate Planning; Bottom-up Aggregate Planning; Production, Detected Scheduling and Resource Planning
Week 6-7	Top-down Aggregate Planning; Selecting an Aggregate Planning Horizon; New Product Design; Origin of New Product; Product Life-Cycle; Research and Development and its Organization;
Week 8	Designing Products, Services and Processes; New Product Design; Origin of New Product; Product Life-Cycle; Research and Development Process;
Week 9	The Product Development Process; Product Reliability and Design Process; Modular Design and Standardization; Manufacturing Process technology; Ways of Organizing Process Flows;
Week 10	Flexible Manufacturing System; Designing Services and Service Process Service Process Matrix; Scheduling and Controlling Manufacturing Operations; Moving from Plan to Reality;
Week 11	The Nature Job- Shop Manufacturing; Job Shop Scheduling and Production Control; Production Activity Control with MRP; Production Control for Repetitive Manufacturing;
Week 12	Just-In-Time Production; Uniform Production Rate; The Kanban System; Small Lot Sizes, Quick and Inexpensive Setup;
Week 13	Multi Skilled Workers and Flexible Facilities; Quality, Maintenance and System; Layout Planning and Concept; Types of Manufacturing and Service Operations;
Week 14	Basic Layouts; Developing the Product Layout Model and Behavior; Facility Location; The Importance of Location;
Week 15	Competition, Cost and Hidden Effects; Location, Decisions, and Systems View; Location Factors; Markets-Related, Tangible Cost and Intangible Factors;
Week 16	Location Evaluation Methods; General Steps in Location Selection; Grouping of Service Areas; Break-Even Analysis; Point Rating; Transportation Method

Recommended Texts:

- Aswathappa, K., & Bhat, K. S. (2009). *Production and Operations Management*. Himalaya Publishing House.
- Mahadevan, B. (2010). *Operations Management: Theory and Practice*. India: Pearson Education.
- Dilworth, J. B. (2000). *Operations Management: Providing Value in Goods and Services*. Pearson.

- Brown, S., Blackmon, K., Cousins, P., & Maylor, H. (2013). *Operations Management: Policy, Practice and Performance Improvement*. Routledge.
- Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2012). *Operations Management*. Pearson Education Limited.
- Stevenson, W. J., & Sum, C. C. (2009). *Operations Management* (Vol. 8). Boston, MA: McGraw-Hill/Irwin.
- Browne, J., Harhen, J., & Shivnan, J. (1988). *Production Management Systems: a CIM Perspective*. Addison Wesley Publishing Company.

Course Title : International Trade and Governance

Course Title : COM 644

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

This unit provides an in-depth examination of international trade law and governance regimes, including WTO/GATT, multilateral trading regimes, the Vienna Convention on the Contracts for the International Sale of Goods, letters of credit, the Unidroit principles, carriage of goods by land/sea/air, and international commercial arbitration. Topics to be covered may vary from year to year.

Week 1	Globalization – current state, trends and challenges
Week 2	States, multinational firms and NGOs
Week 3	The mechanisms of global governance
Week 4	Networks, processes and negotiations
Week 6	Agency problems in international organizations
Week 7	International policy coordination
Week 8	Framing international business transactions and Trade and competition
Week 9	Framing international business transactions II: Finance
Week 10	Managing global environmental resources
Week 11	Global public health
Week 12-14	Science and technology
Week 15&16	Catastrophes

Recommended Texts:

- Ayre, G., & Callway, R. (2013). *Governance for Sustainable Development: a Foundation for the Future*. Earthscan.
- Baldwin, R. (2009). *The great trade collapse: Causes, Consequences and Prospects*. Cepr.
- Beth V. Yarbrough, R. M. (2014). *Cooperation and Governance in International Trade: The Strategic Organizational Approach*, (1st Edition). Princeton University Press.
- Bissessar, A. M. (2004). *Globalization and Governance: Essays on the Challenges for Small States*. MFarland.
- Christian Joerges, E.-U. P. (2013). *Constitutionalism, Multilevel Trade Governance and International Economic Law*, (5th Edition). Berlin: Hart Publishing.
- Ka Zeng, W. L. (2013). *China and Global Trade Governance: China's First Decade in the World Trade Organization*, (8th Edition). Beijing: Routledge.

- Kim, S. Y. (2014). *Power and the Governance of Global Trade: From the GATT to the WTO*, (8th Edition). New York: Cornell University press.
- Koenig-Archibugi, M. (2010). *Mapping Global Governance*. Polity Press.
- Marx, A., Maertens, M., & Swinnen, J. F. (Eds.). (2012). *Private standards and Global Governance: Economic, Legal and Political Perspectives*. Edward Elgar Publishing.
- Murphy, C. N., & Yates, J. (2009). *The International Organization for Standardization (ISO): Global Governance through Voluntary Consensus*. Routledge.
- Rao, P. (2013). *International Trade Policies and Climate Change Governance*, (5th Edition). London: John Wiley & Sons.
- Yarbrough, B. V., & Yarbrough, R. M. (2014). *Cooperation and Governance in International Trade: The Strategic Organizational Approach*. Princeton University Press.

Course Title : Resource Conservation, Planning and Management
Course Code : ENV 645
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course identifies the various resources available in Pakistan and discusses how to manage and conserve them at a governmental level.

- Week 1 Natural Resources; Classification of Natural Resources;
- Week 2 Pakistan in the context of the Global Environment; Global Environment Problems and Pakistan Contribution to them; Global Environment Issues—Implication for Pakistan; Global Climate Change;
- Week 3 Third World Problems in the Transition of Sustainable Development; Soil Loss; Desertification; Deforestation; Urban Growth;
- Week 4-6 The State of Pakistan Environment; Land; Agricultural Production; Degradation of Soil and Land; Water Erosion; Wind Erosion; Salinity and Sodicty; Water Logging; Flooding; Water; Surfaced Water Resource; Limits to Water Availability; Water Diversion and Loss; Ground Water Resources; Water Use Problems; Agriculture Levels and Efficiency; Physical Problems of Irrigation; Fisheries; Land Trends and Levels of Efforts; Assessment of Sustainable Yields and Potential;
- Week 7 Bio-Diversity and Natural Resources; Protective Measures; Economic and Social Significance; Trend in Level and Conditions;
- Week 8 Mineral Resources; Energy; Energy Supply; Fossil Fuels; Hydel Power; Non Commercial Energy Sources; Environmental Impacts;
- Week 9 Cultural Heritage; Extent and Condition; Pressure and Constraints; People;
- Week 10 Livestock; Significance of Livestock Production Norms; Livestock Resources; Grazing Livestock: Quality vs. Quantity;

Week 11	Human Settlements; Form, Size and Structure; Quality of Life; Health and Transport; Urban Sprawl on Agriculture Land;
Week 12&13	Pollution; Water Pollution; Domestic and Human Waste Water Discharge; Industrial Waste Water Discharge; Vehicle Emissions and Urban Air Pollution; Industrial Emissions; Recreation and Tourism;
Week 14-16	Government Initiatives; Current Approaches to Natural Resource Management; Current Approaches to Environment Conservation; Current Approaches to Women in Development

Recommended Texts:

- Knight, R. L. (2008). Conservation for a New Generation: Redefining Natural Resources Management. Island Press.*
- Green, B. (2013). Countryside Conservation: Land Ecology, Planning and Management. Taylor & Francis.*
- Chiras, D. D., & Reganold, J. P. (2010). Natural Resource Conservation: Management for a Sustainable Future. Benjamin Cummings.*
- Boon, P. J., & Raven, P. J. (Eds.). (2012). River Conservation and Management. London: Wiley-Blackwell.*
- Hawken, P., Lovins, A. B., & Lovins, L. H. (2013). Natural Capitalism: the Next Industrial Revolution. Routledge.*
- The Pakistan National Conservation (PNCS), Environment & Urban Affairs division, Government of Pakistan Published --- UNDP.

SPECIALIZATION COURSES - ACCOUNTING

Course Title	: Advance Financial Accounting
Course Code	: COMA 634
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course is designed to equip the student with the latest tools and techniques in advance accountancy. After studying the course, the student will be able to: (i) understand advance accounting, its characteristics, and application, (ii) understand consolidation and amalgamation in its financial aspect and effects on financial record, (iii) understand and apply the lease accounting in accordance with latest International standard on accounting, (iv) understand and apply branch accounting, Joint venture accounting, and contract accounting at an advanced level, and (v) understand and enhance concepts in final accounts of limited companies as studied at bachelor level.

Week 1&2	Insurance Claim; Types of claims; Ascertainment of the value of stock on the date of fire; Ascertainment of actual amount of claim to be lodged; Loss of profit policy; Procedures to ascertain amount of claim; Accounting entries in the books of the insured;
Week 3&4	Packages and containers; Meaning of important terms; Objectives of keeping separate accounts for containers; Income from containers;

	Expenses/ losses on containers; Accounting arrangements in the books of the seller; Non-returnable containers; Returnable containers; Stock and trading method; Stock and suspense method; Trading and suspense method;
Week 5-7	Accounts of Banking Companies; Business of banking companies; Restriction on business; Some important provision of the banking companies Act, 1962; Books of accounts; Subsidiary books; Memorandum books; Principle book of account; Special features of bank accounting; Final accounts; Balance sheet; Profit and loss account; Interest on doubtful debts; Rebate on bills discounted; Acceptance, endorsement and other obligations;
Week 8-10	Investment accounts; Fixed income bearing securities; Variable income bearing securities Accounting arrangements of fixed income bearing securities; Purpose of investment ledger; Purchase/ sale of investment on the date of payment of interest; Purchase/ sale of investment before the date of payment of interest; Cum- interest / dividend purchases; Ex- interest/ dividend purchase; Cum- interest/ dividend sale; Ex- interest/ dividend sale;
Week 11-13	Social Accounting; Introduction; People; Government; Place; Product; Politics; Objectives of social accounting; Scope of corporate social responsibility; Social income statement and social balance sheet;
Week 14-16	Government accounting; Commercial accounting and government accounting; Accounting methods; Financial statements; Classification of accounts heads; Objectives of government accounting; Information about revenue; Information about expenses; Information about loans and deposits; Information about cash availability; Some terms of government finance; Basic principles of government accounting; Pinpointing responsibility; Accounting systems; Public sector commercial enterprises; Recording and consolidation of transactions; Incomes and expenditures classifications; Maintaining internal accounts; Combined accounts; Government financial administration

Recommended Texts:

- Mukherjee, A., & Hanif, M. (2003). *Modern Accountancy*, (Vol II, 2/E, Volume 2). New Dehli: Tata McGraw-Hill Publishing Company Limited.
- Mukherjee, A. & Hanif, M. (1995). *Modern Accountancy*. New Dehli: Tata McGraw-Hill Publishing Company Limited.
- Shukla, M.C. & Grewal, T.S. (Revised by Gupta, S. C.) (2008). *Advanced Accounts*, (Vol-2). New Dehli: S. Chand Limited.
- Baker, R. E., Lembke, V.C., King, T.E., & Jeffrey, C. (2008). *Advanced Financial Accounting*, (8th Edition). McGraw-Hill.
- Baker, R.E., Lember, V.C. & King, T.E. (1996). *Advance Financial Accounting*, (3rd Edition). New York: McGraw-Hill.
- Williams, J., Haka, S., Bettner, M., & Carcello, J. (2014). *Financial & Managerial Accounting*, (17th Edition). McGraw-Hill Education.
- Miegs, R. F., Meigs, M. A., Bettner, M. S., & Whittington, R. (1999). *Accounting for Business Decision*, (12th Edition). McGraw-Hill College.

Course Title : Budgeting and Standard Costing
Course Code : COMA 635
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

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

- Week 1&2 Budgeting: Profits, Sales, Costs, and Expenses; Human Behavior; Profit Planning; Principles of Budgeting; The Complete Periodic Budget; Computerized Budgeting;
- Week 3-5 Budgeting: Expenditure and Cash; Non-Manufacturing Businesses and Non-Profit Organizations; Capital Expenditure Budget; Research & Development Budget; Cash Budget; Projected or Forecast Income Statement; Projected or Forecast Balance Sheet; Financial Forecast for External Users; Planning and Budgeting for Non-Manufacturing Business and Non-Profit Organizations; Zero Base Budgeting; PERT and PERT/Cost – Systems for Planning and Control; Probabilistic Budgets;
- Week 6-8 Budgeting: The Flexible Budget; Cost Behavior Analysis; Statistical Correlation Analysis ; The Flexible Budget; Capacity and Volume; Analysis of Cost Behavior; Determining the Fixed and Variable Elements of a Semi variable Expense; Preparing the Flexible Budget through Electronic Data Processing and Step Charts; Flexible Budget for a Service Department; Flexible Marketing and Administrative Budgets;
- Week 9-11 Standard Costing: Setting of Standards and Analysis of Variances; Purposes of Standard Cost; Comparisons of Budgets and Standards; Setting Standards; Material Cost Standards; Labor Cost Standards; FOH Cost Standards (using two, three & four variance method); Mixed and Yield Variances; Managerial Usefulness of Variance Analysis;
- Week 12-16 Standard Costing: Accumulating and Evaluating Costs and Variances; Standard Costing Methods; Standard Cost Accounting Procedures for Materials; Standard Cost Accounting Procedures for Labor; Standard Cost Accounting Procedures for FOH ; Standard Cost Accounting Procedures for Completed Products; Journal Entries for Mix and Yield Variances; Responsibility and Control of Variances; Disposition of Variances; Revision of Standard Costs

Recommended Texts:

- Matz, A., & Usry, M. F. (2010). *Cost Accounting: Planning and Control*, (14th Edition). South Western Publishing Company.
- Hansen, D., Mowen, M., & Guan, L. (2007). *Cost Management: Accounting and Control*, (6th Edition). Cengage Learning.

- Vanderbeck, E. J. (2012). *Principles of Cost Accounting* (16th Edition). Cengage Learning.
- Bragg, S. (2014). *Cost Management*, (2nd Edition). Accounting Tools, Inc.
- Toit, E. D. (2007). *Fresh Perspectives: Cost and Management Accounting*. South Africa: Pearson.
- Vanderbeck, E. J., & Mitchell, M. R. (2015). *Principles of Cost Accounting*, (17th Edition). Cengage Learning.
- Hornigren, C. T., Dater, S. M., & Rajan, M. V. (2014). *Cost Accounting*, (15th Edition). Prentice-Hall.
- Drury, C. M. (2013). *Management and Cost Accounting*, (3rd Edition). Springer.
- Debarshi, B. (2011). *Management Accounting*. India: Pearson Education.

Course Title : **Computer Based Accounting**
Course Code : **COMA 636**
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

To impart skills to conduct accounting procedures electronically with the help of specialized Software.

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|---------|--|
| Week 1 | A Model for Processing Accounting Information; Introduction; Organizations; Events affecting an organization; Human and computer resources; |
| Week 2 | Accounting Methods and Objectives; Scope of the system and nature of the events; The accounting process; Technology and accounting information system; Resources for studying accounting information system; |
| Week 3 | Responsibility Accounting System; Information flows; Top – down information flow; Organization structure; Policy statements; Performance goals; |
| Week 4 | Bottom – Up Information Flow; Responsibility centers; Cost profit and investment centers; Performance reports; |
| Week 5 | Data Accumulation; Responsibility codes; Account codes; Budget codes; Financial reporting and responsibility accounting ; |
| Week 6 | Systems Concepts and Accounting; System theory; Accounting Information System; Accounting as a sub-system; The system approach; |
| Week 7 | System Tools; Flow charting; Other systems documentation; Project Management tools; Interviews; |
| Week 8 | Accounting Transaction Cycle; Economic Events; The cycle of business activities; Economic events and accounting transactions ; Transaction cycles; Cycles and applications; |
| Week 9 | Revenue Cycle Applications; Documents, records ad reports; Transaction processing; Manual Process; Computerized processes; |
| Week 10 | Expenditure Cycle Application Expenditure cycle transactions and documents ; Expenditure cycle reports; Expenditure cycle accounting |

	records; Transactions processing; Manual processes; Computerized processes;
Week 11	Conversion Cycle Application; Inventory systems; Transactions and documents; Reports; Records; Transaction processing;
Week 12	Cost Accounting System; Transaction and documents; Cost accounting systems reports; Cost accounting system records;
Week 13	Payroll System; Payroll transaction and documents; Payroll reports; Payroll systems records; Payroll transaction processing;
Week 14	Non Accounting Application; Production scheduling system; MRP system; JIT system;
Week 15	Financial Cycle Application; Debt and equity capital; Capital transactions; Accounting transactions for debt and equity capital ; Controls for debt and equity transactions;
Week 16	Property Systems; Property documents, reports and records; Property transaction processing; The journal entry and financial reporting systems ; Recording depreciation; Application control; Responsibility accounting

Recommended Texts:

- Boockholdt, J.L., & David H.L. (2011). *Accounting Information Systems*. Boston, USA: Irwin Homewood.
- Romney, M. B., & Steinbart, P. J. (2014). *Accounting Information Systems*, (13th Revised Edition). Pearson Education, Limited.
- Hall, J. (2015). *Accounting Information Systems*, (9th Edition). Cengage Learning.
- Mancini, D., Vaassen, E. H. J., & Dameri, R. P. (2013). *Accounting Information Systems for Decision Making* (Vol 3). Springer Science & Business Media.
- Turner, L., & Andrea, B. W. (2008). *Accounting Information Systems: Controls and Processes*. John Wiley & Sons.
- kay, D. (2014). *Computer Accounting with QuickBooks*. McGraw-Hill/Irwin.
- Mazza, J. (2013). *Computerized Accounting with Peachtree*, (1st Edition). EMC/Paradigm Publishing.
- Smith, G. N. (2011). *Excel Applications for Accounting Principles* (4th Edition). Cengage Learning.
- Prescribed Software; Peachtree complete Accounting (version 7.00 latest)

Course Title	: Accounting Theory
Course Code	: COMA 637
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

To guide students to understand rationale of accounting standards; the place of accounting as an academic discipline within the social sciences; understand the development of accounting thought from its origins to current practice; and use authoritative literature of accounting as a tool in making accounting policy decisions. More specifically the students will be able to: (i) develop an understanding of accounting policy choices available or under consideration for application within International Financial Reporting Standards, (ii) think critically about underlying

theories, concepts, assumptions and arguments in accounting, (iii) apply understanding of accounting principles and knowledge of accounting techniques to solve financial reporting problems, (iv) effectively utilize oral and written communication skills to further learning and impart understanding of accounting issues to others, (v) appreciate the importance of ethical reasoning and social and cultural considerations in professional accounting practice, and (vi) increase students understanding of and confidence in financial reporting.

