



OFFICE OF THE REGISTRAR
UNIVERSITY OF MALAKAND
(ACADEMIC SECTION)

Dated: July 31, 2018

NOTIFICATION

No. 611/Acad-I/28th Syndicate/2018: It is notified for the information of all concerned that the Syndicate, in its 28th meeting held on May 15, 2018, vide agenda item No. 16, approved the following recommendations of the Academic council made in its 8th meeting held on March 22, 2018:

1. Minutes of the 3rd meeting of Board of Faculty, Faculty of Management Sciences
2. The actions taken by the Vice-Chancellor, notified vide No. 493/Acad/DCMS/2017 dated December 26, 2017 concerning to renamed the Department of Management Studies as the **"Department of Commerce and Management Sciences"**
3. The action taken by the Vice-Chancellor, notified vide No. 504/Acad/Scheme of Study/BS (Commerce) dated January 23, 2018 concerning the Scheme of Studies and courses of BS (4-Year) Commerce program duly reviewed by the sub-committee of the Academic Council constituted in its 8th meeting at agenda item No. 04.

(Rahat Ullah)
Assistant Registrar Academics

Dated: July 31, 2018

Endst. No. 14841 / 1-7

Copy for information/necessary action (if any) to:

1. The Dean, Faculty of Management Sciences
2. The Controller of Examinations
3. The Chairman, Department of Commerce and Management Sciences.
4. Deputy Registrar Admissions
5. PS to Vice Chancellor
6. PA to Registrar
7. File


Assistant Registrar Academics



**OFFICE OF THE DEAN, FACULTY OF BIOLOGICAL SCIENCES AND
MANAGEMENT STUDIES, UNIVERSITY OF MALAKAND**

Chakdara District Dir (Lower), Khyber Pakhtunkhwa, Pakistan

(www.uom.edu.pk) Phone No. 0092-945-761627, Fax No. 0092-945-763491

RefNo.UOM/DFBS&MS/2018/460

Date: 14/05/2018.

Minutes of the Committee Meeting Constituted by the Academic Council

The meeting of the committee constituted by the Academic Council vide office letter reference no UoM/Acad-1/Extracts/8t Academic Council/14696 dated April 10, 2018, was held on 14 May 2018 at 10:00am in the committee room, University of Malakand. The following attended the meeting

- | | | |
|----|--|---------------|
| 1. | Prof. Dr Mir Azam Khan | Convener |
| 2. | Dr. Fahad Khan Afridi nominee of Prof. Dr. Farzand Ali Jan | Member |
| 3. | Dr Shafiq Ur Rehman | Member |
| 4. | Dr. Nazim Ali | Co-opt Member |
| 5. | Dr. Wiqar Ahmad | Co-opt Member |
| 6. | Assistant Registrar (admission) | Secretary |

The meeting started with the recitation of few verses from the Holy Quran by Dr Wiqar Ahmad. After recitation, the convener of the committee Prof. Dr Mir Azam welcomed all the members of the Committee to University of Malakand and briefed them about the various ongoing academic activities and future programs of the department. Then formal proceeding of the meeting started. The item-wise agenda was thoroughly discussed and the following were concluded.

Note: the following common points were identified and decided by the committee for agenda items Number 1 & 4 PhD and BBA (Hons)

1. Course Description should be one paragraph for all courses.
2. Course objectives should be in bullets form. Minimum three and maximum seven course objectives should be mentioned.
3. Course contents should be distributed in weeks besides chapters.
4. Suggested readings should be, preferably, at least three latest additions of relevant books.


Assistant Registrar (Admission)
University of Malakand

5. A detailed list of MPhil/PhD courses along with their codes credit hours and titles should be included/annexed at the beginning of course booklets.

The recommended changes should be incorporated by the concerned teachers as soon as possible and a corrected copy will be checked by Prof. Dr. Farzand Ali before submitting to registrar office for record purpose

The committee also discussed the scheme of studies and courses of BS (four year) Commerce program in detail and approved the scheme of studies and courses of BS (four year) Commerce program with mutual consensus.

The meeting was thereafter adjourned with a vote of thanks to and by the Chair.



Dean (Convener)

Faculty of Management Studies
University of Malakand

Copy for information and necessary action to:

- 1) Secretary to Vice Chancellor, University of Malakand
- 2) Assistant Registrar (Academic)
- 3) File

Dean (Convener)
Faculty of Management Studies
University of Malakand



Assistant Registrar (Academic)
University of Malakand

Minutes of the 3rd Meeting of Board of Faculty, Faculty of Management Sciences

The 3rd meeting of the Board of Faculty, Faculty of Management Sciences was held on December 28, 2017 at (11:00 am) in the Committee room, University of Malakand. The following attended the meeting

- | | |
|--|----------|
| 1. Prof. Dr. Mir Azam Khan
Dean, Faculty of Management Sciences, University of Malakand | Convener |
| 2. Dr. Shafiq ur Rehman
Chairman, Deptt: of Commerce and Mgt Sciences UOM | Member |
| 3. Dr. Arab Naz
Deptt: of Commerce and Mgt Sciences
Associate Prof, Department of Sociology, UOM | Member |
| 4. Dr. Arshad Ali
Associate Prof, Deptt: of Commerce and Mgt Sciences UOM | Member |
| 5. Dr. M. Usman
Assistant Prof, Deptt: of Commerce and Mgt Sciences UOM | Member |
| 6. Mr. Muhammad Hanif Khan
Incharge, Deptt: of Tourism & Hotel Management UOM | Member |

The meeting started with the recitation of few verses from the Holy Quran by Dr Arab Naz. After recitation, the Dean/Convener Prof. Dr. Mir Azam Khan welcomed all the members of the Board of Faculty and expressed his gratitude to the members for sparing their precious time to attend the meeting.

The chair allowed discussion on minutes of the 5th meeting of the Board of Studies of the Department of Commerce and Management Studies.

Agenda Item 01:

- i. **Subject: Change of Name/nomenclature from the Department of Management Studies to Department of Commerce and Management Sciences**

The agenda item 01 was presented by the convener to the members of board of faculty. The board discussed the matter in details.

Board of Faculty Decision:

After detailed discussion the board members unanimously agreed and recommended the change of name/nomenclature from Department of Management Studies to Department of Commerce and Management Sciences.

Assistant Registrar (Academic)
University of Malakand

103
ii. Subject: Agenda Item 02: Scheme of Studies and Courses of BS (4 Year) Commerce

The second agenda item was related to the scheme of studies and courses of BS (4 Year) Commerce program. The Convener presented the above agenda item to the board. The board thoroughly discussed the scheme of studies and courses of BS (4 Year) Commerce program

Board of Faculty Decision:

After thorough discussion on agenda item the members recommend the scheme of studies and courses of BS (4 Year) Commerce program with the following changes/correction

1. Typo mistakes should be removed
2. The course code should be checked again and corrected (if any anomaly exist.)


Prof. Dr. Mir Azam Khan

Dean, Faculty of Management Sciences


Assistant Registrar (Academics)
University of Malakand



OFFICE OF THE REGISTRAR
UNIVERSITY OF MALAKAND
(ACADEMIC SECTION)

Dated: July 09, 2018

NOTIFICATION

No. 604/Acad/Affiliation/BS Commerce/2018: It is notified for information of all concerned that consequent upon recommendations of the Affiliation Committee made in its meeting held on June 21, 2018, the Vice-Chancellor, in exercise of powers vested in him under Section 12(3) of the University of Malakand Regulation 2001, is pleased to grant provisional affiliation to the following colleges in the BS (4 Year) Commerce Program with 40 seats per session, provided that the deficiencies pointed out by the respective inspection committee should be communicated to the Principals of the concerned colleges with a copy to the Director General, Directorate of Commerce Education & Management Sciences, Khyber Pakhtunkhwa for necessary action at their end (if any);

1. Government College of College of Commerce Khar, Bajaur Agency
2. Government College of College of Commerce Talash, Dir Lower
3. Government College of College of Commerce Timergara, Dir

(Rahat Ullah)
Assistant Registrar Academics

Dated: July 09, 2018

Endst. No. 14823/ 1-10

Copy to:

1. The Dean, Faculty of Management Sciences, UoM
2. The Director General, Directorate of Commerce Education & Management Sciences, Khyber Pakhtunkhwa, Rano Garhi, Chamkan Mor, G.T. Road, Peshawar
3. The Controller of Examinations, UoM
4. The Principals of the concerned colleges
5. The Chairman, Department of Commerce & Management Sciences, UoM
6. PS to Vice-Chancellor, UoM
7. PA to Registrar, UoM
8. File


Assistant Registrar Academics



OFFICE OF THE REGISTRAR
UNIVERSITY OF MALAKAND
(ACADEMIC SECTION)

Dated: December 26, 2017

NOTIFICATION

No. 493/Acad/DCMS/2017: It is notified for the information of all concerned that the Vice-Chancellor, in anticipation of approval from the relevant bodies, is pleased to rename the Department of Management Studies as the "*Department of Commerce and Management Sciences*" with immediate effect.

-sd-

Assistant Registrar Academics

Encls. No. 14455/1-45

Dated: December 26, 2017

Copy to:

1. The Deans
2. The Chairman, Department of Commerce and Management Sciences, for information and further necessary action (if any)
3. HODs, all Teaching Departments
4. All Sectional Heads
5. PS to Vice Chancellor
6. PA to Registrar
7. File

-sd-

Assistant Registrar Academics


Assistant Registrar (Academics)
University of Malakand

BS- 4 YEAR (COMMERCE)

COURSE OUTLINE

Prepared by: Irfan Ullah and Dr. Shafiq Ur Rahman

Department of Commerce and Management Sciences
University of Malakand
2017


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**Department of Commerce and Management Sciences
University of Malakand**

Bachelor of Commerce (BS COM)

The BS COM degree program is started to provide opportunities to the students with diverse educational backgrounds (humanities, science, arts and commerce) who want to start their career in the field of commerce and business. The scheme of studies is designed to meet the dynamic market demands in the field of commerce and business. The program curricula offer the students opportunity to gain knowledge and skills relevant to the field. The curricula is designed to impart theoretical knowledge in subjects including functional English, oral and written communication, Pakistan studies, Islamic studies, economics, accounting, management, research and teamwork and inculcate skills such as communication, leadership, analytical, quantitative methods, and decision making. The program is flexible in terms of offering specializations in Accounting & Finance, Marketing and Human Resource Management. The program is aimed to enable students to build and maintain balance between the targets of economic success and the limitations of increasing social and environmental responsibility.

Scheme of Study

A student of BS Commerce is required to complete 132 Credit Hours. Besides course work they have to complete eight (08) weeks internship in an organization of repute or undergo a research report. The weight age of internship and research report is equal to six (06) credit hours. The normal duration for the completion of the program is eight semesters which shall complete in four years period of time.