Week 1&2	The history and development of accounting theory.
Week 3&4	The nature and uses of accounting.
Week 5&6	The traditional approaches to the formulation of accounting theory.
Week 7&8	The regulatory approach to the formulation of accounting theory.
Week 9&10	The events, behavioural, and human information processing approaches.
Week 11&12	The predictive and positive approaches to the formulation of an accounting theory.
Week 13&14	A conceptual framework of financial accounting and reporting.
Week 15&16	The structure of accounting theory.

Recommended Texts:

- Belkaoui, A. R. (2008). *Accounting Theory*. Australia: Harcourt, Brace and Company.
- Christensen, J. A., & Demski, J. S. (2003). *Accounting Theory: an Information Content Perspective*. McGraw-Hill/Irwin.
- Riahi-Belkaoui, A. (2004). *Accounting Theory*. Cengage Learning EMEA.
- Evans, T. G. (2003). *Accounting Theory: Contemporary Accounting Issues*. Thomson/South-Western.
- Schroeder, R. G., Clark, M. W., & Cathey, J. M. (2011). *Financial Accounting Theory and Analysis: Text and Cases*, (10th Edition). John Wiley & Sons.
- Pandikumar, M. P. (2009). *Management Accounting Theory and Practice*. India: Excel Books.

Course Title	: Accounting for Mergers and Acquisitions
Course Code	: COMA 643
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course deals with all accounting issues that arise after the amalgamation of companies after mergers and acquisitions. It shows how all required adjustments are made in accounting records.

Week 1-4	Amalgamation, Absorption and Reconstruction; Amalgamation Defined; Motive for Amalgamation; Classification of Amalgamation; Procedure for Amalgamation; Calculation of Purchase Consideration; Absorption Defined; Inter Company Debts and Stock; Inter Company Investments; Cross Holdings; External Reconstruction;
Week 5-9	Capital Reduction; Meaning; Objective of Capital Reduction; Procedure; Form of Reduction; Accounting Arrangements; Scheme for

- Capital Reduction; Secured Creditors; Debenture holders; Unsecured Creditors; Preference Shareholders; Equity Shareholders;
- Week 10-16 Holding Companies; Introduction; Determining the Types of Control; Legal Definition and Requirements; Meaning of Holding Company and Subsidiary; Particulars of Balance Sheet of a Holding Company in regard to its Subsidiaries; Rights of Holding Company's Representatives and Members; Advantages of Consolidation of Financial Statements; Disadvantages of Consolidation of Financial Statements; Basic Rules for Preparing a Consolidated Balance Sheet; Special Adjustments; Acquisition of Shares during the Accounting Period

Recommended Texts:

- Wiley. (2015). *Mergers, Acquisitions, Divestitures, and Other Restructurings* (1st Edition). Wiley.
- DePamhills, D. (2002). *Mergers, Acquisitions, and Other Restructuring Activities* (2nd Edition). Academic Press.
- Mukherjee, A., & Hanif, M. (2014). *Modern Accountancy*. New Dehli: Tata McGraw-Hill Publishing Company Limited.
- Gupta, R. L., & Radhaswamy, M. (2014). *Advanced Accounting, Volume II*, (13th Edition). S. Chand & Sons.
- Fischer, P., Tayler, W., & Cheng, R. (2015). *Advanced Accounting*, (12th Edition). Cengage Learning.
- Baker, R. E., Lembke, V.C., King, T.E., & Jeffrey, C. (2008). *Advanced Financial Accounting*, (8th Edition). McGraw-Hill Companies, Incorporated.

Course Title : Accounting for Specialized Concerns
Course Code : COMA 644
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

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

- Week 1 & 2 Branch Accounting; Need for Branch Accounting; Difference between Branch and Departmental Accounts; Types of Branch; Home Branches; Dependent Branches; Dependent Branches - Types; Service Branches; Retail Selling Branches.
- Week 3 & 6 Dependent Branches – Accounting Arrangements; Debtor System; Stock and Debtor System; Sale of Goods Above/Below Invoice Price; Final Accounts System; Wholesale and Retail Profit at Branch; Independent Branch; Definition; Accounting System; Treatment of some Special Items; Goods-in-Transit; Cash-in-Transit; Head Offices Expenses Chargeable to Branch; Depreciation on Branch Fixed Assets; Inter-Branch Transfers; Incorporation of Branch Trial Balance in the

- Head Office Books; Incorporation of Profit and Loss; Incorporation of Branch Assets and Liabilities; Closing the Books of Account of the Branch; Foreign Branches --- (Theoretical Description Only)
- Week 7 & 10 Departmental Accounts; Advantages of Departmental Accounting; Methods of Departmental Accounts; Where Separate Set of Books are Kept for Each Department; Where Accounts of All Departments are Kept Together in Col. Books; Allocation of Departmental Expenses; Technique of Departmental Accounts; Columnar Purchase and Sales Books etc. (Manual System); Computerized System; Distinction between Departmental and Branch Accounts; Inter-Departmental Transfer; Cost-based Transfer Price; Market-base Transfer Price; Dual Pricing; Accounting Arrangement.
- Week 11&12 Royalty Accounts; Minimum Rent/Dead Rent; Short-workings/Redeemable Dead Rent; Excess Workings/Surplus; Ground Rent/Surface Rent; Recoupment of Short-workings; Creation of Provision against Short-Workings; Purpose of Fixing Minimum Rent; How does Minimum Rent and Short-workings Arise?; Strike and Lockout etc; Accounting Entries in the Book of User [Lessee/Licensee/Publisher/ Accounting Entries in the Books of Landlord [Lessor/Authors]; Sub-lease; Accounting Arrangements
- Week 13&14 Hire Purchase Accounts; Nature of Hire Purchase Agreement; Legal Position;
Accounting Arrangements of Hire Purchase Transaction; Books of the Hire Purchaser; Books of the Hire Vendor; Ascertainment of Total Cash Price; Ascertainment of Interest; Repossession; Hire Purchase Arrangement for Goods of Small Value; Installment Payment System.
- Week 15&16 Insolvency Accounts; When a Person can be Declared Insolvent?; Accounting Procedures for Insolvency; Deficiency Account; Insolvency of a Partnership Firm.

Recommended Texts:

- Mukherjee, A., & Hanif, M. (2003). *Modern Accountancy*, (Vol II, 2/E, Volume 2). New Dehli: Tata McGraw-Hill Publishing Company Limited.
- Shukla, M.C. & Grewal, T.S. (Revised by Gupta, S. C.) (2008). *Advanced Accounts*, (Vol-2). New Dehli: S. Chand Limited.
- Hoyle, J. B., Schaefer, T., & Douppnik, T. (2012). *Advanced Accounting*. McGraw-Hill Education.
- Fischer, P., Tayler, W., & Cheng, R. (2015). *Advanced Accounting*, (12th Edition). Cengage Learning.
- Hoyle, J. B., Schaefer, T., & Douppnik, T. (2007). *Fundamentals of Advanced Accounting*, (2nd Edition). McGraw-Hill Irwin.
- Baker, R. E., Lembke, V.C., King, T.E., & Jeffrey, C. (2008). *Advanced Financial Accounting*, (8th Edition). McGraw-Hill Companies, Incorporated.
- Baker, R. E., Lembke, V.C., & King, T.E. (1996). *Advanced Financial Accounting*, (3rd Edition). New York: McGraw-Hill.

Course Title : Profit Planning and Cost Analysis
Course Code : COMA 645
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

After the completion of the course, the students will have developed understanding and skills in: (i) Critical Thinking: Students will be able to understand the role of accounting information in management decision making and how management accounting contribute to business strategy development, (ii) Business Functions: Students will be able to use normal costing system to determine overhead application rate, allocate overhead to products and services, and dispose under or over-applied overhead. They will be able to understand the cost flow in a job order costing system, prepare schedules of cost of goods manufactured, cost of goods sold and present income statement, and (iii) Quantitative and Technical Skills: Students will be able to conduct break-even and cost-volume-profit analysis for both single and multiple products; and to determine margin of safety and operating leverage.

Week 1-3	Gross Profit Analysis; Procedure of Analyzing Gross Profit; Refinement of Sales Volume variance; Uses of Gross Profit Analysis;
Week 4	Direct Costing and Contribution Margin; Direct Costing Definition; Facets of Direct Costing;
Week 5-8	Marketing Cost and Profitability Analysis; Scope of Marketing Costs; Comparison of Marketing and Manufacturing Costs; Marketing Studies for Profit Planning and Control; Marketing Cost Control; Marketing Profitability Analysis; The Contribution Margin Approach;
Week 9	Break-Even & Cost Profit Volume Analysis; The Nature of Break Even Analysis; Applying Cost Profit volume Analysis;
Week 10-11	Differential Cost Analysis; Differential Cost Studies; Quantitative Techniques in Differential Cost Analysis; Other Costs;
Week 12-16	Linear Programming for Planning and Decision Making; Linear Programming and the Maximization of Contribution Margin; Linear Programming and the Minimization of Cost; Shadow Prices; Dynamic Programming; Linear Programming Techniques – General Observations

Recommended Texts:

Matz, A., & Usry, M. F. (2010). *Cost Accounting: Planning and Control*, (14th Edition). South Western Publishing Company.
Vanderbeck, E. J., & Mitchell, M. R. (2015). *Principles of Cost Accounting*, (17th Edition). Cengage Learning.
Vanderbeck, E. J. (2012). *Principles of Cost Accounting*, (16th Edition). Cengage Learning.
Bragg, S. (2014). *Cost Management*, (2nd Edition). Accounting Tools, Inc.
Shim, J. K., & Siegel, J. G. (2009). *Modern Cost Management & Analysis*, (Revised Edition). Barron's Educational Series.
Harris, P. (2010). *Profit Planning*, (2nd Edition). Taylor & Francis.
Toit, E. D. (2007). *Fresh Perspectives: Cost and Management Accounting*. South Africa: Pearson.

Rajasekaran, V. (2010). *Cost Accounting*. India: Pearson Education.
Horngren, C. T., Dater, S. M., & Rajan, M. V. (2014). *Cost Accounting* (15th Edition).
Prentice-Hall.

Course Title : **Advanced Accounting Theory**
Course Code : **COMA 646**
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course objectives:

The purpose of this course is to apply accounting theory to business combinations, corporate equity investments, and intercompany transactions. In completing this course, students will be able to: (i) understand advanced accounting topics, (ii) communicate, in writing and orally, complex technical accounting issues with clarity and conciseness, (iii) analyse current financial statements for public companies and compare to the industry, (iv) demonstrate an understanding of financial statement disclosures, (v) critically evaluate rationale of accounting reports/ statements and standards, and (vii) increase their critical thinking ability and logical explanation of various accounting methods and procedures.

Week 1&2 Current-Value Accounting;
Week 3&4 General Price-Level; Accounting;
Week 5-8 Alternative Asset-Valuation and Income Determination Models;
Week 9-11 The Profit and Loss Statement;
Week 12&13 The Balance Sheet;
Week 14&15 The Statement of Cash Flows;
Week 16 Accounting as a Multiple Paradigm Science;

Recommended Texts:

Baker ,R. (2011). *Essentials of Advanced Financial Accounting*. McGraw-Hill Education.
Belkaoui, A. R. (2008). *Accounting Theory*. Australia: Harcourt, Brace and Company.
Reddy, J. (2004). *Advanced Accounting: Theory & Practice*. APH Publishing.
Fischer, P., Tayler, W., & Cheng, R. (2015). *Advanced Accounting*, (12th Edition). Cengage Learning.
Riahi-Belkaoui, A. (2004). *Accounting Theory*. Cengage Learning EMEA.
Beams, F. A. (2003). *Advanced Accounting*, (8th Edition). Prentice-Hall.

Course Title : **Value Chain Costing**
Course Code : **COMA 647**
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

Networked organizations are becoming a significant organizational structure in manufacturing and distribution. This unit develops students' understanding of the finance and accounting activities that need to be undertaken during the value adding processes that a business must fulfill. Emphasis is placed on the network aspects of

costing processes and activities but relevant financial topics that impact on value chain network structures will also be introduced, such as financial and operational gearing, alternative methods of financing the operations activities, and risk management. Of importance is the notion of added value and how its quantitative value may be calculated as the aggregate added value accumulated within the value chain network; for example a cell phone may cross a number of international borders during manufacture and distribution, value is added by each process but what is the total value added and how much? This introduces another topic - how do we share the value generated by a network organization among the network members? Answers to these questions need to be resolved to ensure the long-term growth and survival of the value chain network

Week 1	Value chain development and finance concepts: Main Issues and Range of Providers
Week 2	Building cohesive value chains
Week 3	Internal and external approaches to value chain finance
Week 4	Understanding financial risks
Week 5	Introduction to Value Chains: Key Terms and Main Issues
Week 6	How to Map a Value Chain
Week 7	Product Based Financing Instruments
Week 8	Receivable-based Financing Instruments
Week 9	Physical Asset-based Financing
Week 10	Assessing a value chain
Week 11	Identifying opportunities and managing risks
Week 12-14	Understanding market needs
Week 14-16	Designing appropriate financial products

Recommended Texts:

Seuring , S.(2002). *Cost Management in Supply Chains*. Physica-verlag.
 Drury , C.(2007). *Management and Cost Accounting*. South Western Cengage Learning.
 Bititci, U.S. (1998). *Strategic Management of Manufacturing*. Kluwer Academic Publishers.
 Presutti, W. (2014). *Understanding the Dynamics of the Value Chain (Operations and Supply Management)*. Business Expert Press.
 Govindarajan ,V. (2004). *Strategic Cost Management: the Value Chain Perspective*. McGraw-Hill.

SPECIALIZATION COURSES- FINANCE

Course Title	: Corporate Finance
Course Code	: COMB 634
Credit hours	: 03
Total Weeks	: 16
Total hours	: 48

Course Objectives:

The Course has been designed to explain how Financial Theory can be applied to resolve practical financial problems of the corporations. The course will also help the students to develop their corporate decision making power.