Degree to be awarded:

- (i) **BS Commerce (Accounting and Finance):** A Student who takes at least 30 Credit Hour Courses listed under Accounting and Finance including 18 Credit Hours of Required Accounting and Finance Courses.
- (ii) **BS Commerce (Human Resource Management):** A Student who takes at least 30 Credit Hour Courses listed under Human Resource Management including 18 Credit Hours of Required Human Resource Management Courses.
- (iii) **BS Commerce (Marketing):** A Student who takes at least 30 Credit Hour Courses listed under Marketing including 18 Credit Hours of Required Marketing Courses.

Eligibility for Admission

Candidates with F.A and F.Sc or equivalent qualifications and having at least second division securing 45% marks in aggregate are eligible to apply.

Assessment

Students' level of understanding in every course is evaluated through a 20 marks Mid-Semester Examination half way through the semester followed by a 60 marks final examination at the end of semester as well as a 20 marks sessional work (assignments, presentations, quizzes and tests etc.) thus totaling to a 100 marks assessment for each subject. In addition, students are required to take up any one of the internship or research project worth of 6 credit hours for the successful completion and attainment of their BS Commerce Four-Years degree.

1


Assistant Registrar (Academics)
University of Malakand

BS- 4 YEAR (COMMERCE) PROGRAM SCHEME OF STUDIES
SEMESTERS: EIGHT
TOTAL CREDIT HOURS: 132

Breakup of the Subjects:

Semester 1:

- | | |
|--------------|--|
| 1. ISL - 311 | Islamiyat |
| 2. PAK- 312 | Pakistan Studies |
| 3. ENG- 313 | Business English |
| 4. MATH- 314 | Mathematics in Commerce |
| 5. COMP -315 | Introduction to Information Technology |
| 6. COM -316 | Fundamentals of Commerce |

Semester 2:

- | | |
|---------------|--|
| 1. COM - 321 | Principles of Financial Accounting |
| 2. ECO - 322 | Micro Economics |
| 3. ENG - 323 | Communication in Commerce |
| 4. MATH - 324 | Quantitative Techniques in Commerce |
| 5. COM - 325 | Management Information Systems in Commerce |

Semester 3:

- | | |
|--------------|-----------------------------------|
| 1. MGT - 431 | Principles of Management |
| 2. COM - 432 | Intermediate Financial Accounting |
| 3. ECO - 433 | Macro Economics |
| 4. HRM - 434 | Human Resource Management |
| 5. SOC - 435 | Sociology |

Semester 4:

- | | |
|---------------|-------------------------|
| 1. COM - 441 | Economy of Pakistan |
| 2. MGT - 442 | Financial Management |
| 3. COM - 443 | Human Behaviour |
| 4. MGT - 444 | Principles of Marketing |
| 5. STAT - 445 | Statistics for Commerce |

Semester 5:

- | | |
|--|--------------------------------|
| 1. COM - 551 | Managerial Economics and trade |
| 2. COM - 552 | Research method in Commerce |
| 3- 6. <i>At least Three Courses (09 credit hours) from the list of major courses in the field of respective specialization</i> | |

Semester 6:

- | | |
|--|---------------------------|
| 1. PHIL - 561 | Logic |
| 2. COM - 562 | Advanced Research Methods |
| 3-6. <i>At least Three Courses (09 credit hours) from the list of major courses in the field of respective specialization.</i> | |

Semester 7:

- | | |
|---|------------------|
| 1. COM - 671 | Entrepreneurship |
| 2-6 <i>At least 04 courses (12 credit hours) from the list of major courses in the field of respective specialization</i> | |

Semester 8:

- | | |
|--|--|
| 1. COM - 681 | Leadership Governance and Accountability |
| 2-5. <i>At least 03 courses (09 credit hours) from the list of major courses in the field of respective specialization</i> | |
| 3. | Internship/Research Project |


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University of Malakand

Semester 5th to 8th - List of Major Courses
(Required and Optional)

Accounting and Finance:

Required

- | | |
|---------------|----------------------|
| 1. COMA - 553 | Corporate Accounting |
| 2. COMA - 554 | Taxation |
| 3. COMA - 555 | Company Law |
| 4. COMA - 563 | Auditing |
| 5. COMA - 564 | Cost Accounting |
| 6. COMA - 565 | Money and Banking |

Optional

- | | |
|----------------|---------------------------------------|
| 1. COMA - 556 | Capital Markets in Pakistan |
| 2. COMA - 557 | Fiscal Management |
| 3. COMA - 558 | Corporate Taxation |
| 4. COMA - 559 | Commercial Bank Financial Management |
| 5. COMA - 566 | Corporate Finance |
| 6. COMA - 567 | Value Chain Costing |
| 7. COMA - 568 | International Trade Finance |
| 8. COMA - 569 | Islamic Banking |
| 9. COMA - 672 | Accounting Information Systems |
| 10. COMA - 673 | Advanced Financial Accounting |
| 11. COMA - 674 | Accounting for Specialized Concerns |
| 12. COMA - 675 | Investment Management |
| 13. COMA - 676 | Strategic Financial Management |
| 14. COMA - 677 | Cost Management |
| 15. COMA - 678 | Computer Based Accounting |
| 16. COMA - 679 | Public Finance |
| 17. COMA - 682 | Profit Planning and Cost Analysis |
| 18. COMA - 683 | Accounting for Mergers & Acquisitions |
| 19. COMA - 684 | Financial Risk Management |
| 20. COMA - 685 | International Trade and Governance |
| 21. COMA - 686 | International Financial Management |
| 22. COMA - 687 | Economic Analysis |
| 23. COMA - 688 | Emerging Issues in Financial Crime |
| 24. COMA - 689 | Advanced Accounting Theory |

Human Resource Management:

Required

- | | |
|---------------|---|
| 1. COMB - 553 | Strategic Management |
| 2. COMB - 554 | Compensation Management |
| 3. COMB - 555 | Industrial Law |
| 4. COMB - 563 | International Human Resource Management |
| 5. COMB - 564 | Industrial Relations |
| 6. COMB - 565 | Training and Development |

Optional

- | | |
|----------------|--|
| 1. COMB - 556 | Organizational Behaviour |
| 2. COMB - 557 | Labour Markets |
| 3. COMB - 558 | Total Quality Management |
| 4. COMB - 559 | Introduction to Supply Chain Management |
| 5. COMB - 566 | Organizational Theory |
| 6. COMB - 567 | Managing Teams in Organizations |
| 7. COMB - 568 | Cross-Cultural Work Experience |
| 8. COMB - 569 | Human Resource Management Systems |
| 9. COMB - 672 | Human Resource Development |
| 10. COMB - 673 | Industrial Management |
| 11. COMB - 674 | Change Management |
| 12. COMB - 675 | Project Management |
| 13. COMB - 676 | Human Resource Information System (HRIS) |

14. COMB - 677	Global Freight Logistic Management
15. COMB - 678	Research in HRIS
16. COMB - 682	Seminar in Human Resource Management
17. COMB - 683	Strategic Human Resource Management
18. COMB - 684	Supply Chain and Operation Management
19. COMB - 685	Comparative Human Resource Management
20. COMB - 686	Logistic Management
21. COMB - 687	Transport and Infrastructure Foundation
22. COMB - 688	Value Chain Management

Marketing:

Required

1. COMC - 553	Marketing Management
2. COMC - 554	Consumer Behaviour
3. COMC - 555	Commercial Law
4. COMC - 563	Marketing Channels
5. COMC - 564	E-Marketing
6. COMC - 565	Sales Force Management

Optional

1. COMC - 556	Distribution Management
2. COMC - 557	Procurement Management
3. COMC - 558	Selling Techniques in Business
4. COMC - 559	Introduction to E-commerce
5. COMC - 566	Retailing
6. COMC - 567	Agri Business Marketing
7. COMC - 568	Pharma Marketing
8. COMC - 569	Marketing Communications
9. COMC - 672	Branding and Culture
10. COMC - 673	Advertising
11. COMC - 674	Consumer Marketing
12. COMC - 675	International Marketing
13. COMC - 676	Marketing Financial Service
14. COMC - 677	Export Management and Marketing
15. COMC - 678	Wholesaling
16. COMC - 682	Service Industry Management
17. COMC - 683	Marketing Research
18. COMC - 684	Marketing Plan Development
19. COMC - 685	Marketing of New Products
20. COMC - 686	Service Marketing
21. COMC - 687	Seminar in Marketing

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


 Assistant Registrar (Academics)
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Course Title :	Islamiyat
Course Code :	ISL - 311
Credit Hours :	02
Total Weeks :	16
Total Hours :	32

Course Objectives:

The course seeks to introduce Islamic Teachings related to economic behaviour and commercial activities. It would spell out the measures towards establishing an Islamic Order based on the legal norms and ethical values of Islam. Special emphasis has been placed in this course on Islamic Orientation for economic behaviour and commercial transactions.

Note: Medium of Instruction for this subject is Urdu.

Week 1&2 Quran:

Importance of Quran in Muslim's lives, Abu Bakar (RA) and Usman (RA) efforts for preserving Quran, Makkan and Medinite Surahs
Introduction to Surah Hujuraat
Perception, Backbiting, Difference between Iman and Islam
Introduction to Surah Furqan (Verse 63 to 77)
Qualities of Ibad Ur Rahman: Gait, Addressing the Jahiloon, Fear of Allah, Moderate Behavior

Week 3-5 Sunnah:

Difference between Sunnah and Hadith
Importance of Sunnah
Five Types of Ahadith
Sahah e Sitta
Selected Ahadith (20)
Intentions, Fruits of Intentions, Basis of Iman, Perfect Iman, Iman and love for Prophet (SAW), Congregational prayers, Zakat, Ramadan, Taraweeh, Hajj, Jihaad, Taqwa, Tough stone of Iman, Halal and Dua

Week 6-10 Fundamentals of Islamic Belief:

This World and Hereafter; The Concept of Khalifah and the responsibility of man; Ethical, religious, economical & political conditions of Arabia before Islam; Sirah of the Prophet (sall-laho-alai-h-e-wasallam);

Week 11-13 Features of Islamic Society:

Emphasis on fairness, equity and justice; Economic Affairs: Prohibition of Riba; Prohibition of Bribery, Theft and Hoarding of Wealth; Prohibition of Deception; Prohibition of Hoarding; Prohibition of selling items not owned by the seller; Ethical Behavior;

Week 14-16 Role of Islam in building of human culture

What is Civilization, Rise and fall of Civilization
Arabs before Islam (Religious and Moral,)
Arabs after Islam : Publications, Education, Architecture,

Recommended Texts:

- Haq, M.Z. (2001). *Introduction to Al Sharia Al Islamia*. Islamabad: Allama Iqbal Open University.
Bhatia, H.S. (1989). *Studies in Islamic Law, Religion and Society*. New Delhi: Deep & Deep Publications.
Parkhanda, N.M. (2002). *Islmiat for Students*. Ferozsons.
Usmani T. *Islam and Modern Economics and Trade* (In Urdu).

- Ghazi, M.A. *Prohibition of Riba and Interest Free Monetary System* (In Urdu).
- Hasan, A. (1993). *Principles of Islamic Jurisprudence*. Islamabad: Islamic Research Institute, International Islamic University.
- Hameedullah, M. *Emergence of Islam*. Delhi, India: Adam Publishers.
- Hameedullah, M. (1992). *Muslim Conduct of State*. Lahore: Kazi Publications.
- Waliullah, M. (1982). *Muslim Jurisprudence and the Quranic Law of Crimes*. Islamic Book Service.


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Course Title :	Pakistan Studies
Course Code :	PAK - 312
Credit Hours :	02
Total Weeks :	16
Total Hours :	32

Course Objectives:

This course highlights the ingredients of the ideology of Pakistan in historical perspective. In this context, different phases of Pakistan movement have also been discussed. Natural and economic resources of Pakistan have also been introduced in some detail.

Note: Medium of Instruction for this subject is Urdu.

Week 1&2	Ideology of Pakistan: Definition, Explanation, & Aims; Ideology of Pakistan in the light of the sayings of Quaid-e-Azam and Allama Iqbal;
Week 3&4	Historical Background of the Ideology of Pakistan; Presidential Address of Allama Iqbal at Allahabad;
Week 5&6	Pakistan Movement: Muslim Nationhood, Evolution of Two-Nation Theory; Elections of 1946, Congress Behavior & Transfer of Power;
Week 7&8	Independence of Pakistan and India; Initial Difficulties after the formation of Pakistan;
Week 9&10	Efforts for Execution of Islamic System in Pakistan; Natural Resources in Pakistan;
Week 11&12	Communication Infrastructure in Pakistan; Important Industrial Production and their Economic Impact;
Week 13&14	Pakistan's Major Imports and Exports; Economic Self-reliance;
Week 15&16	Human Rights: Definition, Overview of emergence of HR; Significant international and National Human Rights Bodies which play a key role in the protection and enforcement of Human Right; Major Human rights Issue in Pakistan

Recommended Texts:

- Rabbani, M.I. (2005). *A Comprehensive Book of Pakistan Studies*, Lahore.
- Akbar, S.Z. (2000). *Issues in Pakistan's Economy*. Karachi: Oxford University Press.
- Wilcox, W. (1972). *The Emergence of Bangladesh*. Washington: American Enterprise, Institute of Public Policy Research.
- Afzal, M.R. (1988). *Political Parties in Pakistan*, Vol. I, II & III. Islamabad: National Institute of Historical and Cultural Research.
- Muhammad Waseem. (1987). *Pakistan Under Martial Law*. Lahore: Vanguard.
- Aziz, K.K. (1976). *Party Politics in Pakistan*. Islamabad: National Commission on Historical and Cultural Research.
- Ziring, Lawrence. (1980). *Enigma of Political Development*. Kent England: WmDawson& sons Ltd.
- Haq, Noor ul (1993). *Making of Pakistan: The Military Perspective*. Islamabad: National Commission on Historical and Cultural Research.



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Course Title :	Business English
Course Code :	ENG - 313
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

In today's modern and complex business world the role of oral and written communication does have a great impact, especially upon the affairs of business and commerce. The command over written and spoken English is now considered a necessity for the business graduates. It does equip them with necessary skills and aptitude to deal successfully with the complex and challenging situations arising out of inter-personal, and inter organizational dealings. The wide occupational fields like commerce and business management are apt to have their own peculiar communication aspects and issues. Thus the subject functional English inevitably demands a systematic and comprehensive study of the related topics. The main objectives of this course are:

Week 1&2	Vocabulary: Antonyms, Synonyms, one word substitution
Week 3&4	Practical Grammar - Sentence Structure: types of sentences - based on function (e.g. Interrogative sentences) based on structure (e.g. Simple, Compound complex) Transformation, Inversion sentences, Parts of a Sentence - subject, predicate, Complements, direct indirect objective, Rules for structuring sentences, Phrases its types and functions, Clauses its types and functions
Week 5, 6 &7	Parts of Speech: Major word classes, Nouns - their further classifications (regular, countable; uncountable; singular; plural), Pronouns with further classifications, Verbs - three forms of verbs, Types and functions of Verbs (Auxiliary verbs, Infinitive, Participle; Gerund, Genitives. Adjectives and its classification - three degrees of comparison, Adverbs and classifications. Determiners Minor word classes: Preposition, Conjunctions and its classifications, Interjections.
Week 8&9	Tenses: Types and uses/Function, Structure of tenses, Conversion into negative and interrogative.
Week 10&11	Active and Passive voice- their use Rules of conversion.
Week 12&13	Direct and Indirect speech: Use in communication, Rules of changing narration
Week 14	Articles: Definite, Indefinite, Rules for proper use of Articles
Week 15 &16	Composition: Essay Writing

Recommended Texts:

- Chilver, J. (2002). *English for Business: A Functional Approach*, (2nd Edition). D. P. Publication Limited.
- Swan, M. (2005). *Practical English Usage*, (3rd Edition). Oxford University Press.
- Barry, R. E. (1987). *Basic Business English*, (2nd Edition). Prentice- Hall Inc.
- Wren & Martin. (2007). *High School, English Grammar & Composition*. S Chand & Company Limited.
- Dixon, R. M. (1992). *A New Approach to English Grammar, on Semantic*



Course Title :	Mathematics in Commerce
Course Code :	MATH - 314
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Upon completion of this course, students are expected to be able to (i) Develop an understanding and the application of skills required for selected mathematical concepts encountered in business situations; (ii) Increase the student's competency in fundamental and arithmetic skills through practical application; (iii) Provide with the background in mathematical methods required for other courses in Business, Economics and Commerce etc.

Week 1&2	Basic Algebra; Factorization; Algebraic Fractions; Ratios and Percentages.
Week 3&4	Equations: Basic Concepts; Operations on an equation; Statement of Problems
Week 5	Simultaneous Equations: Basic Concepts; Solution of Simultaneous equations; Equation with three unknowns; Two equations in three unknowns; Statement of Problems
Week 6&7	Quadratic Equations: Definition; Solution by Factorization; Solution by completing the squares; Solution by Quadratic Formula; Discriminant and nature of roots; Statement of Problems.
Week 8&9	Logarithms: Definition, Rules for characteristics and mantissa; Use of logarithmic tables; Methods of Interpolation; Laws of logarithm; Application.
Week 10&11	Mathematics of Finance-I: Percentage Mark-up; Simple Interest and Present Value; Discounting Negotiable Instruments; Equivalent Values of Different Debts and their Payments.
Week 12&13	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 14&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 :	Introduction to Information Technology
Course Code :	COMP - 315
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

The students after successful completion will be able to know about: Information technology, data and information, Data processing system, computer basics, computer types, computer generations, parts of computer, characteristics, advantage and disadvantages of computer, storage medium and units, input and output devices of computers, computer motherboard and ports, software (system, application), operating system basics (types, services), computer languages, computer network (types, devices and media), data communication (elements, types), internet, email, ecommerce, e-banking, online conference, computer security and control, virus and anti-virus, hacking, cyber crimes, information system and its importance in business, database, practical about internet, email, online shopping, Ms windows, Ms word, Ms excel, Ms PowerPoint

Week 1 Introduction to Computers;

Computer, its characteristics, history, generations of computers;

Week 2 Computer Hardware and its peripherals:

Components, Control Unit CU), Arithmetic and Logic Unit ALU), Storage Unit, Random Access Memory RAM) and its types, Read Only Memory ROM) and its types, Registers, Cache Memory, Magnetic Memory, Optical Disk, Chip Memory, Computer data measurement units, Volatile Vs Non-volatile memory, Input and output devices, Computer Motherboard, Computer ports)

Week 3 Software:

Computer software types, System Software, Device driver, Utilities software, Language translators, Application software, Computer programming language generations)

Week 4 Healthy Computing:

Computer security and control, Anti-virus, Hacking and its types, Cybercrime and its types, spam, Information system, Classification and importance of IS)

Week 5& 6 Introduction to OS and Windows Environment: Operating system, Types of OS, Functions of OS)

Practical: Ms Windows 7\8\10 and higher installation and repair, desktop, start menu, power off, restart, log off, lock, hibernate, windows explorer, create new folder and files: cut, copy, paste and deletion of files, folders: recycle bin, control panel, user accounts, date and time, regional setting etc.

Week 7&8 Word Processing Basics:

Ms Word environment Tool bars, menus, scroll bar, rulers etc): Create, save, close, open and print document: bold, italic under line, alignment etc: cut, copy paste etc: insert table, bullets, header and footer, picture, clip art, shapes and charts.

Week 9 Spreadsheet Applications:

Ms Excel environment Tool bars, menus, formula bar, rows, columns, sheets etc): create, save, close, open and print sheet and work book: cut, copy paste etc: calculation in sheet, insert, delete and renaming of sheet: freezing, unfreezing and hiding/un-hiding of selected cells, sheet etc: sorting, merging, alignment etc

Week 10&11 Database Applications:

Database basics and terms, Types of DB, Computer files, File access method)

Practical: Database design in MS Access, Create tables, queries, forms and reports)

Week 12&13 Presentations through PowerPoint:

MS PowerPoint environment Tool bars, menus, slides etc): create, save, close, open presentation: cut, copy paste of slides etc: adding transition and different animation to presentations: use of templates, inserting of pictures, documents or other media in slides: setup slide show.

Week 14 Network & Networking:

Basics Data communication, Elements of DC, Types of transmission modes, Communication media, Computer Networks, Network topology, Network devices)

Week 15&16 Internet & E-mail:

Internet, Advantages and Disadvantages, browsers, How to connect to internet, Fixed internet, Mobile internet, E-mail, E-Commerce, E-banking, Video conferencing

Practical: Connecting with internet, accessing web, creating e-mail address, attachment, sending and receiving email, online shopping etc

Recommended Texts:

Norton, P. (2006). *Introduction to Computers*, (6thEdition). Irwin McGraw-Hill Publications.

Perry, G. (2013). *SAMs Teach Yourself Microsoft Office XP in 24 Hours*, (3rdEdition). SAMS Publishing.

Perry, G. (2002). *SAMs Teach Yourself Microsoft Windows XP in 24 Hours*, (2ndEdition). SAMS Publishing.

Crumlish, C. (1997). *The ABCs of the Internet*, (2ndEdition). Sybex Inc.

Ramon, A., Mata-Toledo, Pauline, K., & Cushman. (2000). *Schaum's Outline of Introduction to Computer Science*(Latest Edition)., McGraw-Hill Professional

Course Title :	Fundamentals of Commerce
Course Code :	COM - 316
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This course will enable the students to understand the nature and importance of business, the formation and the functions of various business organizations.