Week 1	Introduction to Corporate Finance; The Financial Manager; Functions of the Financial Manager;
Week 2	Financial Management Decisions; Investment Decisions; Indirect Investments; Direct Investments; Dividend Policy's Decisions;
Week 3	Forms of Business Organization; Sole Proprietorship; Partnership; Corporation;
Week 4	Goals of Corporate Finance; Possible Goals, General Goals; The Agency Problem & Agency Cost; Agency Relationship; Control of Corporation; Financial Market Review;
Week 5	Time Value of Money; Future Value and Compounding; Investing for a Single Period; Investing for More Than One Period; Present Value and Discounting;
Week 6	Present Value of a Single Period; Present values for Multiple Periods; Present versus Future Value; Determining the Discount Rate; Finding the Number of Periods;
Week 7	Interest Rates and Bond Valuation; Bonds and Their Valuation; Bonds Prices; Values and Yields; Interest Rate Risk;
Week 8	Bond Features; The Indenture; Terms of a Bond; Security; The Call Provision; Sinking Fund; Call Premium; Deferred Call; Call Protected; Bonds Ratings;
Week 9	Stock Valuation; Common Stock Valuation; Zero Growth Stock; Constant Growth Stock; Super Normal Growth Stock; Common Stock Cash Flow; Components of Required Return;
Week 10	Features of Common Stock; Features of Preferred Stock; The Stock Markets; Dealers; Brokers and Functions; Market Reporting;
Week 11	Capital Budgeting; The Net Present Value Idea and Estimation; The Payback Rule; Analyzing and Redeeming Qualities of the Rule;
Week 12	The Discounted Payback; The Average Accounting Return; The Internal Rate of Return; The Profitability Index;
Week 13	Financial Leverage and Capital Structure Policy; The Capital Structure; Firm Value and Stock Value; The Effect of Financial Leverage; Earnings Per Share Versus EBIT;
Week 14	Capital Structure and the Cost of Equity Capital; The Bankruptcy Costs; Direct Bankruptcy Costs; Indirect Bankruptcy Costs; Optimal capital structure;
Week 15	Dividends and Dividend Policy; Cash Dividend and Dividend Payments; Stock Dividend Payments; Real World Factors Favoring a Low Payout and High Payout; A Resolution of Real World Factors;
Week 16	Establishing a Dividend Policy; Residual Dividend Approach; Irrelevance of Dividend Factor; Bird in Hand Theory of Dividend; Stock Repurchases; Stock Sock Split

Recommended Texts:

- Ross, P., Westerfield, & Jordan, (2012). *Fundamentals of Corporate Finance*, (10th Edition). McGraw-Hill.
- Damodaran, A. (2011). *Applied Corporate Finance*. John Wiley and Sons.
- Quiry, P. (2011). *Corporate Finance Theory*. John Wiley and Sons.
- Brealey ,R.A. (2008). *Principles of Corporate Finance*. McGraw-Hill

Stanley, B., & Geoffrey A. H. (2008). *Foundations of Financial Management*. McGraw-Hill.

Block, S. B., & Hirt, G. A. (1996). *Foundation of Financial Management*, (7th Edition). Richard-D-Irwin Inc.

Course Title : **Capital Markets and Financial Institutions in Pakistan**
Course Code : **COMB 635**
Credit Hours : 03
Total Week : 16
Total Hours : 48

Course Objectives:

Finance is the life blood for business. It is necessary for the growth, development and expansion of trade, commerce and industry. The entire financial mechanism is regulated by financial institutions and capital markets. The course has been designed to enable the students to explore the scope, importance and involvement of financial institutions and markets in the current day business.

Week 1	The Field of Finance; The role of the finance Manager; The basic financial goals of the firm;
Week 2	The Financial System; Surplus Economic Units; Deficit Economic Units; Securities/ Financial Assets;
Week 3	The Major Economic Systems; Capitalism; Communism; The Islamic Economic System;
Week 4	Financial Intermediaries; Investment Bankers; Brokers; Dealers;
Week 5	Financial Markets; The Primary Market; The Secondary Market; The Money Market;
Week 6	The Capital Market; Security Exchanges; The Over- The- Counter (OTC) Market; Market Efficiency;
Week 7	Securities in the financial market place; Securities in the money market; Treasury bills; Commercial paper; Euro Dollars; Bankers' acceptance;
Week 8	Securities in the capital market; Bonds; Bond terminologies and types; Treasury notes and bonds; Municipal bonds;
Week 9	Corporate bonds; Corporate stock; Common stock; Preferred stock;
Week 10	Financial Institutions; Financial intermediation; Denomination Matching; Absorbing credit risk;
Week 11	Types of Financial institutions; Commercial Bank; Importance of Commercial Banks; Functions of Commercial Banks;
Week 12	Central Bank; Functions of Central Bank; Credit control;
Week 13	State Bank of Pakistan; Constitution; Function of State Bank; Principles of Note Issue;
Week 14	Specialized Financial Institution in Pakistan; Pakistan industrial credit and Investment Corporation; Small business Finance Corporation; Industrial development Bank of Pakistan; Investment Corporation of Pakistan; National investment trust;
Week 15	International Financial Institutions; International Monetary funds; International Bank for reconstruction and development; World Bank; International Finance Corporation
Week 16	Presentations, Quiz competition and test

Recommended Texts:

- Frederic S-Mishken, (2011). *Financial Markets, Institutions and Money*, (7th Edition). New York: Harper Collins Publisher.
- Meenai, S.A. (latest Edition). *Money and Banking in Pakistan*. Karachi: Oxford University Press.
- Abbasi. M. B. (1994). *Capital Markets in Pakistan*. Pakistan: National Development Finance Corporation.
- Lawrence-S-Ritter and Willion-L-Silber (8th Edition). *Principles of Money, Banking and Financial Institutions*. Harper Collins Publishers, New York.
- Ansari, J .A. (2005). *Financial Management in Pakistan*. Oxford University Press.

Course Title	: Public Finance
Course Code	: COMB 636
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course will help the students to understand the role of governments in the economic development of a country in general. The students will understand and critically evaluate: (i) role and sources of public finance, (ii) sources, use, and management systems of government revenues, (iii) fiscal policy and need of provincial coordination within a federation. The course thus will also prepare students to work as employees in the related government departments.

Week 1	Introduction and Role of Public Sector Finance: The Economic Functions and Public Goods: Allocation of Resources, Redistribution of Income and Wealth and Stabilization; Pricing of Public Goods;
Week 2-4	The Theory of Public Goods: Fiscal Principles and Concepts: The Traditional Principles of Tax Neutrality; Expanded Principle of Fiscal Neutrality; Exhaustive Vs. Non-Exhaustive Public Expenditures; Income Elasticity of Government Expenditures; Tax Vs. Non-tax Revenues; Microeconomic Vs. Macroeconomic Regulatory Taxes; Tax Base, Tax Rate Relationship; Progressive, Regressive and Proportional Taxes; Marginal Propensity to Tax and Marginal Vs. Average Tax Rates; Income Elasticity of a Tax Integral Fiscal Non Neutrality; Tax Efforts and Tax Collection Performance in Pakistan;
Week 5&6	Public Revenue and Taxes; The Economic Case for the Public Sector to Allocate Resources: Market Imperfections, Decreasing Costs of Production; Public Goods and Externalities; Pricing Decreasing Cost Industry;
Week 7&8	The Theory of Public Goods; Public and Private Goods, Pure Public Goods; Should Public Sector be Produced Vs. Private Goods?; Semi Public Goods, Merit Goods; Free Rider Problem; Externalities and Public Policy;
Week 9&10	Distributional Equity in Taxation; The Ability to pay and Economic benefits (received); Cannons of Taxation; The Optional Income Tax Approach; Optimum Tax and Revenue Collection;

- Week 11&12 Tax Structure of Pakistan; Various Kinds of Taxes and their Objectives / Performance in Pakistan; Income and Sales Taxes, Excise and Custom Duties, Export and Import Taxes; Tax Reforms in Pakistan and their Impacts; General Equilibrium Vs. Partial Equilibrium: Tax Incidence Analysis; Determinants of Tax Shifting under Partial Equilibrium Conditions; Impacts of Tax Shifting on Price;
- Week 13&14 Fiscal Policy: Public Expenditure and Budget; Theories of Public Expenditures; Wagner's Law ; Efforts of Public Expenditures; Components of Public Expenditures in Pakistan; Sources and Direction of the Growth of Public Expenditures; Kinds of Budget, Surplus, Deficit and Balanced; Preparation of Budget Cycle in Pakistan; Development and Non-Development Budget and its Patterns; Zero Based Budget, Planning, Programming Budgeting System;
- Week 15&16 Fiscal Relations; Fiscal and Economic Aspects of Federalism; Federal - Provincial Fiscal Co-ordination; Collection of Revenue and Provincial Share and its Distribution Criteria; Deficit Financing and its Impacts

Recommended Texts:

- Gruber, J. (2011). *Public Finance and Public Policy*, (2nd Edition). Washington: Worth Publishers.
- Holcombe, R. G. (2012). *Public Finance: Government Revenues and Expenditures in the United States Economy*, (6th Edition). Chicago: West Publishing Company.
- Jain, T. (2011). *Public Finance and International Trade*, (7th Edition). Mumbai: FK Publications.
- Kabelo Moeti, T. K. (2013). *Public Finance Fundamentals*, (4th Edition). Cape Town: Juta and Company Ltd.
- Vito Tanzi, E. E. (2013). *Public finance in developing countries*, (10th Edition). New York: John Wiley & Sons.
- Govt. of Pakistan, Economic Survey, Yearly Publication, Islamabad: Ministry of Finance, Economic Advisory Wing.
- Stiglitz E.,(2000). *Economics of The Public Sector*. W. W. Norton & Co.

Course Title	: Emerging Issues in Financial Crime
Course Title	: COMB 637
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This unit is designed to provide an in-depth understanding of the many facets of commercial crime and governance and allows appreciation of the political, economic, environmental, cultural and social repercussions of financial crime on business and the community.

Week 1	Introduction/Legal Context;
Week 2	Process/Ethical Governance;
Week 3	Occupational Fraud and Abuse;
Week 4	Environment Fraud;
Week 5	Asset Misappropriations;

Week 6	Cybercrime;
Week 7	Social Engineering/Identity Theft;
Week 8	Superannuation/Mortgage/ Insurance Fraud;
Week 9	Financial Fraud ‘Schemes’;
Week 9&10	Corruption;
Week 11-14	Bribery;
Week 15&16	Conspiracy

Recommended Book:

- King, C., & Walker, C. (2014). *Dirty Assets: Emerging Issues in the Regulation of Criminal and Terrorist Assets* (Law, Justice and Power). Ashgate Pub Co.
- Gottschalk, M. P. (2014). *Investigation and Prevention of Financial Crime: Knowledge Management, Intelligence Strategy and Executive Leadership*, (5th Edition). Burlington: Ashgate Publishing Company.
- Gottschalk, P. (2011). *Policing Financial Crime: Intelligence Strategy Implementation*, (2nd Edition). Florida: Brown Walker Press.
- K. H. Spencer Pickett, J. M. (2012). *Financial Crime Investigation and Control*, (4th Edition). New York: John Wiley & Sons.
- Mwenda, K. K. (2013). *Combating Financial Crime: The Legal, Regulatory, and Institutional Frameworks*. Michigan: E. Mellen Press.
- Ryder, N. (2013). *Issues in Financial Crime in the 21st Century: Law and Policy*, (3rd Edition). Glasco: Edward Elgr Printing Press.

Course Title	: <i>International Trade Finance</i>
Course Title	: COMB 638
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

The students will have skills to; (i) identify main drivers of international business strategies & strategies to enter into foreign markets (ii) identify export and import sources of financing & know the importance of financial planning in international trade (iii) explain trade risk analysis and management & gain knowledge of the process of exporting goods with an emphasis on the payment and documentation circuits (iv) describe the forms of international finance and payment mechanisms & get acquaint with the nature and use of export credit insurance in reducing risk (v) identify forms and sources of official trade finance & alternatives to conventional financing (vi) understand use of performance bonds and guarantees & define factoring and forfeiting (vii) be able to understand the role of main international and multilateral institutions related with International trade operations.

Week 1	Globalization; What is globalization? The emergence of global institutions; Drivers of globalization; The changing demographics of the world economy; The globalization debate; Managing in global marketplace;
Week 2	Trade Risks and Risk assessment; International trade practices; Product; risks; Commercial risks (purchaser risks); Adverse business risks;

Week 3	Political risks; Currency risks; Financial risks;
Week 4	Methods of Payment ;Different methods of payment; Bank transfer (bank remittance) ; Cheque payments ;Documentary collection; Letter of credit; Counter-trade;
Week 5	Bonds, Guarantees and Standby Letters of Credit; The use of bonds and; guarantees; Common forms of guarantee; Demand guarantees; Standby letters of credit; The structure and design of guarantees;
Week 6	Currency Risk Management ;Currency risk; The currency markets; Currency exposure; Hedging currency risks ;Practical currency management;
Week 7	Export Credit Insurance ;A mutual undertaking ;The private sector insurance market; Export credit agencies; Investment insurance;
Week 8	Trade Finance; Finance alternatives; Pre-shipment finance ; Supplier credits; Refinancing of supplier credits ; Buyer credits ;The international money market;
Week 9	Structured Trade Finance ;International leasing ;Lines of credit and local currency finance; Project finance and joint venture ;Multilateral development banks;
Week 10	Terms of Payment; Terms of payment and cash management; Contents of the terms of payment ;Structure of the terms of payment ;Composite terms of payment; The final design of the terms of payment;
Week 11	International Trade Theory; An overview of trade theory Mercantilism ;Absolute; advantage; Comparative advantage ;New trade theory ;National competitive advantage;
Week 12	International Monetary Market; The gold standard ;The Breton Woods system ; The collapse of the fixed exchange rate system ;The floating exchange rate regime ;Fixed versus floating exchange rates ;Exchange rate regimes in practice; Crisis management by IMF;
Week 13	The Global Capital Market; Benefits of the global capital market; Global capital market risks; The Eurocurrency market ;The global bond market; The global equity market; Foreign exchange risk and the cost of capital;
Week 14	Foreign Direct Investment (FDI); FDI in the world economy;
Week 15	Benefits and costs of FDI; Government policy instruments and FDI;
Week 16	Theories of FDI; Political ideology and FDI

Recommended Texts:

- Ahearn, R. J. (2013). *International Trade and Finance*, (4th Edition). New York: DIANE Publishing.
- Ahn, M. J. (2014). *A Theory of Domestic and International Trade Finance*, (1st Edition). New York: John Wiley & Sons.
- Baker, J. C. (2013). *Financing International Trade*, (11th Edition). Washington DC: Greenwood Publishing Group.
- Sherlock, J. (2011). *International Trade: An Essential Guideline to the Principles and Practice of Export*. Kogan Page Limited.
- Bishop, E. (2012). *Finance of International Trade*, (6th Edition). Butterworth-Heinemann.
- Tresch, R. W. (2012). *Public Finance: A Normative Theory*, (7th Edition). New York: Academic Press.

Grath, A. (2012). *The Handbook of International Trade and Finance: The Complete Guide to Risk Management, International Payments and Currency Management, Bonds and Guarantees, Credit Insurance and Trade Finance*, (2nd Edition). Kogan Page Ltd.

Course Title : Fiscal Management

Course Title : COMB 639

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

Students will develop an understanding of the overall federal budget process, including how the budget is constructed, techniques for budget management and preparation, and the determination of government priorities. Topics include the role of central budget agencies particularly the Cabinet Expenditure Review Committee, Senate and House of Representatives Estimates Committees, the scrutiny of government expenditure, Treasury and economic management, and changes to Commonwealth agency budgetary and financial management processes. We examine the continuing quest to increase the 'rationality' of resource allocation, along with issues such as the nature of 'budgeting control', and the place of non-financial performance information in resource allocation.

Week 1&2	Introduction, capital markets and financial managers;
Week 3&4	Valuation (1): two traditional approaches –multiples and discounted cash flow analysis; Build a simple projection model;
Week 5&6	Valuation (2): what discount rate to use in cash flow analysis;
Week 7&8	Valuation (3): cross-border valuation;
Week 9	Mid Term Examination;
Week 10&11	Valuation (4): financial options and real options; Financial decision (1): capital structure irrelevance and capital structure with taxes;
Week 12&13	Financial decision (2): capital structure irrelevance and capital structure with financial distress costs, agency costs and information asymmetry;
Week 14&15	Financial decision (3): Pay out Policy: interactions of investment and financing; decisions raising capital Mergers and acquisitions;
Week 16	Revision & Final Term Examination

Recommended Texts:

Ales Bulir, T. D. (2013). *Aid and Fiscal Management*, (5th Edition). New York: International Monetary Fund.

Central Bank of Nigeria. (2014). *Issues in fiscal management: implications for monetary policy*, (3rd Edition). Michigan: John Wiley & Sons.

Christine P. W. Wong, C. J. (2013). *Fiscal Management and Economic Reform in the People's Republic of China*, (3rd Edition). Hong Kong: Asian Development Bank.

Rasmussen, B. (2011). *Reimbursement and Fiscal Management in Rehabilitation*, (5th Edition). Michigan: John Wiley & Sons.

Shah, A. (2012). *Fiscal Management*, (10th Edition). Washington DC: World Bank.

Course Title : Investment Management
Course Code : COMB 643
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course is designed to provide a good understanding of the field of investment, while stimulating interest in the subject. This understanding is quite valuable because students must make various investment decisions during our lifetimes. The basic purpose of this course is to enhance the knowledge of students regarding understanding investment opportunities, making good investment decisions and recognizing where investment problems and controversies arise and knowing how to deal with them.