Week 01: Introduction to Business:

- i) Definition of business and its objectives.
- ii) The concept of entrepreneur, its functions and qualities of good entrepreneur.
- iii) Industry, its meanings and types.
- iv) Definition and Scope of Commerce.

- v) Meaning and basic principles of business organization.
- vi) Common features of business organization.
- Week 02: Sole Proprietorship:**
 - i) Meaning/Definition of Sole Proprietorship
 - ii) Features of Sole Proprietorship
 - iii) Advantages and Disadvantages of Sole Proprietorship
- Week 03 & 04: Partnership:**
 - i) Definition of Partnership
 - ii) Features of Partnership
 - iii) Merits and Demerits of Partnership
 - iv) Kinds of Partnership
 - ii) Partnership Agreement: Its contents & Importance
 - iii) Registration of Firms and its benefits
 - i) Kinds of Partners
 - ii) Dissolution of Partnership versus that of a Firm
 - iii) Reasons and ways of dissolution of a firm
- Week 05, 06, 07 & 08: Joint Stock Company (JSC):**
 - i) Definition of Joint Stock Company
 - ii) Features of Joint Stock Company
 - iii) Types of Joint Stock Companies.
 - a. - Limited Company.
 - a. Public Limited Company.
 - b. Private Limited Company.
 - b. Unlimited Company.
 - b. Guarantee Limited Company.
 - iv) Formation of Joint Stock Company.
 - a. Documents to be furnished for Incorporation.
 - i. Memorandum of Association.
 - ii. Articles of Association.
 - b. Certificate of Incorporation.
 - c. Documents to be furnished after Incorporation.
 - i. Prospectus
 - ii. Statement in lieu of Prospectus.
 - iii. Certificate of Commencement of Business.
 - iv) Advantages and Disadvantages of Joint Stock Company.
 - v) Difference between Partnership and Joint Stock Company.
 - vi) Financing of Joint Stock Company.
 - a. Types of Capital.
 - i. Fixed Capital.
 - ii. Working Capital.
 - iii. Share Capital.
 - b. Sources of Raising Funds.
 - i. Shares: Definition & Procedure of Allotment.
 - ii. Debentures: Definition & Procedure of Allotment.
 - iii. Lending Institutions (introduction only)
 - iv. Retained Earnings/Un-appropriated profits
 - vii) Dividends.
 - a. Definition.
 - b. Types of Dividends.
 - c. Rules Regarding issuance of dividends.
 - viii) Company Management.
 - a. Share Holders: Definition, rights and liabilities
 - b. Directors.

- i. Board of Directors: Qualification, appointment, powers, duties and liabilities
 - ii. Managing Director/Chief Executive Officer: Appointment and terms of appointment
 - c. Secretary of Joint Stock Company: Appointment and duties
 - ix) Company Meetings.
 - a. Statutory Meeting: Definition, procedures and business conduct at statutory meeting
 - b. Annual General Meeting (AGM): Definition, procedures, business conduct and report of AGM
 - c. Extra Ordinary Meeting: Definition, purposes and procedure of conduct
 - d. Meeting of Board of Directors: Definition, procedure and conduct
 - x) Winding up of Joint Stock Company: Meaning and modes of winding up
- Week 09: Business Combinations:**
 - i) Definition of Business Combination
 - ii) Causes of Business Combination
 - iii) Purpose of Business Combination
 - v) Types of Combinations: Horizontal, Vertical, Diagonal and Circular.
 - vi) Advantages and Disadvantages of Combination.
- Week 10: Insurance:**
 - i) Definition of Insurance
 - ii) Principles of Contract of Insurance
 - i. Umberrimae Feidi
 - ii. Insurable Interest
 - iii. Indemnity Principle
 - iii) Types of Insurance.
 - a. Marine Insurance
 - b. Life Insurance
 - c. Fire Insurance
 - i) Advantages and Disadvantages of Insurance
- Week 11: Customs & Excise:**
 - i) Definition of duty
 - ii) Objectives of duty
 - ii) Types of duty
 - a. Custom duty
 - b. Excise duty
- Week 12 & 13: Stock Exchange:**
 - i) Meaning of Stock Exchange
 - iii) Functions Stock Exchange
 - i) Procedure of dealing at Stock Exchange
 - ii) Causes of fluctuation in security prices
- Week 14 & 15: Securities and Exchange Commission of Pakistan (SECP):**
 - i) Definition of SECP
 - ii) Structure/Management of SECP
 - iii) Powers and Functions of SECP
- Week 16: Central Depository Company (CDC):**
 - i) Definition of CDC
 - ii) Objectives of CDC
 - ii) Structure/Management of CDC
 - i) Functions of CDC

Recommended Texts:

Madura, J. (2010). *Introduction to Business*. Paradigm Pub.
Ali, M.H. (latest Edition). *Business Organization*. Lahore,
Nasir, M. S. (latest Edition). *Introduction to Business*. Lahore.
Companies Ordinance 1984.
Securities and Exchange Commission of Pakistan Act, 1997.
Central Depositors Act, 1997

Course Title : Principles of Financial Accounting
Course Code : COM - 321
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The students will be able to develop a clear understanding how to record a transaction in different types of business Recognize, understand and maintain different accounts of business according to the standards.

Week 1	Introduction to Business, Commerce, Trading, Finance and Financial Institutions;
Week 2	Introduction to accounting and accounting information;
Week 3	Accounting concepts and conventions: IAS-1, The IASB and financial reporting IFRS-1;
Week 4	Field of accounting. Accounting terminology; Introduction of Accounting cycle. Accounting equation;
Week 5	Recording the business transaction: sources , records and books of original entry Journal, Ledger accounting & Trial Balance;
Week 6	From Trial Balance to Financial Statements: income statement single and multiple step income statement, Balance Sheet and classified balance sheet;
Week 7	Adjusting entries: Contra Accounts, Accruals and prepayments, adjusting trial balance;
Week 8	Events after the balance sheet date IAS-10; Week 9 Special journals for repetitive transaction, their types and formats;
Week 10	Subsidiary ledgers and Control accounts, for sales, purchases, transactions;
Week 11	Closing entries: temporary and permanent accounts, post close trial balance, reversing entries and Worksheet;
Week 12	Accounting for Merchandising concerns: purchase, sales ,Discounts, returns and allowances, FOB destination, FOB shipping point , Cost of goods sold;
Week 13	Inventories and its types, inventory valuation methods and its assumptions. Inventories IAS-2; Statutory regulations;
Week 14	Current assets treatment and current liabilities IAS-13;
Week 15	Internal control of cash, Bank reconciliation, Cash book;
Week 16	Accounting for Note Receivables and Note Payables;
	Accounting for receivables, Bad debts: direct and allowance approach Provision and reserve; Partnership accounts with reference to Partnership Act-1932 Formation, Admission, Retirement, Death, profit distribution and Dissolution

Recommended Texts:

Assistant Registrar (Academic)
University of Malakand

- Chiappetta, L.W. (2005). *Fundamentals of Financial Accounting*, (17th Edition). McGraw-Hill Irwin.
- Meigs, W.B., Johnson, C.E., & Meigs, R.F. (2003). *Accounting: the basis of business decisions*, (11th Edition). McGraw-Hill.
- Maqbool, M. (2005). *Accounting Standards & Financial Reporting, Technical Reference Manual Volume-I and Volume-II*. PBP professional education.
- Wild, J., Shaw, K., & Chiappetta, B. (2014). *Fundamentals of Accounting Principles*. (22nd Edition). McGraw-Hill Education.

Course Title : Micro Economics
 Course Code : ECO - 322
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

One of the main objectives is to make students understand what is happening in the real world at a grass root level. This course will enable students: (i) to understand basic and fundamental knowledge and terms of Economic; (ii) to have awareness of initial demand and supply concepts and the concept of production and cost of production; and (iii) to broaden students' image about the different types of market competitions.

- Week 1&2 Basic economic ideas; Scarcity, choice and resource allocation, market, planned and mixed economy, the margin and decision making at the margin, production possibility curves, positive and normative economics;
- Week 3-5 Demand, Supply analysis; Law of demand and supply, individual and market demand curves and supply curves, concept of elasticity along with their business relevance, consumer's surplus;
- Week 6&7 Theory of consumer behavior; Cardinal/utility approach, law of diminishing marginal utility, law of equi marginal utility, ordinal/indifference curve approach, properties of indifference curves, consumer's budget line, shift & consumer's equilibrium, price, income and substitution effect;
- Week 8&9 Theory of production; Production function, short run & long run production function, production with one variable, and with two variables, isoquants, return to scale and return to scope;
- Week 10&11 Cost of production; Different cost concepts, cost analysis in short run and in long run;
- Week 12-14 Market structure; Perfect competition, monopoly, imperfect competition, oligopoly;
- Week 15&16 Labour market; Demand for labour, Labour's marginal productivity, supply of labour, wage rate determination, S/R, L/R supply of labour, factors influencing, role of government and labour union along with the concept of transfer earning and economic rent

Recommended Texts:

- Pindyck, R. S., Rubinfeld, D.L., & Mehta, P.L. (2008). *Micro Economics*, (7th Edition). Pearson.
- Gould, J.P., & Lazear P. E. (2001). *Micro Economics*, (6th Edition). A.I.T.B.S.
- Hailstone, J. T., & Mastrianna, V. F. (2004). *Basic Economics*, (13th Edition). Thomson.

Dominick, S. (2004). *Micro Economics Theory and Applications*, (4th Edition). New York: Oxford University Press.

Vaseer, H. U. (2012). *Fundamental of Economics*. Farhan Publisher.

Course Title : Communication in Commerce
Course Code : ENG - 323
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

In today's modern and complex business world the role of oral and written communication does have a great impact, especially upon the affairs of business and commerce. The command over this delicate tool is now considered a necessity for the business graduates. It does equip them with necessary skills and aptitude to deal successfully with the complex and challenging situations arising out of inter-personal and inter-organizational dealings. The wide occupational fields like commerce and business management are apt to have their own peculiar communication aspects and issues. Thus the subject of business communication inevitably demands a systematic and comprehensive study of the related topics.

Week 1&2	Introduction and importance of effective business communication; Process of communication and miscommunication; Elements and concepts of communication; General communication; Major aspects and issues of communication; Nonverbal communication;
Week 3	The 7 C's principles of communication; How to integrate the qualities in the messages; Week 4 Steps in planning effective business messages; Basic organization, or plan of business writings; Beginning and ending of the message; Effective composition of the message;
Week 5	Direct requests and inquiries; Claims and requests for adjustments; Request letter regarding routine business; Invitations, orders and reservations;
Week 6	Good news and neutral messages; Favorable replies to the request; Planning for bad news messages; Unfavorable replies to requests;
Week 7	Solicited Sales letters; Unsolicited sales Letters;
Week 8&9	Why collection letters?; Right attitude for collection letters; Collection stages and writing approaches; Appeal to goodwill, pride and final threat;
Week 10	Official letters and Inter-office Memos; Parts and composition of official messages; Letters and Electronic mail;
Week 11	Meanings and classification of business reports; Main parts , terminologies of business reports; Organization and outline of business report;
Week 12	Definition and importance of market reports; Basic terms, and scope of business reports; Main contents and standard layout of business reports;
Week 13	Meanings and significance of Job application; Form, and major contents of Resume;
Week 14&15	Nature and style of effective presentation; Basics of effective oral presentation; Description and methodology; Effective listening;
Week 16	Purpose of informative speaking; Organization and outlines of informative speech

Recommended Texts:

- Bovee, (2013). *Business Communication Today*, (12th Edition). McGraw-Hill.
 Murphy, H. (1997). *Effective Business Communication*, (International Edition). McGraw-Hill.
 Thill, J.V., & Bovee, C.L. (2003). *Excellence in Business Communication*, (3rd Edition), McGraw-Hill Inc.
 Jain. (2007). *Effective Business Communication*, (14th Edition). Tata McGraw-Hill Education.
 C., B., R., (2008). *Business Communication*, (8th Edition). India.

Course Title :	Quantitative Techniques in Commerce
Course Code :	MATH - 324
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	Differential Calculus; Derivatives; Functional Notation; Interpretation of a Derivative; Graphical Illustration of a Derivative;
Week 2	Derivative of a power function, constant, sum or difference of two or more functions, product of quotient of two functions, special functions e^x and $\log x$; Chain rule; Second order derivatives;
Week 3	Marginal Analysis and Derivatives; Maxima and Minima and points of Inflection; Application of Maxima and Minima, Production units resulting in minimum cost;
Week 4	Maximization of Profit, Most economic order quantity; Partial Derivatives; Maxima and Minima for functions of two variables;
Week 5&6	Integral Calculus; Anti-derivatives; Integration Formulae; Integration by change of variable;
Week 7&8	Application of Integration; Definite Integral; Application of Definite Integral;
Week 9&10	Matrices; Definition; Operation with matrices, Addition, Subtraction, Multiplication; Inverse of a matrix;
Week 11&12	Solution of Linear Equation by Matrix;
Week 13	Linear Programming; Introduction; Linear Inequalities;
Week 14	Quadratic Inequalities; Graphical Presentation of Inequalities; Graphical Method of Linear Programming; Maximization of Objective Function;
Week 15&16	Dual Problem and Primal Problem; Minimization of Objective Function; Simplex Method for Maximization Problems; Simplex Method for Minimization Problems.

Recommended Texts:

- Hasan, M. M., & Mirza, A. M. (2011). *Business Mathematics*, (3rd Edition). Karachi: Farooq Kitab Ghar.

- Lind, D., Marchal, W., & Wathen, S. (2014). *Statistical Techniques in Business and Economics*, (16th Edition). McGraw-Hill Education.
- Budnick, F. S. (2012). *Applied Mathematics for Business Economics and Social Sciences*, (4th Edition). McGraw-Hill.
- 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.
- Lucey, T. (2000). *Quantitative Techniques*. Continuum.

Course Title :	Management Information Systems in Commerce
Course Code :	COM - 325
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Management Information Systems provides the fundamental concepts of a system. It pinpoints the importance of information in today's organization and the role, which IT is playing in this regard. Course also describes the key features of computer hardware and software. Besides this, it gives an introduction to the significance of information technology (IT) in business and society. Also practical training in every-day computer software packages will be provided to the students.

Week 1&2 Introduction to Information Systems in Business;

- a. Definition of Information System
- b. Reasons for studying Information System
- c. Importance of Information System

Week 3&4 Fundamentals of Information Systems;

- a. Information system concepts
- b. Components of Information system
- c. Information system resources
- d. Information system activities
- e. Operations support system
- f. Management support system
- g. Other classification (Expert system, Business information system)

Week 5&6 Solving Business Problems with Information Systems;

- a. The System Development Life Cycle
- b. System Investigation
- c. System Analysis
- d. System Design (Algorithm, Flowchart and Pseudo Code)
- e. Coding
- f. Testing/Verification
- g. Deployment/ Implementation
- h. Maintenance/support

Week 7: Computer Hardware:

- a. Computer System Components: (Input/output devices, CPU and its Components, Memory and storage devices, communication devices)
- b. Types of computers.

Week 8: Computer Software

- a. System Software: Computer System Management
- b. Application Software: End User Application

Week 9 Telecommunications:

- a. Definition and importance of Telecom
- b. Types of Telecom Network
- c. Business on the Internet: E Commerce and E Business
- d. Telecom Media (Guided and Un guided)
- e. Telecom Network Topologies

Week 10&11 Information Systems for End User Computing and Collaboration:

- a. End User Collaboration
- b. Workgroup Computing

Week 12&13 Information Systems for Business Operations:

- a. Business Information System
- b. Types of Information System (TPS, MKIS, DSS, EIS, GDSS)

Week 14, 15 Information Systems and Artificial Intelligence:

- a. Artificial Intelligence and Human Information System: Machine Learning, Data mining and deep learning for business data analytics.
- b. Expert System: Definition and types of expert system

Week 16: Internet

- a. Definition and History of Internet
- b. Internet Protocol (HTTP, FTP etc.)
- c. Browsers and its types
- d. Email and web searching

Recommended Texts:

Irwin O'Brien, J. A. (2010). *Management Information Systems*, (10th Edition). Prentice- Hall.

Chaffey, D. (2003). *Business Information Systems: Technology, Development, and Management for the E-Business*. Financial Time/Prentice- Hall.

Gupta, G. U. (1998). *Management Information System*. Galgotia Publication.

George, R. R. (2009). *Management Information System*, (1st Edition). Cengage Learning.



Assistant Registrar (Academic)
University of Matakand

Course Title : Principles of Management
Course Code : MGT - 431
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;
Week 5	The Escalation of Commitment: Step Toward an Organizational theory; Decision Making;
Week 6	Organization and Structure;
Week 7	Controlling;
Week 8	Human Resource Management;
Week 9	Communicating
Week 10	Personality and Human Behavior;
Week 11	Motivation: Theories and Styles; How Job Characteristics Theory Happened; On the Origins of Expectancy Theory;
Week 12	Leadership & Leader's styles; Team and Teamwork Management; External Influences & Globalization;
Week 13	Technology, The market, Competition and the External environment; Internationalization and Globalization; Management Practices;
Week 14	Management Skills and Competencies; Entrepreneurship; Stress Management;
Week 15	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 : Intermediate Financial Accounting
 Course Code : COM - 432
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course is designed to provide understanding of accounting methods and procedures as followed by different forms of business organizations and commercial ventures. It systematically covers the accounting process of classification, summarization, presentation and interpretation of historical data in the light of established accounting practices and major form of business organization i.e. partnerships and limited companies. Application of principles set out by IASs in the preparation of financial statements is also required from the students.

- Week 1 Average Due Date and Account Current: Average Due Date; Steps for calculation of Average Due Date; Due date of a Bill of Exchange; Average due date as the Basis for Calculation of Interest; Account Current;
- Week 2 Sectional and Self-Balancing System: Classification of Ledgers; Sectional Balancing System; Self-Balancing System; Transfer between Subsidiary Ledgers; Advantages of Self-Balancing Ledger; Rectification of Errors relating to the Self-Balancing System;
- Week 3 Single Entry System: Pure, Simple and Quasi Single Entry System; Characteristics of Single Entry System; Limitations of Single Entry System; Difference between Double Entry System and Single Entry System; The Transaction Approach; The Balance Sheet Approach; Steps for ascertaining Profit; Difference between Statement of Affairs and Balance Sheet; Conversion to Double Entry System;
- Week 4&5 Partnership – I: Appropriation of Profit and Loss: Meaning of Partnership; Features of Partnership; Partnership Deed; Kinds of Partners; Registration of Partnership Firm; Partners' Capital Account; Interest on Capital; Partner's Salaries, Commission; Partners' Drawings; Partners' Loan Accounts; Sharing of Profits; Guarantee of Profits to or by a Partner;
- Week 6&7 Partnership – II: Admission of a Partner, Adjustment in regard to Profit-sharing Ratio; Adjustment in regard to Goodwill; Types of Goodwill; Valuation of non-purchased Goodwill; Treatment of Goodwill on Admission of a New Partner; Adjustment in regard to Revaluation of Assets and Liabilities; Adjustment in regard to Undrawn Profits; Adjustment in regard to Partners' Capitals; Admission of a partner during an Accounting Year;
- Week 8&9 Partnership – III: Retirement of a Partner: Adjustment in regard to Goodwill; Adjustment in regard to Revaluation of Assets and Liabilities; Adjustment in regard to Undistributed Profit; Computation of retiring Partner's Interest; Mode of payment of Retiring Partner's

- Interest; Unsettled accounts of a Retiring Partner; Admission-cum-Retirement;
- Week 10 Partnership – IV: Death of a Partner: Ascertainment of Financial Interest; Unsettled accounts of a Deceased Partner;
- Week 11&12 Partnership – V: Dissolution of the Firm: Dissolution by the Partners; Dissolution by the Court; Steps in the dissolution Process; Settlement of Accounts; Accounting Entries for Dissolution; Realisation of Assets and Settlement of Liabilities; Settlement of the Accounts of the Partners; Where all the partners are solvent; Where some of the partners are solvent and other are insolvent; Where all the partners are insolvent (Note: Gradual Realisation of Assets and Piece-meal Distribution are excluded.);
- Week 13&14 Partnership – VI: Amalgamation of Firms and Conversion/Sale to a Company: When two or more Sole Proprietorship form a New Partnership Firm; Accounting Entries in the Books of Amalgamating Sole Proprietors; Accounting Entries in the Books of the New Firm; Accounting Entries in the Books of Amalgamating Firms When; An existing Partnership Firm absorbs Sole Proprietorship; An existing Partnership Firm absorbs another Partnership Firm; Two or more Partnership Firms form a New Partnership Firm; Conversion or Sale of a Partnership Firm to a Company; Accounting Entries in the Books of Selling Firms; Accounting Entries in the Books of Purchasing Company;
- Week 15&16 Contract Accounts; Nature; Work in Progress; Profit on Incomplete Contract; Estimated Profits; International Accounting Standard

Recommended Texts:

- Mukherjee, A., & Hanif, M. (2013). *Modern Accountancy*, (2nd Edition). 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.
- Chiappetta, L.W. (2005). *Fundamentals of Financial Accounting*, (17th Edition). McGraw-Hill Irwin.
- Meigs, W.B., Johnson, C.E., & Meigs, R.F. (2003). *Accounting; the basis of business decisions*, (11th Edition). McGraw-Hill.
- Maqbool, M. (2005). *Accounting Standards & Financial Reporting, Technical Reference Manual Volume-I and Volume-II*. PBP professional education.
- Wild, J., Shaw, K., & Chiappetta, B. (2014). *Fundamentals of Accounting Principles*, (22, Edition.) McGraw-Hill Education.