Week 1	Introduction; The Nature and Meaning of Investments; Financial in Economic Concept of Investment; Characteristics of Investment;
Week 2	Objectives of Investment; Investment Vs Speculation; Investment Vs Gambling;
Week 3	Types of Investors; Individual and Institutional Investors; Investment Avenues;
Week 4	Introduction to Portfolio Management; Phases of Portfolio Management; Security Analysis; Portfolio Analysis; Portfolio Selection;
Week 5	Portfolio Revision; Portfolio Evaluation; Evolution of Portfolio Management; Historical Facts;
Week 6	Phases of Evolution; Speculative Phase; Phase of Professionalism; Scientific Phase; Role of Portfolio Management;
Week 7	Investment and Risk; Meaning of Risk; Elements of Risk; Systematic Risk; Interest Rate Risk; Market Risk; Purchasing Power Risk;
Week 8	Unsystematic Risk; Business Risk; Financial Risk;
Week 9	Fundamental Analysis; The Concept of Fundamental Analysis; Economy – Industry – Company Analysis Frame Work;
Week 10	Economy Analysis; Growth Rates of National Income; Interest Rates; Government Revenue, Expenditure and Deficit; Exchange Rates; Infrastructure; Economic and Political Stability; Economic Forecasting;
Week 11	Industry and Company Analysis; Industry Analysis; Industry Life Cycle; Stages of Industry Analysis;
Week 12	Industry Characteristics; Demand Supply Gap; Competitive Conditions in the Industry; Performance Labour Condition; Attitude of Government; Supply of Raw Materials; Cost Structure;
Week 13	Company Analysis; The Concept of Company Analysis; Financial Statement; Analysis and Interpretation of Financial Statements;
Week 14	Stock Exchange; Definition; Functions; Advantages and Disadvantages;
Week 15	Procedure of dealings on Stock Exchange; Broker; Order; Contract; Communication; Settlement;

Week 16 Buyer and Sellers of Securities; Types of Speculators; Causes of Fluctuation in Security Prices; Types of Orders; Pakistan's Stock Market

Recommended Texts:

- Bob Litterman, Q. R. (2011). *Modern Investment Management: An Equilibrium Approach*, (9th Edition). New York: John Wiley & Sons.
- Jones, C. P. (2012). *Investment: Analysis And Management*, (12th Edition). Jon Wiley and Sons.
- Frank, J. Fabozzi, H. M. (2013). *The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies*, (10th Edition). New York: John Wiley & Sons.
- Hagin, R. L. (2010). *Investment Management: Portfolio Diversification, Risk, and Timing--Fact and Fiction*, (3rd Edition). New York: John Wiley & Sons.
- Jones, C. P. (2012). *Investment: Analysis And Management* (12th Edition). Jon Wiley and Sons.
- Bhalla, V.K. (2008). *Investment Management*. S. Chand Limited.
- Karachi Stock Exchange (2004). *Investors Guide*. Karachi Stock Exchange and also available on Web Site www.kse.com.pk.
- Kevin, S. (2007). *Portfolio Management*. New Delhi: Prentice-Hall of India Pvt.
- Maheshwari, Y. (2010). *Investment Management*, (8th Edition). Pheonix: PHI Learning Pvt. Ltd.
- Stevenson, T. H. (2010). *Investment Management: A Practical Approach for Financial Institutions*, (9th Edition). Pennsylvania: Bankers Publishing Company.
- Winfield, R.G., & Curry, S.J. (2008). *Success in investment*. John Murry Publishers Ltd.

Course Title : Financial Risk Management
Course Code : COMB 644
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The course is designed to focus on financial risk management to provide knowledge to students to understand theoretical, methodological and technical aspects of financial risk management. The students are expected to, (i) Understand about the theoretical foundations of financial risk management, and (ii) Understand the methodological approaches to and common hazards of empirical archival research on financial risk management.

Week 1 Introduction; Motivation for Risk Management; Why Risk Management;
Week 2 Creating Value with Risk Management;
Week 3 Find Risk and Return for an Asset and Portfolio;
Week 4&5 Financial Engineering; Derivative (Forwards, Futures, Swaps, Basic and Exotic Options);
Week 6 Standard Hedging Techniques;

Week 7&8	Measuring Volatility; EWMA and GARCH Models; Implied and Realized Volatility;
Week 9-11	Market Risk; VaR (Value at Risk) Measurement;
Week 12	Back-testing; Stress-testing; Alternative Risk Measures;
Week 13	Liquidity Risk;
Week 14&15	Credit Risk; Merton Model;
Week 16	Modern Structural and Reduced-form Models; Credit Derivatives

Recommended Texts:

- Christoffersen, P. (2012). *Elements of Financial Risk Management*. Elsevier Inc.
- Allen, S. L. (2012). *Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk*, (2nd Edition). Wiley.
- Crouhy, M., Mark, R., & Galai, D. (2000). *Risk Management* (1st Edition). McGraw-Hill.
- Bradstreet ,D.(2007). *Financial Risk Management*. Tata McGraw-Hill.
- Chatterjee, R. (2014). *Practical Methods of Financial Engineering and Risk Management: Tools for Modern Financial Professionals*, (1st Edition). Apress.
- Hull, J. C. (2006). *Risk Management and Financial Institution*. Prentice-Hall
- Van Deventer, D. R., Imai, K., & Masler, M. (2013). *Advanced Financial Risk Management: Tools and Techniques for Integrated Credit Risk and Interest Rate Risk Management*, (2nd Edition). Wiley.

Course Title	: Strategic Financial Management
Course Code	: COMB 645
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

Future is always uncertain but businesses cannot survive using hunch. The concept of strategic financial management is based on preparing to meet the future challenges while planning for it now. This course is designed to prepare students to perform financial management functions today for the future. The students on completion of this course will be able to: (i) plan various financial functions (working capital management, financing & investments management, risk & return decisions, etc.) for medium and long-term horizons, (ii) analyze today's occurrences and predict its impacts in future, and (iii) communicate findings/suggestions clearly and effectively to all concerned.

Week 1&2	Working Capital Management;
Week 3&4	The Financing Decision;
Week 5&6	The Dividends Decisions;
Week 7	Investment Decisions;
Week 8&9	Risk and Returns;
Week 10	Decision Under Uncertainty;
Week 11	Decision under Constraints;
Week 12&13	Pricing and Output decision;
Week 14&15	Strategic Planning;
Week 16	Reports to Management

Recommended Texts:

- Sofat, R. (2011). *Strategic Financial Management*. New Dehli: PHI learning PVT Limited.
- Weaver, S. (2008). *Strategic Financial Management Application of Corporate Finance*. Thomson/South western.
- Jonathan, B., DeMarzo, P., & Harford, J. (2014). *Fundamentals of Corporate Finance*, (3rd Edition). Pearson Series in Finance.
- Gitman, L. J., & Yarwood, A. J. (2014). *Principles of Managerial Finance*, (14th Edition). Prentice-Hall.
- Brigham, E. F., & Houston, J. F. (2011). *Fundamentals of Financial Management*, (7th Edition). Prentice-Hall.

Course Title	:	Economic Analysis
Course Title	:	COMB 646
Credit Hours	:	03
Total Weeks	:	16
Total Hours	:	48

Course Objectives

This unit provides an introduction to modern economic analysis. The first half of the unit deals with the theory and application of microeconomics, while the second half is devoted to macroeconomics, which examines the problems associated with inflation, unemployment and the business cycle in the context of the Australian economy.

Week 1	Foundations: Scarcity, Choice and Trade-offs;
Week 2	Supply and Demand;
Week 3	Elasticity and Applications;
Week 4&5	Production Costs; Perfect Competition;
Week 5&6	Monopoly Pricing, Price Discrimination, Oligopoly, Monopolistic Competition;
Week 7	Asymmetric Information; Earnings & Unions; Income Inequality and Poverty;
Week 8&9	Efficiency, Applications to International Trade and Costs of Taxes and Subsidies;
Week 10	Market Failure and Policy Remedies;
Week 11	GDP, Income and Growth;
Week 12&13	Money, Finance and the concepts of Open Economy Macroeconomics;
Week 14	Aggregate Demand and Supply; Fiscal Policy;
Week 15	Unemployment;
Week 16	Revision & Final Term Examination

Recommended Texts:

- Daniel M. Hausman, M. S. (2011). *Economic Analysis, Moral Philosophy and Public Policy*, (3rd Edition). Cambridge: Cambridge University Press.
- Mc Afee, P. R. (2009). *Introduction of Economic Analysis*. University Press of Florida.
- Jan. (2014). *Economic Analysis for Management and Policy*, (10th Edition). Berkshire: McgrawHill Inc.

- McPherson, M.S. (2006). *Economic Analysis, Moral Philosophy and Public Policy*. Cambridge University Press.
- Knigh, K. G. (2013). *Unemployment: An Economic Analysis*, (4th Edition). New Jersey: Barnes & Noble Books.
- Robert Dorfman, P. A. (2013). *Linear Programming and Economic Analysis*, (5th Edition). Toronto: Rand Corporation.
- Schumpeter, J. A. (2014). *History of Economic Analysis*, (7th Edition). New York: Routledge Printing.
- Caputo, M.R. (2005). *Foundations of Dynamic Economic Analysis*. Cambridge University Press.

Course Title : Commercial Bank Financial Management.
Course Code : COMB 647
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course is designed to enable students on successful completion to: (i) understand and discuss trends affecting the whole financial services industry and assess the implications of change for bank risk management, (ii) understand how the behavior of banks has been modeled, (iii) have knowledge to explain why funding mix and costs are important to bank management when making loan and investment decisions, (iv) have ability assess and monitor credit risk and default premiums are assessed and monitored, and (v) analyze the relationship between bank performance and capital adequacy.

- Week 1 Introduction; Bank Management and Bank Financial Management; The good old days’: A Simple Balance Sheet View of Banking;
- Week 2 The Transformation of Banking – 1970 to 2007; Financial Innovation; Implications of Banking Innovations for Bank Financial Management; An Assessment of Credit Risk Transfer;
- Week 3 Bank Accounts – A Useful Tool if Handled with Care; Introduction; The Bank’s Balance Sheet – An Introduction; The Bank’s Income Statement;
- Week 4 Fair Value and Mark-to-Market Accounting;
- Week 5 Bank Valuation; Introduction; The Functions of Bank Financial Managers; The Risks Facing Bank Financial Managers;
- Week 6 The Value of the Banking Firm; The Difference Between Market and Book Value; Performance Analysis Using Financial Ratios;
- Week 7 Bank Risk Management – Liquidity Management; Introduction; Bank Risk Management; Concepts of Liquidity and Solvency; Sources of Liquidity;
- Week 8 Measuring Banks' Liquidity; Practical Liquidity Management; Payments System Risk and its Potential Impact on Bank Liquidity;
- Week 9 Interest Rate Risk Management; Introduction; Interest-Rate Risk Management; GAP Analysis;
- Week 10 Duration Analysis; Hedging Interest Rate Risk Off Balance Sheet;

Week 11	Cost of Funds and the Funding of Operations; Introduction; Measuring the Cost of Funds; A Note on the Cost of Capital;
Week 12	Using Cost of Funds Measures; Risks Associated with Raising Funds; Funding Planning and Co-ordination; Review Exercise;
Week 13	Bank Risk Management – Credit Risk; Introduction; Credit Risk; Credit Risk and Default Premiums;
Week 14	Loan Administration – General Procedure; Credit Assessment; Loan Pricing; Problem Loans; Conclusion;
Week 15	Capital Management; Introduction; Main Components of Bank Capital; Risk-based Capital Requirements; Basel and Pakistani Banks Capital Adequacy Rules;
Week 16	Pakistani Banks Capital Adequacy: A Brief Overview; Study Exercise International Capital Adequacy; Impact of Capital Adequacy; A Note on Capital Planning and Dividend Management

Recommended Texts:

Sinkey, J. F. (2014), *Commercial Bank Financial Management*, (6th Edition). New York: McGraw-Hill.

Chandra, P. (2011). *Financial Management*. Tata McGraw-Hill.

Timothy, W. K. & MacDonald, S. S. (2010). *Bank Management*, (7th Edition). Mason, Ohio USA: Thomson South-Western.

Brighman, E. (2009). *Fundamentals of Financial Management*. Cengage learning.

Gallagher, & Andrew. (2007). *Financial Management Principles and Practices*. Freeload Press.

Rose, P., & Hudgins, S. (2012). *Bank Management & Financial Services*, (9th Edition). McGraw-Hill/Irwin.

Course Title : International Financial Management

Course Code : COMB 648

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

The concept of global village is more observable in the fields of businesses and trades. This course is designed to prepare students to work in international organizations. The students on completion of this course will be able to: (i) have understanding of financial management of multinational organization, (ii) have understanding of international monetary and foreign exchange rates systems, (iii) measure and manage economic exposure and transactions accordingly, and (iv) prepare budgets and undertake investment analysis of multinational corporations.

Week 1&2	Multinational Enterprise and Multinational Financial Management;
Week 3&4	International Monetary System and Exchange Rate Determination;
Week 5	The Foreign Exchange Market;
Week 6	Parity Condition in International Finance;
Week 7	Forecasting Exchange Rate Changes;
Week 8	Measuring Economic Exposure;
Week 9	Managing Transaction and Translation Exposure;

Week 10	Managing Longer Term Operating Exposure;
Week 11	Current Asset Management;
Week 12	Managing the Multinational Financial System;
Week 13&14	Corporate Strategy and Foreign Investment Analysis;
Week 15	Capital Budgeting for Multinational Corporation;
Week 16	The Measurement and Management of Political Risk

Recommended Texts:

- Madura, J. (2014). *International Financial Management* (12th Edition). South-Western College Pub.
- Oh, J. S. (2013). *International financial management: problems, issues, and experiences*, (12th Edition). New York: JAI Press.
- Somanath, V. S. (2011). *International Financial Management*. I.K. International Publishing House.
- Apte. (2014). *International Financial Management*, (10th Edition). Mumbai: Tata McGraw-Hill Education.
- Charles N. Henning, W. P. (2011). *International Financial Management*, (9th Edition). New York: McGraw-Hill.
- Siddaiah, T. (2010). *International Financial Management*. Mumbai: Pearson Education.
- Jonathan, B., DeMarzo, P., & Harford, J. (2014). *Fundamentals of Corporate Finance*, (3rd Edition). Pearson Series in Finance.
- Sinah, P. K. (2011). *Strategic Financial Management*. Excel Books.
- Jakhotiya, D. G. (2011). *Strategic Financial Management*, (2nd Edition). Vikas Publishing House Pvt Lt.

Course Title	: Financial Statements Analysis
Course Code	: COMB 649
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course is designed to prepare the students to interpret and analyze financial statements effectively. This course explores in greater depth financial reporting topics introduced in the core course in financial accounting and also examines additional topics not covered in that course.

This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities.

Week 1	Introduction to Financial Statements and Other Financial Reporting Topics;
Week 2	Introduction to International Accounting Standards (IAS);
Week 3	Balance Sheet; Income Statement;
Week 4&5	Basics of Analysis;
Week 6&7	Liquidity of Short-Term Assets; Related Debt-Paying Ability;
Week 8&9	Ratio Analysis;
Week 10	Horizontal & Vertical Analysis;
Week 11&12	Statement of Cash Flows;

- Week 13 Summary Analysis, Nike, Inc.;
- Week 14 Expanded Analysis;
- Week 15&16 Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, and Real Estate Companies

Recommended Texts:

- Martin, S., & Fridson, F. A. (2013). *Financial Statement Analysis: A Practitioner's Guide*. Hoboken: John Wiley & Sons.
- James Wahlen, S. B. (2012). *Financial Reporting, Financial Statement Analysis and Valuation*. Chicago: Cengage Learning.
- Thomas R., & Robinson, E. H. (2013). *International Financial Statement Analysis*, (3rd Edition). New York: John Wiley & Sons.
- Walton, P. (2012). *Financial Statement Analysis: An International Perspective*. London: Thomson Learning.
- William, H. & Beaver, M. C. (2012). *Financial Statement Analysis and the Prediction of Financial Distress*, (5th Edition). Hanover: New Publisher Inc.
- Gibson, C.H. (2011). *Financial Reporting and Analysis*, (13th Edition). Cengage Learning.
- Fridson, S. M. (2011). *Financial Statement Analysis*. John Wiley and Sons.