Technical Education (Students)
All India Institute of Management

Course Title :	Macro Economics
Course Code :	ECO - 433
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

1. To change the way students see the world.
2. The fundamentals of this course is not one of the recognition and style of economic ideas rather it involves a new emphasis which one could believe that will lead to far greater understanding and retention of core macro-economic problems.

Week 1	National income accounting; Concept of GNP,GDP, circular flow of national income, measures(value added criteria, income & expenditure approach), precautions & cares to be taken in calculation;
Week 2&3	Money: Functions, forms and financial intermediaries, demand for and supply of money, quantity theory of money, its crude and sophisticated version, value of money, inflation, unemployment, velocity of money, how banks create money its limitations, quantity theory of money and AS & AD model;
Week 4	Determinants of national income; Consumption, saving & investment;
Week 5	Fiscal policy: Impacts of government expenditure and taxation on NNP, recessionary & inflationary gaps, objectives of fiscal policy with aggregate supply and aggregate demand model, how deficit is financed & surpluses are used;
Week 6	IS/LM framework: Impact of fiscal & monetary policy on IS/LM curves & two market equilibrium;
Week 7&8	Inflation: Significances, inflationary & ant inflationary measures along with AS/AD model, demand pull and cost push inflation, Phillip curve & cost of inflation;
Week 9&10	Aggregate supply (AS) & Aggregate demand (AD) model; Components of aggregate demand, aggregate demand and national output, adjustment to equilibrium, S/R & LR (classical) AS curve, wages and AS, demand & supply shocks;
Week 11	Balance of payment: Significances, current, financial & capital account, equilibrium, disequilibrium causes and their impacts on country's internal & external status, ways to overcome BOP disequilibrium;
Week 12	Exchange rate: Types & determination of exchange rate, difference among fixed, floating & managed exchange rate, causes & consequences of appreciation & depreciation in exchange rate;
Week 13	Business cycles: Boom, Recession, Recovery, ways to overcome;
Week 14&15	Unemployment: Issues, dimensions, types, theories & cost of unemployment;
Week 16	Pakistan's macro-economic indicators; Current status of an economy, fiscal & monetary policy statements, trade balances

Recommended Texts:

- Parkins, M. (2011). *Macro Economics*, (10th Edition). New York Addison Wesley.
- Mensfield, E. (1992). *Principles of Macro Economics*, (7th Edition). New York W.W. Norton.
- Begg, D., Stanley, F., & Rudiger, D. (2003). *Economics*, (7th Edition). The McGraw-Hill.

- Nordous.D.W., & Samuelson, P. (2005). *Macro Economics*, (8th Edition). The McGraw-Hill.
- Diulio, E. (1997). *Schaum's Outline of Macroeconomics*, (13th Edition). McGraw-Hill, Professional.

Course Title : Human Resource Management
Course Code : MGT - 434
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&6 Recruitment and Selection;
Week 7&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:

- Dale, S., & Macmillan, B. (1985). *The Management of People at Work*, (5th Edition), Publishing Company, New York.
- Flippo E. B. (1971). *Principles of Personnel Management*, (3rd Edition), McGraw-Hill Book Company.
- Decenzo, David A. & Robbins, S.P. (1996). *Human Resource Management*. Indiana University: John Wiley.
- William B. & Davis.K. (1989). *Human resources and personnel management* (3rd Edition). Pennsylvania State University: McGraw-Hill.
- Bernardin, H.J. (2004). *Human Resource Management*. New Delhi: Tata McGraw-Hill.


Assistant Registrar (Academics)
University of Jharkhand

Course Title : Sociology
Course Code : SOC - 435
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

1. To build confidence for social interaction and relationship
2. How they behave in social groups , community , social institutions and different personalities

Week 1	Introduction; Nature, scope and subject matter of Sociology; Brief historical development of Sociology; Introduction to Quranic Sociology;
Week 2	Society and community; Relationship with other social; Social Interaction Processes The study of social life; Exploring the global village; Sociology as a science; The Sociological imagination;
Week 3	The development of Sociology; Pioneers of Sociology
Week 4	Social groups; Definition and functions; Types of social groups
Week 5	Social institutions; Definition; Structure and function of social institutions; Inter-relationships among various social institutions
Week 6&7	Culture and related concepts; Definition and aspects of culture; Elements of culture; Organization of culture; Other concepts, cultural relativism, sub cultures, ethnocentrism, cultural lag
Week 8	Socialization and personality; Role and status; Socialization; Culture and personality
Week 9&10	Deviance and social control; Definition and types of deviance; Juvenile delinquency; Formal and informal methods of social control
Week 11	Social stratification; Approach to study social stratification; Caste class and race as basics of social stratification
Week 12&14	Concept of social movement; Theories of social movement; Social and cultural change; Collective behavior; Definition; Characteristics; Causes; Types; Social movements; Mob and crowd behavior
Week 15&16	Social and cultural change; Definition of social change; Dynamics of social change; Impact of globalization on society and culture; Resistance to change

Recommended Texts:

- Kendall, D. (2013). *Sociology in our Times*, (9th Edition). Wadsworth.
- James, M. H. (2014). *Sociology*, (11th Edition). Needham Heights, Massachusetts, USA.
- Kendall, D. (2013). *Sociology in our Times*, (9th Edition). Wadsworth.
- James, M. H. (2014). *Sociology*, (11th Edition), Needham Heights, Massachusetts, USA.
- Macionis, J.J. & Plummer, K. (2005). *Sociology, A Global International*, (3rd Edition). Prentice-Hall.
- Tischler, H.L. (2002). *Introduction to Sociology* (7th Edition). Horcourt.
- Bryjar, G.J. & Srooke, M.P. (1997). *Sociology*, Needham Heights, Massachusetts, USA.


Asst. Professor of Sociology
University of Babylon

Course Title : Economy of Pakistan
Course Code : COM - 441
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

1. To make students understand the fundamental aspects about the key sectors of economy of Pakistan and contemporary issues in agriculture, industry and financial sector.
2. To give students a comprehensive view about the important developments in the size and structure of our economy since independence to date.
3. To make students understand economic planning, its major aspects and impact of economic and development plans.
4. To make students understand current policies in trade, commerce, industry, agriculture, and financial sector, their impact and the related issues about implementation.
5. To equip students with analytical tools required for analysis of economy and its performance.

Week 1	Concept of economic growth and development; Factors of economic development; Measurement of economic growth; Leading theories for economic development; Macro-economic framework for analysis of development;
Week 2	Fundamental aspects of Pakistan economy, and its important sectors; The Impact of British Colonialism and important historical developments in the size and structure of our economy since independence to date; The issue of Feudalism and its socioeconomic aspects;
Week 3	Salient features of Pakistan's agriculture; Different phases of agricultural growth; Profile of agricultural production and exports of important crops;
Week 4	Major socioeconomic issues in the development of rural sector; The issues of disguised unemployment, rural credit and agricultural taxation;
Week 5	Green revolution and Land Reforms and their impact; Agricultural price policy and related issues; Farm mechanization; The nature and direction of change in agronomy;
Week 6	The profile, and structural developments in the manufacturing sector; Historical background of industrial backwardness in Pakistan;
Week 7	Major issues relating to growth, efficiency and employment in the industrial sector; Growth and developments in the small scale industry; Comparison between the performance of public and private sector;
Week 8	Policy measures taken by the Government to develop the industrial sector; Salient features and targets of commercial policies;
Week 9	Development of banking sector in Pakistan; Role of banking in the development of country; Issue of nationalization; Privatization, and contemporary issues regarding the efficiency of banking sector;
Week 10	Functioning of money and capital markets; Functioning of stock exchanges; Monetary policy and its tools; Inflation and its causes; Credit creation and its limitations; Salient issues in the banking sector;

Week 11	Basic facts about public finance and revenue mobilization in Pakistan; Fiscal policy and its objectives; canons of taxation; Classification of state expenditure and its various heads;
Week 12	Major sources of state revenue; Government budget and its main components; Fiscal deficit and its macro-economic implications; Deficit Financing in Pakistan and its impact;
Week 13	Meaning and importance of capital formation; Causes of low saving and investment in the economy; Federal revenues and resource mobilization; Government strategy to increase capital formation; Forms and impact of foreign aid and loans;
Week 14	Pakistan's foreign trade- basic facts; Trade policy and trade regimes; The balance of payments problem and its solution; The exchange rate management issue and its impact on trade; The issue and impact of Globalization and new trade regimes;
Week 15	Issues of efficiency in Public and private sector; Participation of private sector in the economic development; Establishment of various regulatory authorities like NAPRA, OGRA, etc.; The issue of regulation and liberalization-the targets and achievements;
Week 16	Need and role of developmental planning; History of economic planning in Pakistan; Planning machinery in Pakistan; A brief evaluation of Five Year Plans; A suggested economic strategy for development in new millennium

Recommended Texts:

- Zaidi, S. A. (2005). *Issues in Pakistan Economy*, (2nd Edition). Oxford University Press.
- Saeed, K. A. *Economy of Pakistan*, (Latest Editions). Institute of Business Management, Lahore.
- Government of Pakistan, Ministry of Economic Planning (Finance Division), "Economic Survey of Pakistan", Various issues, Islamabad.
- Meenai, A. (2002). *Banking and Finance in Pakistan*. Oxford University Press.
- Todaro, M.P. (10th Edition). *Economic Development*, (10th Edition). Addison Wesley Publishers.
- World Bank Reports on the suggested areas of study.
- Quarterly and Annual Reports issued by the State Bank of Pakistan.

Course Title :	Financial Management
Course Code :	MGT - 442
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	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 2&3	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 4-6 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 7-9 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 10&11 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 12&13 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 14-16 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 Horne, J. M., & Wachouicz J. M. (2008). *Fundamentals of Financial Management* (illustrated). Financial Times/ Prentice-Hall.
- 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 :	Human Behaviour
Course Code :	COM - 443
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

1. To equip the student with latest techniques of psychology
2. To introduce the basic psychological aspects to the students
3. To evaluate new claims about psychology by knowing psychological facts and standards for scientific evidence.

Week 1&2	Psychologists at Work: Subfields of Psychology; Working at Psychology; Exploring Diversity; Becoming an Informed Consumer of Psychology
Week 3&4	Perceptual Organization: The Gestalt Laws of Organization; Feature Analysis; Top-Down and Bottom-Up Processing; Perceptual Constancy; Depth and Motion Perception, perceptual illusions and subliminal perception;
Week 5&6	States of Consciousness : Sleep and Dreams: The Stages of Sleep; The Function and Meaning of Dreaming; Sleep Disturbances; Circadian Rhythms; Daydreams; Becoming an Informed Consumer of Psychology; Hypnosis and Meditation; Drug Use: The Highs and Lows of Consciousness;
Week 7&8	Learning: Classical Conditioning; Operant Conditioning; Cognitive-Social Approaches to Learning;
Week 9&10	Memory: Encoding, Storage, and Retrieval of Memory; Recalling Long-Term Memories; Forgetting: When Memory Fails;
Week 11	Cognition & Language: Thinking and Reasoning; Problem Solving; Language;
Week 12	Intelligence: What Is Intelligence? Variations in Intellectual Ability;
Week 13	Motivation and Emotion: Explaining Motivation; Human Needs and Motivation: Eat, Drink, and Be Daring; Understanding Emotional Experiences; Nonverbal Behaviour and the Expression of Emotions;
Week 14	Development: Nature and Nurture: The Enduring Developmental Issue;
Week 15&16	Personality: Psychodynamic Approaches to Personality; Other Major Approaches to Personality: In Search of Human Uniqueness; Assessing Personality: Determining What Makes Us Special

Recommended Text:

- Feldman, S R. (2013). *Understanding Psychology*, (7th Edition). McGraw-Hill.
- Ramnerö, J., Törneke, N., (2008). *The ABCs of Human Behavior: Behavioral Principles for the Practicing Clinician Hardcover*, (1st Edition). New Harbinger Publications; Context Press.
- Robbins, S. & Judge, T. (2008). *Essentials of Organizational Behavior*, (9th Edition). New Jersey: Pearson/Prentice- Hall.

Huczynski, A. & Buchanan, D.(2007). *Organizational Behaviour: An Introductory Text*,(6th Edition). Harlow: FT/Prentice- Hall.
 Mullins, L. (2007). *Management and Organizational Behaviour*, (8th Edition). FT/Prentice-Hall.

Course Title : Principles of Marketing
 Course Code : MGT - 444
 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:

- Introduce to students the key marketing ideas and phenomena, especially the core theme of delivering benefits to customers.
- Develop students' skills in marketing analysis and planning.
- 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.
- How to evaluate the attractiveness of different markets.

Week 1	The Field of Marketing, Introductory Concepts;
Week 2	Adapting Marketing to the New Economy; Positioning Marketing as the Driver in the Digital Economy;
Week 3	Marketing- oriented Strategic Planning; Scanning the Marketing Environment;
Week 4	Marketing research process; Marketing information systems; Identifying Marketing Opportunities;
Week 5&6	Consumer behavior; Consumer purchase decision process; ; Influences on consumer behavior: Social influences; Thaler, R. "Mental Accounting and Consumer Choice." <i>Marketing Science</i> 4 (1985): 199-214; Simonson, I. "Get Closer To Your Customers By Understanding How They Make Choices." <i>California Management Review</i> 35, no. 4 (Summer 1993);
Week 7	Identifying Marketing Segments and Selecting Target Markets; Case study assignment; Product positioning and Differentiating the Marketing Offering The Product Life Cycle;
Week 8&9	The marketing mix: Product; Meaning and classification of product; Development of new product; "Jager's Gamble." <i>Economist</i> 37, no. 3 (Oct 9, 1999); Staff. "Know Thyself." <i>Economist</i> 76, no. 76 (1999);
Week 10&11	Determinants of product mix; Product adoption-diffusion process; Product portfolio classification; Product deletion strategy; Case study assignment;
Week 12	The marketing mix: Price; Nature and importance of pricing; Pricing objectives; Factors influencing pricing decision; Anderson, E., and Duncan Simester. "Mind Your Pricing Cues." <i>Harvard Business Review</i> 81, no. 9 (Sep 2003); Dolan, Robert J. "How Do You Know When the Price Is Right?" <i>Harvard Business Review</i> (September 1995). Reprint No. 95501;

- Week 13 Developing Price Strategies and Programs; The marketing mix; Promotion strategy; Role of promotion in business marketing; Developing and implementing the promotional mix;
- Week 14 Advertising, sales promotion and public relations; Dye, Renee. "The Buzz on Buzz." Harvard Business Review (November 2000). Reprint No. R00606;
- Week 15 Managing The Sales Force; Case study assignment; Managing Retailing, Wholesaling and Market Logistics; Managing The Total Marketing Effort; Marketing plan development analysis;
- Week 16 The marketing mix: Distribution; Designing distribution channel; Selecting the type of channel; (Staff. (1997). Republic Industries, Toyota Settle Dispute over Dealerships, The Wall Street Journal; Staff. (1997). Categorical Imperatives, Economist.)

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 Pub.
- Kerin, R., Hartley, S., & Rudelius, W. (2012). *Marketing*. PA, USA: McGraw-Hill.
- Stanton, E. W. (2004). *Marketing, (13th Edition)*. McGraw-Hill.

Course Title : Statistics for Commerce
 Course Code : STAT - 445
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

A sound knowledge of Statistical techniques is necessary for the study of modern Business and Economics. In view of this, Statistics is now being taught as a compulsory subject to all the students of Economics, Management and Business. The present course is designed to meet the requirement of the students of BBA. The basic aim of this course is to expose various techniques of Statistics in a simple, lucid and logical way.

- Week 1 Meaning of Statistics; Characteristics of Statistics; Descriptive and inferential Statistics; Populations and Samples; Importance of Statistics; Observations and Variables; Discrete and continuous random variable;
- Week 2 Data and Collection of Data; Primary Data and Secondary Data; Presentation of Data; Frequency Distribution; Steps involved in the construction of Frequency Distribution;
- Week 3 Measure of Central Tendency; Criteria of Satisfactory Average; Types of Average; The Arithmetic Mean; Mean From Grouped Data;
- Week 4 The Median; The Mode; Empirical Relation between Mean, Median and Mode;

Week 5	Quartiles (Q1, Q2, Q3); Measure of Dispersion; Range and its Coefficient; Inter Quartile Range and Its Coefficient; Semi-Inter Quartile Range and its Coefficient; Moments about Mean;
Week 6	Skewness and Kurtosis; Pearsonian Coefficient of Skewness; Bowley's Coefficient of Skewness; Moment Ratios;
Week 7	Variance and Standard Deviation; Coefficient of Variation;
Week 8	Simple Regression; Deterministic and Probabilistic Models; Scatter Diagram; Simple Linear Regression Model; Least Square Regression line; Standard Deviation of Regression OR Standard error of estimate;
Week 9	Correlation; Pearson Product Moment Correlation;
Week 10	Index Numbers; Introduction; Simple and Composite Index Numbers; Problems involved in the Construction of Index Numbers; Main Steps in the Construction of Index Number whole sale Price;
Week 11	Fixed Base Method and Chain Base Method; Advantages and Disadvantages of Chain Base Method;
Week 12	Unweighted Index Numbers; Simple Aggregative Index; Simple Average of Relatives;
Week 13	Weighted Index Number; Weighted Aggregative Price Index Numbers; Laspeyre's Price Index; Fisher's Ideal Index;
Week 14	Probability; Introduction; Sets; Venn diagram; Operation in Sets; Random Experiments, Sample Space, Event; Counting Sample Points, Formal Definition of Probability; Mutually exclusive and Not-Mutually exclusive events;
Week 15	Addition Law of Probability for Mutually Exclusive and not mutually exclusive Events; Discrete Probability Distribution, Binomial experiment; Binomial Probability distribution;
Week 16	Application of Binomial Probability; Distribution in Business

Recommended Texts:

- Chaudry, S. M. (2011). *Introduction to Statistical Theory*. Ilmi Kitab Khana.
- Lind, D.A., Marchal, W.G., & Wathen, S.A. (2011). *Statistical Techniques in Business and Economics*. McGraw-Hill.
- Muhammad, F. (2005). *Statistical Methods and Data Analysis*. Faisalabad: Kitab Markaz.
- Douglas, D. & Clark, J. (2003). *Business Statistics*, (4th Edition). Barron's Educational Series Inc.
- Khan, S. (latest Edition). *Introduction to Business Statistics*. Research and Development Center Peshawar.
- Walpole, R. E. (1982). *Introduction to Statistics*, (3rd Edition). New York: Macmillan Publishing Co. Inc.

Course Title :	Managerial Economics and Trade
Course Code :	COM - 551
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course objectives:

One of the objectives is to examine how a firm can achieve its aims and goals when one comes to know that there exist a difference between theory and practice. The subject offers tool and techniques to estimate and forecast the demand and supply of firms and consumers and to examine the process whereby firm as well as consumer

can reach the optimum decision making when they face large set of constraints in the real world.

- Week 1 Definition and scope of managerial economics; Certainty VS uncertainty, Positive and Normative economics, uses of models, circular flow of economic activity, nature of the firm, firm's objective, maximization VS satisfaction, principal agent problem, economics and decision making, concept of economic profit and profit in market system;
- Week 2 Demand/Supply analysis; Review, individual and market demand/supply curves. Factors effecting, shift of and movement along the demand curves, factors effecting. Concept of elastic ties and its business relevance;
- Week 3 Theory of consumer, IC approach, Budget line, consumer choice and demand;
- Week 4 Regression technique and demand estimation using the ways of collecting the information, choice of functional form, interpretation of results, the problems associated with the regression technique;
- Week 5 Demand forecasting. Sources of data collection, time series analysis, barometric forecasting, input output matrix;
- Week 6 Production theory analysis. Production in short run and in long run, economies of scale and scope, production function and its estimation;
- Week 7 Cost theory and analysis. Different form and types of costs, production and cost analysis in short run and in long run, profit contribution analysis, short run and long run cost estimation, learning curve's concept;
- Week 8 Linear programming preview; Its applications and assumption; Profit and cost constraints, the problems associated with linear programming;
- Week 9&11 Market competitions, brief and detailed discussion on perfect competition, monopoly, monopolistic competition, and oligopoly;
- Week 13 Pricing of products. Price discrimination, cost plus and mark up pricing, input pricing and employment, wage income differentials, labor unions and minimum wage law;
- Week 14&16 Risk and decision making; The ways to minimize risk associated with a business, risk preferences and its management, risk tree analysis

Recommended Texts:

- Salvator, D. (2011). *Managerial Economics in Global Economy*, (7th Edition). New York: McGraw-Hill.
- Hirschey, M., & Pappas, J. L. (1996). *Managerial economics*, (8th Edition). Fort Worth, TX: The Dryden Press.
- Milgrom, P. R., & Roberts, J. (1992). *Economics, organization & management*. Englewood Cliffs, NJ: Prentice-Hall.
- Webster, J. T. (2003). *Managerial Economics: Theory and Practice*, Academic Press.
- Khan, A. (2014). *Managerial Economics and Economic Analysis*, (3rd Edition). Al-Hasan, Pakistan.

Course Title : Research Method in Commerce
 Course Code : COM - 552
 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. Rather these are most developed in all fields of life especially in business. Now the success of business depends to a great extent on good management and good R&D. The present course has been designed to equip the students with such competencies that are necessary for good business, good management and good research.