**SPECIALIZATION COURSES: HUMAN RESOURCE
MANAGEMENT**

Course Title	: Training and Development
Course Code	: COMC 634
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course aims to develop the awareness, skills and knowledge required by managers seeking to work for the goal achievement and maintaining satisfied and productive work force. The module provides a key grounding in the nature of activities pertaining to training and development and increasing awareness and understanding of the skills of potential managers of the future. How effective and efficient training and development management practice could be implemented by them? In particular the focus will be on the various methods and practices applied in today's competitive business organizations and environment.

- Week 1&2 Introduction; Forces affecting the workplace; Significance of HRM and emphasis on employees training; Designing effective training programs; Instructional system and design process; Forces influencing working and learning; Case studies;
- Week 3&4 Strategic training process; Introduction to strategic training; Significance of business strategies; Evolution of training role; The strategic training and development process; Organizational characteristics that influence training; Training need in different business strategies; Models of organizing the training departments; Marketing and outsourcing the training function; Case studies;

- Week 5&6 Training need assessment (TNA); Training need assessment; Why is training need assessment necessary for an organization; Levels at which TNA is done; Who should participate in TNA process?; Methods used in TNA; The need assessment process; Scope of need assessment & need assessment in practice; Case studies;
- Week 7&8 Employees training methods; Presentation methods; Lecture; Audiovisual techniques; Hands-on methods; On-the-job training; Self-directed learning; Apprenticeship; Simulation; Case study; Business games; Role plays; Behavior modeling; Group building methods; Team learning method; Choosing an appropriate method; Case studies;
- Week 9&10 Training evaluation; Introduction to Training and leadership development; Reasons for evaluating training; Overview of the evaluation process; Outcomes used in the evaluation of training programs; Reaction outcomes; Learning or cognitive outcomes; Behavior and skill-based outcomes; Affective outcomes; Results; Return on investment;
- Week 11 Determining whether outcomes are appropriate; Relevance; Reliability; Discrimination; Practicality;
- Week 12 Evaluation practices; Which training outcomes should be collected?
- Week 13 Evaluation designs; Threats to validity: alternative explanations for evaluation results; Types of evaluation designs; Considerations in choosing an evaluation design
- Week 14&15 Determining return on investment; Determining costs; Determining benefits; Example of a cost-benefit analysis; Other methods for cost-benefit analysis; Practical considerations in determining return on investment;
- Week 16 Measuring human capital and training

Recommended Texts:

- Alan, M., & Robert, R. (2010). *Managing Performance Through Training and Development*, (5th Edition). Cengage Learning ltd.
- Martin, F. (2006). *Managing Projects in Human Resources, Training and Development*, Kogan Page Publishers.
- Roger, C. & John, W. (2003). *Implementing a Training and Development Strategy: Training and Development*, (11th Edition). Wiley & Sons Publishing.
- Robert, W., & Pike, R.W. (2003), *Creative Training Techniques*, Handbook.
- Steve, W.J., & Kozlowski. (2001). *Learning, Training, and Development in Organizations*. Taylor & Francis Publishing.
- Dugan, L., et. al. (2003). *Approaches To Training And Development*, (3rd Edition). Persues Books Group.

Course Title : Compensation and Benefits Management
Course Code : COMC 635
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course aims to develop the awareness, skills and knowledge of students about the importance of compensation and benefits management in order to maintain productive employees. The course provides key features of compensation and benefits management practices happening around the world. The course is expected to make the students skilled as how to design efficient and effective compensation and benefits packages and/ or evaluate them.

Week 1 Introduction to Compensation and Benefits
Week 2&3 Strategy, Rewards, and Behaviour
Week 4 Strategic Framework for Compensation
Week 5 Behavioural Framework for Compensation
Week 6&7 Components of Compensation Strategy
Week 8 Formulating the Compensation Strategy
Week 9&10 Evaluating Jobs: Evaluation Process and Point Method
Week 11 Evaluating the Market
Week 12 Evaluating Individuals
Week 13 Designing Performance Pay
Week 14 Designing Indirect Pay
Week 15&16 Managing the Compensation System

Recommended Texts:

Henderson, R. I. (2005). *Compensation Management in a Knowledge-Based World*, (10th Edition). Prentice-Hall.
Milkovich, G., Newman, J., & Gerhart, B. (2013). *Compensation*, (11th Edition). McGraw-Hill/Irwin.
Chingos, P. T. (2002). *Paying for Performance: A Guide to Compensation Management*, (2nd Edition). Wiley.
Battacharya, M., & Sengupta, N. (2008). *Compensation Management*. Excel Books.
Martocchio, J. J. (2012). *Strategic Compensation: A Human Resource Management Approach*, (7th Edition). Prentice-Hall.

Course Title : Change Management
Course Code : COMC 636
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course aims to develop the awareness, skills and knowledge required by managers seeking to work successfully in the dynamic business environment. The students will learn about the nature of change management in the global context and increasing their awareness and understanding of the soft skills needed to (i) identify reasons for change (ii) prepare people to accept and undertake the change and (iii) to make the organizations ever ready to compete.

- Week 1 Meaning of Change; Need for Change; Managers as Change Agents;
- Week 2 The Manager Role in Organizational Change; Changes you Choose; Changes That Choose You; Three Key Skills;
- Week 3&4 Clearing Common Myths about Change; It will go away; It will help if I raise my voice against it; The Change always bring something bad for me; It is not for me, I will keep on doing the things as I was doing before; All Problems prove that this Change is not good; Our leaders are not honest; they know a lot more than are telling; Our leaders do not really care about us; I am not in a position to make difference; The don't know what they are doing; These changes are not really necessary;
- Week 5 People Response to Ineffective Change; A Model of Change; Personal Change; Corporate Change; Societal and Other Marco Change;
- Week 6 What does it Take From Each of Us to Bring Change; Stay Ethical; Do the Right Things, Not Always the Good One; Listen to Your Inner Self But Also Talk it with Other; Prepare to be Punished for Your Honesty;
- Week 7 Do not Sacrifice Principles; Accept the Responsibility of Your Behaviors; Do not Ignore the Small Things; Encourage, Don't Discourage the "Right Ones"; Make Mistakes, But Every Time a New One; Practice what you Preach;
- Week 8 Becoming the Master of our Destiny; Managing your Emotions; Replacing Negative Beliefs with a Positive Ones; Changing Undesirable Behaviors and Actions;
- Week 9&10 Theoretical Models; Force Field Analysis; Gap Analysis (Delta Analysis); Innovative Change; NACA Cycle; Systems Theory; Pendulum Theory; Grief Cycle; The Change Matrix; Levels of Change; Organizational Change; Environmental Change; Stages of Change;
- Week 11 Assessing Employees with the Change Matrix; Using the Change Matrix; Dealing with Denial; Dealing with Resistance; Allowing Adaptation; Increasing Involvement;
- Week 12 Successful Leadership Strategies; Be a Change Agent; Use Head and Heard, Both; Avoid Surprise; Get Resistance Out and Respond Quickly and Positively; Keep a Positive Attitude; Focus on Short-Term Objective; Establish Priorities;

Week 13	Clarify Job and Performance Standards; Promise Change and Sell it; Raise the Performance Standards; Encourage Risk Taking and Initiative; Delegate and Empower; Create Safe and Supportive Environment; Build and Rebuild Morale; Provide Additional Training;
Week 14	Reward People; Encourage Easy Communication; Find Problems Don't Ignore Them; Retain Your Good People; Become a Counsellor; Reduce the Stress Level; Support the Higher Management; Build Teams;
Week 15	Leadership Skills in Solving Problems; Being Role Models; Being Ethical; Being Good Communicators and Persuasive; Building Follower Ship; Staying Self-Disciplined;
Week 16	Having Credibility; Having Good Stamina; Being Committed; Taking the Blame and Sharing the Credit

Recommended Texts:

- Kotter, J. P. (2012). *Leading Change*, (1st Edition). Harvard Business Review Press.
- Hiatt, J., & Creasey, T. (2012). *Change Management: The People Side of Change*, (2nd Edition). Prosci Learning Center Publications.
- Cameron, E., & Green, M. (2015). *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*, (4th Edition). Kogan Page.
- Chip Heath, C., & Heath, D. (2010). *Switch: How to Change Things When Change Is Hard*, (1st Edition). Crown Business.
- Fossum, L. B. (latest Edition). *Understanding Organizational Change (Converting Theory to Practice)*. Los Angeles, California: Crip Publications INC.
- John P. Kotter, J. P. & W. Chan Kim, C. W., & Renee Mauborgne, R. (2011). *HBR's 10 Must Reads on Change Management*, (1st Edition). Harvard Business Review Press.

Course Title	: Cross-Cultural Work Experience
Course Code	: COMC 637
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as well as locally to become successful international executives. The module provides a key grounding in the nature of management in the global context by increasing awareness and understanding of the soft skills in international management, particularly those relating to cross-cultural management. How national culture influences management practice is also considered. In particular the focus will be on the influence of organizational and national cultures on the development and transfer of a wide range of HRM practices.

We will also consider the emerging challenges of international management. The emphasis will be on how individuals, teams and organizations manage these cultural differences.

Week 1&2	Introduction to the Global Business Environment and Cross Cultural Management;
Week 3&4	Definitions and Models of Culture Session;
Week 5&6	The Role of Regional, Industry, Corporate and Professional Cultures;
Week 7&8	Managing Knowledge across Borders;
Week 9&10	Leadership and Cross-Cultural Teams;
Week 11&12	Cross Cultural Communication & Negotiation;
Week 13&14	Cross Cultural Conflict and motivation in Global Context;
Week 15&16	Global HRM

Recommended Texts:

- Zeynep, A., Rabindra, N., & Manuel, M. (2014). *Organizations and Management in Cross-Cultural Context*. Sage Publications Ltd.
- Browayes, M.J., & Price, R. (2011) *Understanding Cross – Cultural Management*, (2nd Edition). Harlow: Pearson Education Limited
- Barton, L., & Armstrong, F. (2008). *Policy, Experience and Change: Cross-Cultural Reflections*. Springer Science & Business Media.
- Gooderham, P.N., & Nordhaug, O. (2003). *International Management: Cross Cultural Challenges*, Blackwell, Oxford.
- Thomas, D.C. (2008). *Cross Cultural Management: Essential Concepts*, (2nd Edition). Sage, London.
- Sherwood, G., & Marvin, K. (2003). *Ministering Cross-Culturally: An Incarnational Model for Personal Relationships*. Mayers. Baker Academic publishers.
- Meade, R., & Andrews, T.A. (2009). *International Management*, (4th Edition). Chichester: John Wiley and Sons.
- KatjaBoh, et al. (1999). *Cross-cultural Perspectives on Families, Work, and Change*. Psychology Press.

Course Title	: Human Resource Information Systems
Course Code	: COMC 638
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

This course aims to develop the skills and knowledge of students about the HRIS in today's digitalized world. The importance of HRIS cannot be overstated. This course will enable students to efficiently and effectively manage work force in an organization. The course is expected to make the students skilled as how to design and use HRIS efficiently and effectively for the purpose to enhance organization productivity.

Week 1	Human Resources and Human Resource Management Systems;
Week 2&3	Planning a Human Resource Management System;
Week 4&5	Managing a Human Resource Management System;
Week 6	Applicant and Employment Management;
Week 7&8	Compensation;
Week 9	Benefits;
Week 10	Employee and Industrial Relations;

Week 11&12 Training & Development;
Week 13&14 Human Resource Planning;
Week 15&16 Payroll

Recommended Texts:

Kavanagh, J. M., Thite, M., & Johnson, R. (2014). *Human Resource Information Systems: Basics, Applications, and Future Directions*, (3rd Edition). Sage Publications.

Mukherjee, J. (2012). *Designing Human Resource Management Systems: A Leader's Guide*. Sage Publications.

Kavanagh, J. M., Thite, M., & Johnson, R. (2011). *Human Resource Information Systems: Basics, Applications, and Future Directions*, (2nd Edition). Sage Publications.

Glenn, M., Ian J., & Allen, D. (1999). *Human Resources Management Systems: A Practical Approach*. Carswell, Publishers.

Torres-Coronas, T. (2008). *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM*. IGI Global inc.

Vincent, R., & Christine, F. (1998). *Human resource management systems: strategies, tactics, and techniques*. Jossey-Bass Business & Management Series Publishing.

Ceriello, V. R. & Freeman, C. (1991). *Human Resource Management System. Strategies, Tactics and Techniques*. New York, Maxwell, Mac Millan.

Course Title : Total Quality Management
Course Code : COMC 639
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

Quality is one of the main features to excel in an environment of immense competition. The main objective of this course is to develop the ideas of the students about the quality in products of services because it is a prerequisite for becoming a player in domestic and global market. This course reflects the growing recognition of the need to train and educate the students for quality management in all types of organization. This course will help the students to (i) understand importance of establishing cordial relationships with individuals, groups having divergent interests within an organization, and (ii) gain knowledge of the laws and regulations in place guiding these relations.

Week 1 The Concept of TQM, Nature and Scope of TQM, Functions of TQM, Quality and Business Performance;
Week 2 Service Quality Vs Product Quality, Attitude and Involvement of Top, Management, Communication;
Week 3 Culture, Cultural Dynamics, Cultural Impacts, Management System;
Week 4 Organization and TQM, Organizational Implication, Strategic Information System;
Week 5 Organizational Linkages, Important Linkages, Information and the Customer; TQM Relation with Customer Orientation;

Week 6	Systems Design, Strategy and the Strategic Planning Process, Strategic Quality Management;
Week 7	Services implications in TQM, Service Quality, Training and Development;
Week 8	Selection, Selection process and TQM, Total Quality Oriented HRM;
Week 9	A Brief History of Quality Control, TQM at a Glance, Organizing for TQM;
Week 10	Organizing for Quality Implementation, Result Oriented Quality Implementation; Management Systems Vs Technology;
Week 11	Productivity and TQM, Impacts of TQM on Overall Productivity, Measuring Productivity;
Week 12	Improving Productivity (Quality), The Cost of Quality, The View of Quality Costs;
Week 13	Relationship between Quality, Cost and TQM, Measuring Quality Cost, The use of Quality Cost Information;
Week 14	I.S.O around the World, Benefits of ISO Certification, The Cost of Certification
Week 15	Statistical Process Control; A Total Quality Change Approach, A TQM Model, Survey Feed Back, Team Building;
Week 16	Third Party Peacemaking, Grid Training, Cultural Reshaping, Structural Reshaping

Recommended Texts:

- Rose, J. E. (2004). *Total Quality management: Text, Cases and Readings*. Pearson Inc.
- Joel, E. R. (2008). *Total Quality Management, Text, Cases and Readings*, (2nd Edition). McGraw-Hill.
- Omachonu, V., & Ross, (2007). *Principles of Total Quality*. CRC Press.
- Brocka, B., & Suanne, M. (1992). *Essentials of Quality Management: Implementing the Best Ideas of the Masters*. Business One Irwin, Inc.
- David, L. G., & Stanley, D. (2006). *Quality Management: Introduction to Total Quality Management for Production, Processing, and Services*. Pearson/Prentice-Hall.
- Robbins, D. (1998). *Human Resource Management*, (5th Edition). Pearson Inc.

Course Title	: Strategic Human Resource Management
Course Code	: COMC 643
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

By the end of this course, you should be able to:

1. Understand human resource management from a systemic, strategic perspective.
2. Describe the field of "human resource management" and understand its relevance to managers and employees in work organizations.
3. Describe fundamental employment laws in the U.S.

4. Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation.
5. Recognize basic human resource management tools such as performance appraisal forms, and understand some of the technical details of human resource management practices.
6. Apply relevant theories to the management of people in organizations.
7. Analyze business challenges involving human resource systems.
8. Critically assess and evaluate human resource policies and practices.

Week 1&2	Introduction; An overview of HRM; The strategic approach to HRM; HRM models; Role of HR in strategy formulation;
Week 3&4	The external and global environment for HR: Strategic choices; Components of the external environment; The impact of globalization—change and diversity;
Week 5&6	Job analysis: Strategic choices; Job analysis process; Methods of job analysis; Output of job analysis; Uses of job analysis data;
Week 7&8	Recruitment and Selection: Strategic choices; Recruitment methods; The selection process; The validity and reliability issues in selection techniques;
Week 9&10	Orientation, Training, and Development: Components of an orientation; The training process; Training methods;
Week 11&12	Performance appraisal: Performance appraisal process; Methods of performance appraisal; Common problems with appraisal systems;
Week 13&14	Unions and strategic bargaining: Strategic choices; Pros and cons of unionization; Union strategic choices; The collective bargaining process;
Week 15&16	Strategic restructuring and the virtual organization: Restructuring options; The virtual organization

Recommended Texts:

- Anthony, W.P., Kacmar, K.M., & Perrewe` P.L. (2002). *Human Resource Management: A Strategic Approach*. Harcourt College Publishers.
- Walton, J. (1999). *Strategic Human Resource Development*. Prentice-Hall International.
- Rothaermel, F. (2014). *Strategic Management: Concepts*, (2nd Edition). McGraw-Hill/Irwin.
- Hitt, A. M., Ireland, D. R. Hoskisson, E. R. (2014). *Strategic Management: Competitiveness and Globalization- Concepts and Cases*, (11th Edition). South-Western College Pub.
- Gregory Dess, G., G.T. (Tom) Lumpkin, T. G., Eisner, A., & McNamara, G. (2011). *Strategic Management: Text and Cases*, (6th Edition). McGraw-Hill/Irwin.

Course Title : International Human Resource Management
Course Code : COMC 644
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as well as locally to become successful international executives. The module provides a key grounding in the nature of management in the global context by increasing awareness and understanding of the soft skills in international management, particularly those relating to cross-cultural management. How national culture influences management practice is also considered. In particular the focus will be on the influence of organizational and national cultures on the development and transfer of a wide range of HRM practices.

We will also consider the emerging challenges of international management. The emphasis will be on how individuals, teams and organizations manage these cultural differences.

- Week 1&2 Introduction – HRM to International HRM; Introduction to the module, differences between HRM and IHRM; Factors affecting IHRM;
- Week 3&4 International HRM, Challenges and Approaches; Key issues in IHRM, Challenges to IHRM, Main approaches to IHRM; Issue of nationality, Local versus global;
- Week 5&6 IHRM, National culture and Cross-cultural Communication; Meaning, elements, and dimensions of national culture, cross-cultural; Encounters, cultural profiles, cross-cultural communication – issues and way out;
- Week 7&8 Diversity Management; What and why of diversity, dimensions of diversity; Reasons for increasing diversity; Management of diversity and challenges and barriers to managing diversity at the work place;
- Week 9&10 HR Issues in Expatriation and Repatriation; Reasons for the use of expatriates, why expatriates fail; Management of expatriates (recruitment, training and development), and Repatriation;
- Week 11&12 HR Issues in Acquisitions & Mergers and Joint Ventures; What, why, how and when of international alliances; Basic assumptions about mergers and acquisitions, issues related to failure; Success and different stages of mergers and acquisitions; HR issues in each stage and how to succeed in international alliances;
- Week 13&14 HR Issues in Business Negotiations; What, why and how of international business negotiation (IBN)? Context and process of IBN, management of IBN and Contributions of HRM in the same;
- Week 15&16 HR Outsourcing (HRO); What, why, why not, developing a contract and management of HRO

Recommended Texts:

Dowling, P. J., Festing, M., & Engle, A. (2013). *International Human Resource Management*, (6th Edition). Cengage Learning EMEA.

- Briscoe, D., Schuler, R., & Tarique, I. (2011). *International Human Resource Management: Policies and Practices for Multinational Enterprises*. Routledge.
- Vance, C. M., & Paik, Y. (2010). *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*, (2nd Edition). Routledge.
- Evans, P., Pucik, V., & Bjorkman, I. (2010). *The Global Challenge: International Human Resource*, (2nd Edition). McGraw-Hill/Irwin.
- Keller, M. (2013). *International Human Resource Management*. Paperback,
- Brewster, C., Sparrow, P. & Vernon, G. (2013) *International Human Resource Management*. (6th Edition), London: CIPD.
- Dowling, P. J., Festing, M. & Engle, A. (2008). *International Human Resource Management*. London: Thomson.

Course Title : Industrial Relations
Course Code : COMC 645
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

Maintaining harmonious environment is must for organization success. This course will help the students to (i) understand importance of establishing cordial relationships with individuals, groups having divergent interests within an organization, and (ii) gain knowledge of the laws and regulations in place guiding these relations.

Week 1	Approaches to Industrial Relations;
Week 2	The Content of Industrial Relations;
Week 3&4	Concept and Values in Industrial Relation;
Week 5&6	Structure of Industrial Relation in Pakistan;
Week 7&8	Theoretical Frame work of Trade Unions in Industrial Relations;
Week 9&10	Sociology of legal Relations of Trade Unions and Industrial Relations;
Week 11	Trade unionism in Pakistan and Industrial of Statistics;
Week 12	Trade unions law and Practice & Right to Strikes;
Week 13	Trade Unionism post & Present;
Week 14	Industrial Relations-Social Background;
Week 15	Collective Bargaining, Conciliation and Labour Jurisprudence;
Week 16	Workers Participation in 14gt

Recommended Texts:

- Colling, T., & Terry, M. (2010). *Industrial Relations: Theory and Practice (Industrial Revolutions)* (3rd Edition). Wiley-Blackwell.
- Salamon, M. (2001). *Industrial Relations: Theory and Practice* (4th Edition). Financial Time Management.
- Salamon, M. (1998). *Industrial Relations; Theory and Practice*, (3rd Edition). Hertfordshire: Prentice-Hall.
- Khan.B.A. (1992), *Structure of Industrial Relations in Pakistan*. Karachi: Royal Books Company.
- Bajwa, S. A. (2009). *Law of Industrial Relations in Pakistan*. Asia Law House.

Amjad, A. (2001). *Labour Legislation and Trade Unions in India and Pakistan* (1st Edition). USA: Oxford University Press.

Course Title : Research Methods for Human Resource Management
Course Code : COMC 646
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course aims to develop the research skills and knowledge of students to be able to identify and help solve problems and/ or work with consultants in productive and professional way in their research project in the organization. The students will learn about the research paradigm and methodologies relevant to the field of HRM. They will become able to (i) identify problems and its reasons, (ii) identify means, ways, and sources of data and information to solve the problems, (iii) to make use of logical interpretations of the happenings and answer them rationally.

Week 1 An Empirical Approach to Human Resource Research;
Week 2&3 Data Analysis for HR Research;
Week 4&5 Understanding Organization through Qualitative Research;
Week 6 Criterion Development at Individual Level;
Week 7&8 Defining and Measuring Effectiveness at the Individual Level;
Week 9&10 Defining and Measuring Effectiveness at the Organizational Level;
Week 11&12 Assessing the Potential for Effective Performance;
Week 13&14 Assessing Employee Attitudes and Performance;
Week 15&16 Evaluation of Organizational Interventions

Recommended Texts:

Stella, N., Myron, D., & Fottler, R. (2011). *Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders*, (7th Edition). Cengage Learning.
Brewster, C., & Wolfgang, M. (2012) . *Handbook of Research on Comparative Human Resource Management*. Edward Elgar Publishing.
Alan, M., & Robert, R. (2010) *Managing Performance Through Training and Development*, (5th Edition). Cengage Learning ltd.
Dowling, P. J., Festing, M., & Engle, A. (2008). *International Human Resource Management*. London: Thomson.
Schmitt, N. W., & Klimoski, R. J. (1991). *Research Methods in Human Resource Management*. South-Western.

Practical:

Extensive Training in SPSS(statistical package for social science) software, so that students can develop their research skills

Recommended Material:

Jstor; Google scholar; Academy of management; leadership quarterly journal

Course Title : Supply Chain and Operation Management
Course Title : COMC 647
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The objective of this course is to introduce you to the fundamental concepts of operations management from a general management perspective. Although you may not be involved in the direct management of operations in current or future employment, it will be useful to understand the problems and complexity faced by operations managers. At the conclusion of this course, you should appreciate that operations management is not simply a set of well-understood "nuts-and-bolts" techniques. Rather, it is primarily a management discipline that is strategically important for survival in today's more competitive environment.

Week 1	Introduction To Operations & SCM;
Week 2	Operations & Supply Chain Strategy;
Week 3	Discussion: Preparing For A Case Discussion;
Week 4	Process Flow, Capacity, & Bottlenecks; Process Analysis;
Week 5	Case: Process Fundamentals;
Week 6	Managing Strategic Capacity; Case: Capacity Analysis Sample Problems; Strategic Process Design; Discussion: Synchronous Operations (Goldratt: Goal);
Week 7	Quality Management; Managing Quality;
Week 8	Planning & Control;
Week 9	Sales & Operations Planning;
Week 10	Case: Macpherson Refrigeration; Material Requirements Planning;
Week 11	Case: Illustrious Corporation;
Week 12	Inventory Management;
Week 13	Lean Supply Chains; Supply Chain Management Strategies;
Week 14	Case Zara IT And Fast Fashion; Project Management & Forecasting;
Week 15	Project Management & Scheduling;
Week 16	Case: IDEO Product Development; Forecasting

Recommended Texts:

Jacobs, F.R., Chase, R.B., & Balakrishnan, J. (2013). *Operations & Supply Chain Management: The Core, (Canadian Edition)*. McGraw-Hill Ryerson.

Russell, S. R., & Taylor, W. B. (2010). *Operations Management: Creating Value Along the Supply Chain, (7th Edition)*. Wiley.

Krajewski, J. L., Ritzman, P. L., Malhotra, K. M. (2012). *Operations Management: Processes and Value Chains, (10th Edition)*. Prentice-Hall.

Krajewski, J. L., Ritzman, P. L., Malhotra, K. M. (2006). *Operations Management: Processes and Value Chains, (8th Edition)*. Prentice-Hall.

Presutti, W. (2013). *Understanding the Dynamics of the Value Chain. (Operations and Supply Management)*. Business Expert Press.

Ng, A. K.Y., & Liu, J.J. (2014). *Port-Focal Logistics and Global Supply Chains*. Palgrave Macmillan, Basingstoke.

Course Title : **Logistic Management**
Course Title : **COMC 648**
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

To gain a working understanding of logistics principles and to expose students to the language of logistics and to (i) introduce students to the key activities performed by the logistics function including distribution, transportation, global logistics and inventory control, (ii) view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive advantage, (iii) refine applied data analysis skills by analyzing and using supply chain data to make business decisions, and (iv) understand current challenges faced by supply chain professionals and to provide a basis for thinking through these challenges and prepare students for career opportunities.

Week 1 Course Introduction;
Week 2 Overview of Logistics;
Week 3 Supply Chain Management;
Week 4 Distribution Management;
Week 5 Inventory Management;
Week 6 Transportation Management;
Week 7 International Logistics;
Week 8 Sustainable Supply Chains;
Week 9 Applied Logistics Data Analysis;
Week 10 Supply Chain Finance;
Week 11 Logistics IT;
Week 12 ERP Simulation;
Week 13 Outsourcing Logistics;
Week 14 Integrating Logistics Mgmt. Concept;
Week 15 Case studies Related to International Logistics;
Week 16 Case studies related to Research in International Logistics

Recommended Texts:

Satish, C., Ailawadi, P., & Singh, R. (2013). *Logistics Management*, (2nd Edition). India: Prentice-Hall.
Langley, M. & Wood. (2014). *Contemporary Logistics*, (11th Edition). McGraw-Hill/Irwin.
Raj, S., & Sudalaimuthu, A. (2009). *Logistics Management for International Business: Text and Cases*. Prentice-Hall India.
Christopher, M. (2011). *Logistics and Supply Chain Management*, (4th Edition). FT Press.
Bowersox, D., Closs, D., & Cooper, B. M. (2012). *Supply Chain Logistics Management*, (4th Edition). McGraw-Hill/Irwin.

Course Title : Comparative Human Resource Management
Course Title : COMC 649
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This unit has two central themes: (1) How to think systematically and strategically about aspects of managing an organization's international human assets, and (2) What really needs to be done to implement policies and to achieve a competitive international advantage. The unit will examine the difficulties of blending of exogenous and endogenous factors in more than one country while planning and coordinating vital human resource policies and practices.

Week 1 The impact of national culture on managing people;
Week 2 Culture and organizational life;
Week 3 The issues of comparative HRM;
Week 4 Comparative HRM: theory and practice;
Week 6 Comparative HRM: the role of the HR department;
Week 7 Comparative HRM: recruitment and selection;
Week 8 Comparative HRM: rewarding;
Week 9 Comparative HRM: training and development;
Week 10-13 Comparative HRM: flexibility and work-life balance;
Week 14-16 Comparative HRM: employee relations and communications

Recommended Texts:

Punnett, B.J. (2009). *International Perspectives on Organizational Behavior and HRM*, (2nd Edition). New York: Sharpe.
Brewster, C., & Wolfgang, M. (2012) . *Handbook of Research on Comparative Human Resource Management*. Edward Elgar Publishing.
Graham, H. (2009). *International and Comparative Human Resource Management*. McGraw-Hill Higher Education.
Amnon Caspi (2005). *Cranet Survey on Comparative Human Resource Management: International Executive Report 2005*. AmnonCaspi, Cranet Publishers.
Hollinshead, G. (2001). *International and Comparative Human Resource Management*, (2nd Edition). McGraw-Hill Higher Education.
Briscoe, D., Schuler, R., & Tarique, I. (2011). *International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM)*, (4th Edition). Routledge.
Nyambegera, S. (2013). *Comparative Human Resource Management*, LAP LAMBERT Academic Publishing.

SPECIALIZATION COURSES – MARKETING

Course Title : **Consumer Behavior**
Course Code : **COMD 634**
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course deals with the behavior of consumers in their daily lives. The main topics to be included cover areas relating to the consumers and their environment, resource utilization, the social and cultural environments needs and motives, concepts and attitudes, preferences, personality and life styles, symbols of membership and status, anxiety motivation and displacement behavior, problem solving, decisions and planning.

Week 1	Introduction; Defining Consumer Behavior; Customer and Consumers; The Ultimate Consumer; The Individual Buyer ; A Subset of Human Behavior; Significance in Daily Lives; Application to Decision Making; Consumer Behavior and Marketing Management;
Week 2	Understanding Consumers & Market Segment; Views of the Market and Alternative Marketing Strategies; Market Aggregation; Market Segmentation; Limitation of Demographics in Predicting Consumer Behavior; Lifestyle and Psycho Graphic Segmentation; The Technique of Lifestyle Segmentation; Application of Life Style Segmentation; Benefit Segmentation; Product Positioning;
Week 3	Environment Influences on Consumer Behavior; Culture Defined; Culture Relevance to Marketing Decisions; The Characteristics of Culture; Implications of Culture Change for the Marketer; Tracking Culture Change; Cross-Culture Understanding of Consumer Behavior;
Week 4	Subcultures; The Nature of Subcultures; The Black Subculture ; The Asian Subculture; The Hispanic Subculture; The Youth Subcultures; The Older Subcultures;
Week 5	Social Class; The Process of Social Stratification; The Nature of Social Class; Social-Class Measurement and Categorization; Social-Class Lifestyles; Social Class and Consumer Behavior;
Week 6	Social Groups; Group Defined; Groups Properties; Reference Groups; The Nature of Reference-Group Influence; The Variability of Reference-Group Influence; Case Study;
Week 7	Significance of the Family in Consumer Behavior; Families and Households; Family Life Cycle; Family Purchasing Decisions;
Week 8	Personal Influence & Diffusion of Innovations; The Nature and Signification of Personal Influence; Communication and Influence Flow; Opinion Leadership in Marketing; Adoption and Diffusion of Innovations; Marketing Implications of Personal Influence;
Week 9	Personality and Self-Concept; Personality Theories and Applications; Measuring Personality; Some Major Personality Theories; A Critical Review; Psychographics; Self-Concept;

Week 10	Motivation and Involvement; The Nature and Role of Motives; Classifying Motives; Motive Arousal; Motive Structuring; Motive Research;
Week 11	Information Processing; Information Acquisition; Perceptual Encoding; Marketing Implications;
Week 12	Learning and Memory; Characterizing Learning; Memory;
Week 13	Attitudes; Definition of Attitude; Characteristics of Attitude; Functions of Attitudes; Attitude Theories and Models; The Peripheral Route to Developing Attitudes;
Week 14	Changing Attitudes; Strategies for Changing Attitudes and Intentions; The Communication Process; Source Factors; Message Factors;
Week 15	Problems Recognition; Types of Consumer Decisions; Problems Recognition; Marketing Implications of Problem Recognition;
Week 16	Search and Evaluation; The Information-Search Process; Studying the Information-Search Process; Measuring Evaluation Criteria; Influencing Consumers Evaluation

Recommended Texts:

Michael R. Solomon, R. M. (2012). *Consumer Behavior*, (2nd Edition). Prentice-Hall.

Evans, M. M., Foxall, G., & Jamal, A. (2009). *Consumer Behaviour*, (2nd Edition). Wiley.

Harw K.E. (1997). *Consumer Behaviour*. Irwin.

David, & Albert, A. (1998). *Consumer Behavior*. McGraw-Hill.

Blackwell, R. D., Engel, J. F., & Paul, W. M. (2005). *Consumer Behavior*. South-Western College.

Solomon, M. R. (2012). *Consumer Behavior*, (10th Edition). Prentice-Hall.

Irwin, H.K.E. (1997). *Consumer Behavior*. McGraw-Hill.

Course Title : Advertising and Promotional Strategies

Course Code : COMD 635

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

Advertising is designed as an introduction to the field of integrated marketing communications (IMC). The emphasis is on the use of communication to meet marketing objectives, including but not limited to advertising. This course will provide a broad overview of many areas that pertain to marketing communication. Special attention will be placed on understanding the consumer in order to communicate better. Although creative issues will be examined, this is primarily a management, not a creative, course.

Week 1-3	Introduction; Advertising: Definition, functions and classifications; The evolution of modern advertising; Advertising and the social, ethical and legal issues; The advertising business; The company's own department, Advertising agencies and the media;
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- Week 4&5 The marketing mix and advertising; Advertising and the product; Advertising and the price; Advertising and the place; Advertising and the promotion;
- Week 6&7 The advertising research stages; Advertising strategy determination; Concept development and testing; Testing and evaluation of advertising;
- Week 8-10 Copywriting and advertising strategy; Message strategy: The product marketing facts for copywriters; Copy platform; Objectives of creative copy; The structure of copy; How to write effective copy; Common pitfalls and copywriting;
- Week 11&12 Designing the advertising; The advertisement layouts; The design principles; The features of the best layout design;
- Week 13&14 Media planning and selection; Role of media in marketing framework; Defining media objectives; Developing media strategies; Media selection and scheduling;
- Week 15&16 Advertising media; Print media: Newspapers and magazines; Electronic media: Television, radio and limitations of cable; Direct mail and the creative mix; Out-of-home media; Transit advertising

Recommended Texts:

Hoffman, B. (2012). *101 Contrarian Ideas About Advertising*. Hoffman/Lewis.

Solomon, R. (2008). *The Art of Client Service: 58 Things Every Advertising & Marketing Professional Should Know*, (Revised Edition). Kaplan Publishing.

Oglivy, D. (2012). *Confessions of an Advertising Man*. Southbank Publishing.

Felton, G. (2013). *Advertising: Concept and Copy*, (3rd Edition). W.W. Norton & Co.

Bovee & Arens. (Latest Edition). *Contemporary Advertising*. IRWIN Inc.

Bovee, Thill, Dovel, & Woo. (Latest Edition). *Advertising Excellence*. The McGraw-Hill Inc.

Course Title : Marketing Financial Services
Course Code : COMD 636
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

The objective of this course is to familiarize the applicants with the basic concepts, scope and application of financial services marketing in the corporate arena. Information on developing the marketing mix, distribution of products and logistics management is covered. Primarily this course aims to provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. After the successful completion of this course, participants will be able to have knowledge and understanding of: (i) Marketing, its philosophy and significance (ii) the 4 P's – Product, Price, Place and Promotion o Concept of Services Marketing, (iii) emerging trends and challenges of global markets, (iv) social and ethical issues in Marketing. Moreover, the students will be able to: (i) understand the scope of and develop effective marketing strategies and programs for financial services, and (ii) effectively utilize the concepts of CRM for marketing success.

Week 1&2	Introduction to Marketing and the key Marketing concepts
Week 3&4	Marketing Planning
Week 4&5	The Strategic Marketing Process
Week 6	The Development of situational analysis
Week 7	Setting goals and objectives and identifying strategies and tactics
Week 8	Consumer and organizational buying behavior
Week 9	Marketing research and marketing information system
Week 10	Segmentation and positioning strategies
Week 11&12	Product strategy and new product development
Week 13&14	Pricing strategy
Week 15	Distribution Strategy; Physical distribution
Week 16	Promotion strategy: Personal selling

Recommended Texts:

- Ennew, C., Watkins, T., & Wright, M. (Eds.). (1995). *Marketing Financial Services*. Routledge.
- Estelami, H. (2012). *Marketing Financial Services: Second Edition*. Dog Ear Publishing, LLC.
- Nagdeman, J. (2009). *The Professional's Guide to Financial Services Marketing: Bite-Sized Insights For Creating Effective Approaches*. Wiley.
- Jackson, J. (2014). *The Marketing Handbook for Financial Advisors: A Concise, Actionable Guide for Marketing your Practice*. CreateSpace Independent Publishing Platform.
- Farquhar, J., & Meidan, A. (2010). *Marketing Financial Services*, (2nd Edition). Palgrave Macmillan.
- Harrison, H. (2000). *Financial Services Marketing*. UK: Pearson Education Publishing.
- Pezzullo, M. A. (1998), *Marketing Financial Services*. USA: American Bankers Association.
- McGouldrick, P.J. and Greenland, S. J. (1994). *Retaling of Financial Services*. England: McGraw-Hill Book Company.
- Meidan, A. (1996). *Marketing of Financial Services*. Great Britain: Macmillan Press Ltd., Great Britain.

Course Title	: Distribution Management
Course Code	: COMD 637
Credit Hours	: 03
Total Weeks	: 16
Total Hours	: 48

Course Objectives:

To develop understanding and appreciation of the Sales & Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. Though the study is practical in nature, ability of applying the theoretical construct will be one of the key objectives for learning.

Week 1	Introduction to Sales & Distribution Management; Overview of the course; Understanding some key terms and concepts;
Week 2	Understanding; Channel Intermediaries; Role of the intermediary; Evolution of channel structures; Reverse distribution; Distributor & retailer management;
Week 3&4	Channel designing & multi-channel marketing; Channel designing approach; Framework for taking Channel Decisions; Case study; Multi channel designs; Dilemmas in channel correction; Case study; Make or buy decision in channel management;
Week 5	Managing Marketing Channels; The need for channel management; Channel conflict; Case study; Channel Power; Operational issues in channel Management;
Week 6	Physical distribution; Tradeoff's involved; Total system cost approach; Case study;
Week 7	Legal aspects of channel management; Sale of goods act; Contract act; Restrictive trade practice; Case study;
Week 8	Measuring - Marketing Channel Performance; Effectiveness; Equity; Efficiency; Tracking Mechanisms; Case Study;
Week 9	Introduction to Sales Management; Objectives of Sales Management; Interface of Sales with different functions; Theories of Selling; AIDAS theory; Buying formulae; Need Satisfaction Selling; Features V/S Benefits;
Week 10	Sales Target Setting; Setting Sales Objectives; Sales forecasting; Policies which affect sales;
Week 11	Sales force Design; The Sales Executive; Functions; Qualities required;
Week 12	The Sales Organization; Purpose; Setting up the organization; Structure of sales organization; Centralization V/S Decentralization; Interface of sales organization;
Week 13&14	Sales Force Management; Personnel management; Recruitment; Training Programs; Sales force Motivation; Personal relationship in channel management; Evaluation of performance; Upward Delegation – To Do V/S Get Done; Sales Incentive;
Week 15&16	Sales Administration; Sales Budgets; Sales Territories; Sales force conflicts; Credit controls; Trade Communications; Sales Reporting & Monitoring; People Management skills; Common Malpractices

Recommended Texts:

- Coughlan, A., Anderson, E., Stern, W. L., & El-Ansary, A. (2006). *Marketing Channels*, (7th Edition). Prentice-Hall.
- Dent, J. (2011). *Distribution Channels: Understanding and Managing Channels to Market*. Kogan Page.
- Rushton, A., Croucher, P., & Baker, P. (2014). *The Handbook of Logistics and Distribution Management: Understanding the Supply Chain*. Kogan Page.
- Panda, T., & Sahadev, S. (2012). *Sales and Distribution Management*. Oxford University Press.
- Richards, G. (2014). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page.
- Stern, L. & Ansari, A. (2014). *Marketing Channel Strategy*, (8th Edition). Prentice-Hall.

Stern, L.W & El-Ansary, A. (1988). *Marketing Channel*, (3rd Edition). Prentice-Hall New Jersey.

Bert Rosenbloom, B. (2011). *Marketing Channels*, (8th Edition). Cengage Learning.

Kapoor, S., & Kansal, P. (2003). *Basics of Distribution Management: A Logistics Approach*. India: Prentice-Hall, Learning Pvt. Ltd.

Course Title : Export Management and Marketing

Course Code : COMD 638

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

International Marketing is concerned with the management of marketing activities across countries. Since the international penetration of markets abroad are more and more imperative, the main goal of international marketing is the commercialization of a firms products and services outside its home market. This course tackles the main problems of international marketing, which is the unfamiliarity of a manager with foreign markets and the international variety of national environments which deters the straightforward use the domestic marketing strategy abroad. In this course students will discuss various strategies that help the international marketer to cope with the international varying market contexts. The course emphasizes exporting as a foreign market entry mode but non-export modes are also discussed.

Week 1&2 Globalization of Markets; Globalization drivers and marketing imperative; Global Market Environment;

Week 3&4 Global Marketing Research; Foreign market assessment; Cross-culture research;

Week 5 Global Marketing Strategies; Regional responsiveness vs. Standardization; Global segments, positioning; Country of Origin effects;

Week 6&7 Global Market Entry Strategies; Choosing the mode of entry; Export entry modes; Franchising;

Week 8&9 Global Product Policy Decisions; Global product development; Global Branding strategy; Imitation strategies;

Week 10&11 Global Pricing; Coordinating national prices; Transfer Pricing; Anti-Dumping;

Week 12&13 Global Communication and Advertising; Advertising & culture; Standardization vs. adaptation;

Week 14-16 Export Management; Export order; Financing and methods of payment; Physical distribution

Recommended Texts:

Albaum, S. G., Albaum, G., & Duerr, E. (2008). *International Marketing and Export Management*. Financial Times Prentice-Hall.

Albaum, G., Duerr, E., & Strandskov, J., (2005). *International Marketing and Export Management* , (5th Edition). Prentice-Hall.

Zou, S., Kim, D., & Cavusgil, T. S. (2009). *Export Marketing Strategy: Tactics and Skills That Work*. Business Expert Press.

- Branch, E. A. (1990). *Elements of Export Marketing and Management*. Chapman and Hall.
- Kotabe, M. & Helsen, K. (2007), *Global Marketing Management*, (4th Edition). John Wiley.
- L.F. Walls, L. F., & Dulat, K.B. (1996). *Exporting: From Start to Finance*. Greensburg, PA, USA: McGraw-Hill.

Course Title : International Marketing
Course Code : COMD 639
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course provides a practical overview of the key elements of international marketing and issues businesses face when entering and operating in foreign markets. The course is designed to provide students with an opportunity to synthesize and apply existing marketing knowledge. Specific course objectives include: (i) to gain an understanding of the external issues affecting international marketing activities including the economic, social/cultural and political/legal environments; (ii) to be able to identify and assess global marketing opportunities in the international marketplace; (iii) to gain experience in developing international marketing strategies; and (iv) to understand the process of implementing global marketing strategies and adapting marketing activities to specific market needs.

- | | |
|------------|--|
| Week 1 | Introduction, Meaning of International marketing, Importance of International trade, Opportunities and Challenges of International Marketing |
| Week 2&3 | International Trade and Pakistan, Emergence of Global Division, Institutions affecting International Trade, (WTO, IMF, World Bank, SAARC, Other Regional Institutions).The Current Pakistan International Trade Position, Impact of International Trade on Pak Economy, The effect of international trade, and the effect of International Investment. |
| Week 4 | International Economic Environment, Market Characteristics like population, infrastructure, Geography and foreign involvement in the Economy. Impact of the Economic Environment on Social Development. |
| Week 5 | International legal and political environment, Home Country Political & legal environment, embargoes and sanction, export and import control. |
| Week 6 | Host Country political & Legal environment, political action and risk, legal differences and restraints influence politics and laws. International environment, International politics and international law. |
| Week 7&8 | International cultural environment, Definition and elements of culture lounge non-verbal language, religion, values, attitude, manner, costumes, material elements, estates, education and social institutions, Sources of cultural knowledge, cultural anises and the training challenge. |
| Week 9 | Export process, Motivations to internationalize, Proactive and reactive. Change agent, internal and external, stages of internationalization. |
| Week 10&11 | Secondary international marketing research, Definition and linking decision and linking research to decision making process. Differentiating between international and domestic research. |

- Week 12&13 International communications, The marketing communication forces, International negotiation, Marketing communication strategic, Communication tools.
- Week 14 International channels of distribution. Channels structure, Channels design, Selection of intermediaries, Channels management
- Week 15&16 Licensing, Franchising, and export intermediates, Licensing, Regulation of licensing, Principal issues in negotiating, Franchising, Facilitating intermediaries

Recommended Texts:

Gilligan, C., & Hird, M. (2013). *International Marketing: Strategy and Management*. Routledge.

Czinkota M. R., & Ronkainen, A. R. (2012). *International Marketing*, (10th Edition). South-Western College Publishers.

Michael R. C.& Ilkka A. R. (2012) *International Marketing*, (8th Edition). McGraw-Hill.

Cateroa, P., & Graham, J. (2012). *International Marketing*, (16th Edition). McGraw-Hill/Irwin.

Clarke, G., & Wilson, I. (2009). *International Marketing*, (1st Edition). McGraw-Hill.

Baack, D. W. (2012). *International Marketing*, (1st Edition). Sage Publications CA.

Course Title : **Retailing**
Course Code : **COMD 643**
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The goal of this course is to introduce you to the strategic perspective of retail marketing management and to study the dynamic and competitive nature of the retail industry. Upon completion of this course, students should be able to: (i) Apply the principles, practices, and concepts used in retail marketing management, (ii) Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer, (iii) Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry, (iv) Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion, and (v) Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

- Week 1 Retailing;
- Week 2&3 Retail strategy: Creating the competitive Advantages;
- Week 4 The Environment of retailing and Decision -Making Issues;
- Week 5 Understanding and identifying the customers;
- Week 6 Store location and site Evaluation;
- Week 7 Store design and layout;
- Week 8&9 Planning Merchandise Needs and Merchandise Budgets;
- Week 9&10 Assortment Planning, Buying and Vendor Relations;
- Week 11&12 Pricing Merchandise;
- Week 13&14 Retail Advertising;

- Week 15 Retail selling, sales Promotion, and Publicity;
 Week 16 The Virtual Store and retail data Based Marketing

Recommended Texts:

- Sorensen, H. (2009). *Inside the Mind of the Shopper: The Science of Retailing*, (1st Edition). FT Press.
 Levy, M., & Weitz, B. (2011). *Retailing Management* , (8th Edition). McGraw-Hill/Irwin.
 Schroeder, C. L. (2007). *Specialty Shop Retailing: Everything You Need to Know to Run Your Own Store*, (3rd Edition). Wiley.
 Fisher, M., & Raman, A. (2010). *The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance*. Harvard Business Review Press.
 Hasty, R., & Reardon, (1997). *Retail Management*. New York: Mc-Graw-Hill.

Course Title : **Marketing Research**
Course Code : **COMD 644**
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives

Marketing Research is offered to the students seeking specialization in Marketing. This course is designed to let the students able to conduct Marketing research for solution of the Marketing problems, and effective decision marking. All techniques of marketing research are the parts of this course including the most scientific approach of experimentation in marketing research.

- Week 1 Marketing research VS Social Research
 Conducting marketing research; Applications of marketing research
 Week 2&3 Marketing research Process
 Week 4 Secondary Data; Internal record System of Company
 Week 5 External Secondary Data; Sources of Secondary Data
 Week 6 Primary Data; Survey techniques
 Week 7 Telephonic Surveys; Mail Surveys
 Week 8 Increasing response rate of Telephonic; Mail surveys
 Week 9 Personal Interviews; Group Interviews
 Week 10 Developing the questionnaire; Sampling
 Week 11 Probability sampling; Non- Probability sampling
 Week 12 Processing the collected data; Editing; Coding
 Week 13 Causal Research; Experimentations
 Week 14 Experimental Designs with Control group and experimental groups
 Week 15 Application of Marketing Research
 Product research; Distribution Research
 Week 16 Promotion research; Pricing Research

Recommended Texts:

- Burns, A. C., & Bush, R. F. (2013). *Marketing Research*, (7th Edition). Prentice-Hall.
 Chappman, C. N., & Feit, E. M. (2015). *R for Marketing Research and Analytics*. Springer.

- MacDaniel Jr., C., & Gates, R. (2011). *Marketing Research*, (9th Edition). Wiley.
- Beall, A. E. (2010). *Strategic Market Research: A Guide to Conducting Research that Drives Businesses*, (2nd Edition). iUniverse.
- Iacobucci, D., & Churchill, G. A. (2009). *Marketing Research: Methodological Foundations*, (10th Edition). Cengage Learning.
- Craig, C. S., Douglas, P. S. (2005). *International Marketing Research*, (3rd Edition). Wiley.
- P. Baines, P., & Chansarkar. B. (2002). *Introducing Marketing Research*. Wiley.

Course Title : E-Marketing
Course Code : COMD 645
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

The students will be able to design and implement the marketing mix and various other marketing functions through the internet. Furthermore, they will be able to adequately manage click stores and expand markets globally through internet.

- Week 1&2 Introduction to E-marketing; Outline the benefits and risks of e-marketing; The wired-up world; Outline the characteristics of the new market space; B2C, B2B, C2B and C2C; Identify different forms of collaboration between marketplace members; E-definitions; Difference between e-commerce, e-business and e-marketing; Sloppy e-marketing; Avoid basic e-marketing mistakes; Five basic e-marketing objectives i.e. Sell, serve, speak, save sizzle; Introduction to e-strategy; Outline approaches to achieving e-marketing objectives; Tactics, action and control; e-marketing tactics; Actions and control;
- Week 3-5 Remix: Introduction; Different elements of the marketing mix and where they fit into the e-marketing plan; What is the marketing mix; Appreciate the many different approaches to the marketing mix? Marketing skills required to take you beyond the mix; Assess the full potential of extending any product online; Review your pricing and consider some dynamic pricing models; Identify the online distribution issues and challenges; Problems and opportunities of the online communications mix; Why online service requires a delicate balance of people and automation; Components of process and understand the need to integrate them into a system; Digital components that give 'evidence' to customers; An extra 'P', partnerships;
- Week 6&7 E-Models; Changes to existing models, and new models; The drivers of new models and action required in response; Changes and responses to value chain models; Implications of models changes to production models; E-procurement from both buyer and seller perspectives; Relevance of new distribution models; Communications models and how they can be exploited; Buying models and assess their implications; Differences in customer information processing that occur online ; Relevance of new loyalty models;

- Week 8&9 E-Customers: Introduction; Customer expectations and how to satisfy them; Factors that encourage users to adopt and stay using the Internet; Facilities that customers require online; Fears and phobias that hinder online transactions; Buying process through traditional and digital channels; How visitors process information and how marketers can respond to this. Identify the online buying process; Online relationship marketing techniques to maintain customer relationships Suitability of techniques used to foster online communities and how to build active/lively online communities; Profile characteristics of online customers, both B2C and B2B; Process, techniques and measures used to research and assess online marketing effectiveness;
- Week 10&11 E-Tools: Introduction; To introduce the e-tools and their significance; What iDTV is and how it applies within a marketing context; Relevance and benefits of digital radio; Space of mobile devices in a marketing context; Relevance and benefits of interactive kiosks; Relevance and benefits of CD-ROMs and interactive business cards; Significance of other e-tools; Complexities of marketing across integrated digital channels; Significance of the convergence phenomenon; Elements of an integrated campaign;
- Week 12&13 Site Design: Introduction; Main objectives of effective site design; Ensure web sites are integrated with the rest of the business; Develop an online value proposition (OVP); Be able to translate customer needs into web site design; Explore options for added value through dynamic facilities; Identify different aspects of aesthetic design; Understand and apply best practice for page layout; Grasp and apply the fundamental principles of copy writing for websites; Assess best practice for navigation and structure; Best practice for interaction (including conversion rates and customer services);
- Week 14-16 E-Business: Introduction; Understand the context of e-business; Identify the components of an e-business architecture; Links between buy-side, sell side and in-side e-business; Opportunities and marketing relevance of buy-side applications; Opportunities and marketing relevance of in-side applications; Opportunities and marketing relevance of sell-side applications; Main elements of moving to e-business; Main risks and solutions to e-business security; Criteria for e-business success; Why did the dotcoms become dot-bombs? Specify criteria for e-business failure

Recommended Texts:

- Strauss, J., & Frost, R. (2013). *E-Marketing: International Edition*, (7th Edition). Prentice-Hall.
- Chaffey, D., & Smith, PR. (2013). *Emarketing Excellence: Planning and Optimizing your Digital Marketing*, (4th Edition). Routledge.
- Dann, S., & Dann, S. (2011). *E-Marketing: Theory and Application*. Palgrave Macmillan.
- Smith, P. R., & Chaffey, D. (2005), *eMarketing Excellence: The Heart of eBusiness*, (2nd Edition). Pearson.
- Strauss, J., & Frost, R. (2008). *E-Marketing*. Pearson Education.
- Godin, S. (1995). *EMarketing*. Berkley Publishing Group.

Course Title : Sales Force Management
Course Code : COMD 646
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course introduce you the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well manage sales and business related activities. You will become the acquainted managing the sales force and helping them sell. Special emphasis is put on developing a sales program, managing strategic account relationship, team development, diversity in work force, sales force automation, problem solving skills and financial issues.

Week 1	Selling and Sales Management, Challenges in the Market, Sales Managers Job;
Week 2	Marketing and Sales Evolution, Sales Environment; Customer; Competition, Economics, Legal, Demography;
Week 3	Personal Selling, Relationship Selling, Seven Steps of Selling;
Week 4	Sales Leadership and Management, Activities of Sales Managers; Roles, Responsibilities, Skills, Authority;
Week 5	Organizational Buying and Purchasing, Difference; Individual and Organizational Buying, Buying Process; Negotiation Skills; Organizational Buying and Purchasing, Difference
Week 6	Individual and Organizational Buying, Buying Process; Negotiation Skills
Week 7	Sales Organization, Sales Force Types and Structures;
Week 8	Independent Sales Agents;
Week 9	Sales Organization, Sales Force Types and Structures; Independent Sales Agents;
Week 10	Recruitment and Selection, Importance, Planning, Assessing;
Week 11	Training, Needs Assessment, Setting Objectives, Training topics; Formalized Program; Compensation, Reward System Management, Financial;
Week 12	Rewards, Non-Financial Rewards, Other considerations; Relationship b/w Motivation and Compensation Evaluation, Criteria for Performance Measurement;
Week 13	Performance Appraisal, Comparing Actual with Standard, Evaluating Teams Motivating the Sales Team, Models of Motivation Process;
Week 14	Job-Related Factors, Individual Related Factors, Motivational Theory;
Week 15	Sales process;
Week 16	Presentations/ Concluding Session

Recommended Texts:

Johnston, W. M., & Marshall, W. G. (2013). *Sales Force Management: Leadership, Innovation, Technology*. (11th Edition). Routledge.
Johnston, W. M., & Marshall, W. G. (2010). *Sales Force Management*, (10th Edition). McGraw-Hill/Irwin.
Johnston, W. M., & Marshall, W. G. (2008). *Sales Force Management*, (9th Edition). McGraw-Hill/Irwin.

- Eugene, M. J. & Kurtz, D. L. (2nd Edition). *Sales Management*. McGraw-Hill.
- Eugene, M. J. & Kurtz, D. L. (1994). *Sales Management: Concepts, Practices, and Cases*. McGraw-Hill.
- Churchill. (1999). *Sales Force Management*.
- Zoltners, A. A., & Sinha, P. (2012). *Building a Winning Sales Management Team: The Force Behind the Sales Force*, ZS Associates Inc.
- Schwartz, M. (2006). *Fundamentals of Sales Management by Newly Appointed Sales Manage*. AMACOM Publishing.

Course Title : Marketing Communications
Course Title : COMD 647
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course explores the concepts of integration across all promotional platforms, online and off, and teaches students the necessary skills to develop a cohesive, impactful marketing communications plan. Primary focus areas include the planning process, target audience identification, development of the creative message, and effective media selection. Course includes in-service component. Upon successful completion of this course, the student will have reliably demonstrated the ability to evaluate marketing communications' role in the marketing mix, taking into account the specific functions of consumer behaviour and research in the planning of an integrated marketing communications campaign. To prepare online and offline advertisements, public relations, and sales promotion materials considering both client requirements and budget limitations. To determine effective and efficient media placement for marketing communications messages. To demonstrate understanding of the relationship between marketing communications and branding strategy. To determine appropriate segmentation and positioning strategies for the development of an integrated marketing communications plan.

- Week 1&2 Integrated Marketing Communications (IMC) process
- Week 3&4 IMC planning
- Week 5&6 Segmentation and targeting
- Week 7 Positioning - Strategies
- Week 8&9 Strategic brand development
- Week 10 Setting objectives
- Week 11&12 Media buying
- Week 13&14 Creating marketing communications messages
- Week 15&16 Preparing IMC plan for a community non-profit

Recommended Texts:

- Eagle, L., Dahl, S., Czarnecka, B., & Lloyd, J. (2014). *Marketing Communications*. Routledge.
- Dahlen, M., Lange, F., & Smith, T. (2009). *Marketing Communications: A Brand Narrative Approach*. NJ, USA: Wiley.
- Percy, L. (2014). *Strategic Integrated Marketing Communications*. Routledge.

- Belch, E. G., & Belch, A. M. (2014). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, (10th Edition). Greensburg, PA, USA: McGraw-Hill Professional.
- Clow, E. K., & Baack, E.D. (2013). *Integrated Advertising, Promotion, and Marketing Communications*, (6th Edition). NJ, USA: Prentice-Hall.
- Jaber, M.Y. (2011). *Inventory Management: Non-classical Views*. Boca Raton: Routledge.
- George E. Belch, E. G., Belch, A. M., & Purani, K. (9th edition/ Special Indian Edition). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. McGraw-Hill.

Course Title : **Marketing Plan Development**
Course Code : **COMD 648**
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course objectives:

Enable the creation of an effective marketing plan based on customer and/or company data. Furthermore analyze an organization's marketplace in light of key marketing metric requirements and recognize how the marketing mix and marketing plan fits with overall business strategies.

- Week 1 Course introduction and Review of Course Outline, The Marketing Planning Process
- Week 2&3 Overview of a sample marketing plan; Marketing Plan Format, Purpose and Mission, Analysis, Situational Analysis, Product & Market Analysis, Distribution Analysis, Competitor Analysis, Financial Analysis, Other Analysis, Strategy and Objectives, Marketing Strategy, Marketing Objectives, Tactical Programs, Markets, Product, Promotion, Distribution, Pricing, Others, Budgets, Performance Analysis, Implementation, Budgeting and Analysis, Implementation, Additional Considerations and Contingencies
- Week 4&5 Market Appraisal - External Audit, Scanning the Market Environment;
- Week 6&7 Market Appraisal - External Audit, Competitor/Customer Analysis;
- Week 8 Establishing Objectives/Strategic Options;
- Week 9 Market Measurement and Forecasting;
- Week 10&11 Manipulating the Controllable Variables;
- Week 12&13 Budgeting and Profitability;
- Week 14 Implementation and Control;
- Week 15 The Formal Presentation;
- Week 16 Written submission of Marketing Plan & Presentation by all groups

Recommended Texts:

- Lehmann, D.R. & Winer, R.S., (2005). *Analysis for Marketing Planning*, (7th Edition). Chicago, Illinois: Irwin.
- Cohen, W. A., (2005). *The Marketing Plan*, (5th Edition). New York: John Wiley and Sons.
- Jain, S.C. & Haley, G.T. (2007). *Marketing Planning and Strategy*, (8th Edition). Cengage Learning.

- Forde, A., & Vylder, S. (1996). *From Plan To Market: The Economic Transition In Vietnam*. Westview Press.
- Lyons, T. S., & Hamlin, R. E. (2001) *Creating an Economic Development Action Plan: A Guide for Development Professionals*, (2nd Edition). Praeger.
- Desai, P. (1997). *Going Global: Transition from Plan to Market in the World Economy*. The MIT Press.

Course Title : Pharma Marketing
Course Code : COMD 649
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course focuses on the organizational, management, and technology issues and considerations related to the sales and marketing function of the pharmaceutical industry as one of its principal boundary-spanning functions. This course will use literature on pharmaceutical sales and marketing business approaches and information technologies that drive or support sales and marketing plans as well as information and knowledge management considerations that drive competitive distinctiveness. This course will also explore the real and potential information and knowledge linkages between the sales and marketing function and the discovery, product development and supply chain functions of the pharmaceutical industry.

- Week 1&2 Competing In the Pharmaceutical Marketplace, Industry challenges, The competitive landscape, The markets;
- Week 3 Logistics Management Concepts, Plan, Source, Make, Sell, Deliver, Introducing the SCOR Model, Adapting SCOR as a Contextual Model for this course;
- Week 4&5 Supply Chain Management Concepts, Relevance To Management Practice, Managing Uncertainty, SCM Strategies and Best Practices;
- Week 6&7 Pharmaceutical Marketing - PLAN , The pharmaceutical value chain, Pharmaceutical marketing concepts, Pharmaceutical Market Research, Review of Pharmaceutical Marketing Analysis frameworks, e.g., product competitive forces analysis;
- Week 8&9 Logistics and The Pharmaceutical Supply Chain, Source, make and distribute, Supplier strategies, Clinical trial supply chain management, Vendor management, Organizational Models,
- Week 10 Packaging considerations, Product Counterfeiting;
- Week 11&12 Actualizing The Pharmaceutical Marketing Function - SELL , Pharmaceutical Sales roles, Physician Detailing;
- Week 13&14 Logistics Management Technologies – PLAN, SOURCE, MAKE, SELL and DISTRIBUTE, Major SCM Applications, e-Marketing; SFA and CRM, Supply Chain Collaboration, RFID and Pharmaceutical Distribution;
- Week 15&16 Pharmaceutical Legal and Ethical Considerations - Plan, Sell And Distribute, Prescription Drug Marketing Act (PDMA), Physician Detailing, Ph RMA Ethical Codes, Off-Label Representations, Product Pedigree Tracking

Recommended Texts:

- Smith, C. M. (1991). *Pharmaceutical Marketing: Strategy and Cases*. Binghamton, NY: CRC Press.
- Smith, C. M. (2002). *Pharmaceutical Marketing: Principles, Environment, and Practice*. Binghamton, NY: Taylor & Francis.
- Ding, Min, Eliashberg, Jehoshua, Stremersch, Stefan. (Eds.). (2013). *Innovation and Marketing in the Pharmaceutical Industry: Emerging Practices, Research, and Policies*. Springer.
- Ross Mullner, R. (2005). *Pharmaceutical Marketing*. Bradford, UK: Prentice-Hall.
- Dev S. Pathak, S. D., Escovitz, A., & Kucukarslan, S. (1992). *Promotion of Pharmaceuticals: Issues, Trends, Options*. Taylor & Francis.

Annexure-1

QUAID-E-AZAM COLLEGE OF COMMERCE, UNIVERSITY OF PESHAWAR MASTER OF COMMERCE, TWO YEAR COURSE 72 CREDIT HOURS (FOUR SEMESTERS) SCHEME OF STUDIES (OLD)

Statutes:

1. There shall be two semesters (Fall and Spring) and if and where necessary a summer session in one academic year.
2. The Fall semester shall start in the first week of September each year and the spring semester shall start in the third week of January. In case the teaching in the college or in the whole of the University is suspended, because of some exigency, the period of the semester shall be extended to the extent of the lost period of time.
3. Each semester shall be of eighteen weeks duration; out of this period, sixteen weeks shall be reserved for teaching and two weeks for Registration and Conduct of Examination. The summer session shall normally be of six weeks duration.
4. If the University/College is closed during any semester in addition to the specified holidays, that semester shall be extended by the time period for which the University/College remained closed.
5. Every student of B.Com (Honours) must successfully complete his course requirement in a maximum of three and a minimum of two academic years from the date of his first registration for the degree of B.Com (Honours).
6. The University shall offer every required course at least once in an academic year.
7. The minimum requirement for the B.Com (Honours) degree in the semester system shall be 69 credit hours of course work and 03 credit hours of Internship/Research Project as per course offered by the College.

Following is the semester wise breakup of the subjects:

1st Semester

- 501 Business Mathematics
- 503 Industrial Law
- 505 Intermediate Accounting-1
- 507 Principles of Management
- 509 Principles of Marketing
- 511 Programming with MS Visual Basic and MS Access

2nd Semester

- 502 Analysis and Design of Business Information Systems
- 504 Commercial Law
- 506 Intermediate Accounting-2
- 508 Human Resource Management
- 510 Management Process
- 512 Quantitative Techniques in Business

3rd Semester

- 601 Business Research Methods-1
- 603 Financial Management-1
- 605 E-Commerce

607 Strategic Management

Specialization

One of the following Groups

Accounting

609 Advanced Financial Accounting-1

611 Budgeting and Standard Costing

Marketing

613 Consumer Behavior-1

615 Sales Management-1

4th Semester

602 Business Research Methods-2

604 Financial Management-2

606 Organizational Behavior

Specialization

One of the following Groups

Accounting

610 Advanced Financial Accounting-2

612 Profit Planning and Cost Analysis

Marketing

614 Consumer Behavior-2

616 Sales Management-2

608 All students shall undertake a Research Project or Internship of 03 credit hours in 4th Semester.

Note: Students shall be required to opt for the same specialization group in 3rd and 4th Semesters.

English shall be the medium of instruction and examination for all the subjects.