Week 1	Business, Definition, Characteristics, Types, Factors, Promoting Business; Research, Definition, Characteristics, Types, the 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 Should Understand; The Manger Researcher Relationship; The Manager and the Consultant Researcher; The Manger 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 Components; 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 Quantities and Qualitative Data;
Week 8	The Research Process. The Research Design, Definition, Features, Functions and Components; Difference B/W Research Design, Proposal & Plan; The Experimental, Design;
Week 9	Sampling and Sample Definition, Features Types and Needs; Population, Universe, Element and Sample; Types of Sample/Sampling the 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 and Their Respective Units and Demerits; Questionnaire, Definition, Nature and Importance; Types of Question and Their Respective Merits and Demerits;
Week 13	Data Collection Methods Observation, Definition, Features, Types and Importance; Different Types of Observation and their Respective Merits and Demerits;
Week 14	Statistical Terms and Test Used in Business Research Description Statistics; Measures of Central Tendency and Dispersion Frequencies;


 Assistant Registrar (Academic)
 University of Malakand

- 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 Wrley 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), Richard D. Irwin Inc. Illinois USA.
- Rao, K.V. (1993). *Research Methodology in Commerce and Management*, New Delhi India: Sterling Publishers Private Limited.

Course Title : Logic
 Course Code : PHIL - 561
 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; 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	The Method of Deduction; The Formal Proof of Validity; The Rule of Replacement; Proof of Invalidity; Reliability and Reliability
Week 16	Revision & Final Term Examination

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 Press.

Bond

Course Title :	Advanced Research Methods
Course Code :	COM - 562
Credit Hours :	03
Total Week :	16
Total Hours :	48

Course Objectives:

The course is designed to broaden knowledge base of the students to have in depth understanding of theoretical, methodological and technical aspects of research. The students are expected to achieve following:

- Have detailed knowledge and understanding of survey research methods, observations research method, and about questionnaire related issues
- Have knowledge and understanding of Sample, and sampling in detail
- Have understanding of descriptive and univariate analysis

Week 1&2	Survey Research: Basic Methods of Communication with Respondents Media Used to Communicate with Respondents; Personal Interviews; Telephone Interview; Self-Administered Questionnaires; Selecting the Appropriate Survey Research Design; Pretests; Ethical Issues in Survey Research;
Week 3&4	Observation Methods; When is Observation Scientific; What can be Observed; The Nature of Observation Studies; Observation of Human Behavior; Supplementary Evidence; Direct Observation; Observing Social Settings; Ethical Issues in Human Observation; Content Analysis; Mechanical Observation;
Week 5&6	Questionnaire Design; A Survey is only as good as the Questions it Asks; Questionnaire Design: An Overview of the Major Decisions; What should be Asked; Phrasing Questions; The Art of Asking Questions; Best Question Sequence; Best Layout; Pretesting and Revising; Designing Questionnaire for Global Research;
Week 7&8	Sample Designs and Sampling Procedures; Sampling Terminology; What Sample; Practical Sampling Concepts; Random Sampling Error and Non-sampling Error; Probability versus Nonprobability Sampling; Nonprobability Sampling; Probability Sampling; Appropriate Sample Design;
Week 9&10	Fieldwork; The Nature of Fieldwork; Who Conducts the Fieldwork; In-house Training for Inexperienced Interviewers; Principles of Good Interviewing; Fieldwork Management;
Week 11&12	Descriptive Statistics; The Nature of Descriptive Analysis; Tabulation; Cross-Tabulation; Data-Transformation; Tabular and Graphic Methods of Displaying Data; Computer Programs for Analysis; Interpretation;
Week 13&14	Univariate Statistics; Stating a Hypothesis; Choosing the Appropriate Statistical Technique; t-Distribution; Chi-square Test for Goodness of Fit; Hypothesis Test of a Proportion; Additional Applications of Hypothesis Testing;
Week 15&16	Communicating Research Results; Communication Model Insights; The Report in Context; Report Format; Effective Use of Graphic Aids; The Oral Presentation; The Research Follow-up

Recommended Texts:

Sekaran, U. (2013). *Research Methodology for Business*, (6th Edition). New York: JohniWrely Sons Inc.



- Walpole, R. E. (1982). *Introduction to Statistics*, (3rd Edition). New York, The Macmillian Publishing Company.
- 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), Ilmi Kitab Khana, Lahore.
- Rao, K.V. (1993). *Research Methodology in Commerce and Management*, New Delhi India: Sterling Publishers Private Limited.

Course Title : Entrepreneurship
 Course Code : COM - 671
 Credit Hours : 03
 Total Week : 16
 Total Hours : 48

Course Objectives:

The objective is to make the student understand the functioning of small and Medium Enterprise. It is developed to reflect the changing small & medium Enterprise Market. This course emphasis on all aspects of small & medium enterprises development and Management.

- Week 1 Small & Medium Enterprise Definition; Problems of Definition; Role in 3rd word 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; Presentation;
- 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:

- Koratko, D. F. (2014). *Entrepreneurship – Theory Process Practice*, (9th Edition). South Western - Cengage Learning.
- Stokes, D. (2002). *Small Business Management*, (4th Edition). Continuum.
- Bateman, Snell (2002) *Management Competing in New Era* (5th Edition). McGraw-Hill.
- Stokes, D. (1998). *Small Business Management A Case Study Approach*, (3rd Edition). Letts Educational.


 Assistant Registrar (Academic)
 University of Islamabad

Smith & Hitt A. Michael, (2005). *Great Minds in Management (The Process of Theory Development)*, Oxford University Press.

Robbins, S.P. et al. (2005). *Management (Eighth Edition)*. Canada: Pearson Education Canada Inc.

Course Title :	Leadership, Governance and Accountability
Course Code :	COM- 681
Credit Hours :	03
Total Week :	16
Total Hours :	48

Course Objectives:

The objective of this course is to provide fundamental/ basic theoretical and conceptual knowledge of the subject expose students to these areas such that they shall be able to understand and analyze and apply the knowledge in real world issues/ cases. More specifically the students will be exposed to: (i) Leadership: introduces four complementary sets of frameworks for understanding and evaluating governance systems; (ii) Governance: examines the components, design, and management of internal and external control systems; and (iii) Accountability: applies leadership and governance concepts to a variety of challenges that affect different stakeholders.

Week 1&2	Leadership: introduction; Theories of leadership; Types of Leaders;
Week 3&4	Leadership traits; Styles of Leadership;
Week 5-7	Responsibilities and functions of leaders; Introduction to Governance: examines the components, design, and management of internal and external control systems;
Week 8&9	Four complementary sets of frameworks for understanding and evaluating governance systems; Theories of governance; Elements of effective governance;
Week 10-12	The market for corporate control, Product liability; Governance reforms; External and internal controls, Performance measurement and incentives; Non-profit boards and environmental responsibility and sustainability;
Week 13&14	Introduction to Accountability: applies leadership and governance concepts to a variety of challenges that affect different stakeholders; Nature and scope of accountability; Types of Accountabilities;
Week 15&16	Introduction to Ethics; Codes of ethics, Difference between ethics and rules & regulations


Assistant Professor (Academics)
University of Saskatchewan

Recommended Texts:

- Hickman, C., Smith, T., & Connors, R. (2010). *The Oz Principle: Getting Results Through Individual and Organizational Accountability*. Portfolio.
- Chait, R.P., Ryan, W.P., & Taylor, B.E. (2004). *Governance as Leadership: Reframing the Work of Nonprofit Boards*, (1st Edition). Wiley.
- Mallin, A. C. (2nd Edition). *Corporate Governance*, (2nd Edition). Oxford University Press.
- Luthans Fred. (2005), *Organizational Behavior*, (10th Edition). McGraw-Hill.
- John R. Schermerhorn, (2004), *Management and Organizational Behavior Essentials*. Wiley & Sons.
- Robbins P. Stephen. (2006), *Organizational Behavior*, (8th Edition). Prentice- Hall.

ACCOUNTING AND FINANCE: REQUIRED COURSES

Course Title :	Corporate Accounting
Course Code :	COMA - 553
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&2	Accounting for Issue of Shares; Share – Defined; Difference between share and debenture; Share Capital of a Company; Preference Shares;
Week 3&4	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 5&6	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 7	Issue and Redemption of Debentures; The Issue of Debentures; Comparison between Debenture and Shares; Tax Advantage of Debenture Financing; Types of Debenture;
Week 8	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;
Week 9&10	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 an Ex-interest; Purchase of Debenture as Investment; Where there is Sinking Fund; Definition of a Sinking Fund; Insurance Policy Method;
Week 9&11	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 12&13 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;
- Week 14&16 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.
- Rajasekaran, V., & Lalitha, R. (2011). *Corporate Accounting*. India: Pearson Education.
- 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.

Assistant Registrar (Academic)
University of Malakand

Course Title :	Taxation
Course Code :	COMA - 554
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

The course is designed to (i) familiarize the students with the Income and Sales Tax Laws in Pakistan; (ii) introduce to students the important elements and aspects of tax system and authorities and their limits; and (iii) equip the students with necessary skills to deal with the situations concerning the field of taxation.

Week 1	Introduction; Nature and Importance of Tax; Objectives of Taxation; Definitions; Agricultural Income; Assessee; Assessment Year; Business; Capital Asset; Company; Dividend; Income Year; Income; Person; Principal Officer; Registered Firm; Return of Total Income; Resident/Non-resident; Total Income; Total World Income;
Week 2	Income Exempt from Tax; Income Exempt from Tax and not to be included in Total Income; Income Exempt from Tax but included in Total Income
Week 3	Salary; Definition; Features of Salary Income; Scope of Salary Income; Taxation of Perquisites; Provident Fund: Types and Treatment; Computation of Salary Income; Calculation of Gross Tax Payable; Calculation of Tax Payable; Relief and Allowances; Donations for Charitable Purposes; Legal Expenditure; Investment Allowances; Benevolent Fund Contribution; Group Insurance Contribution; Cases of Marginal Relief
Week 4	Interest on Securities; Definition; Conditions for Taxability of Interest; Scope of Interest on Securities; Allowable Deductions; Tax Free Securities; Bond Washing Transactions; Grossing Up of Income from Interest on Securities
Week 5	Income from Property; Definition; Scope of Income from House Property; Annual Letting Value; Allowable Deductions; Liability in Case of Co-owners; Property Exempt from Tax; Taxation of Un-adjustable Advance or Pegree Received by Owner; Taxation of Pegree Received by Tenant
Week 6	Income from Business, Profession; Taxability of Business and Profession; Scope of Business and Profession; Allowable Deductions; Inadmissible Expenses; Deduction of Head Office Expenditure in the Case of Non-residents
Week 7	Depreciation; Conditions for Allow-ability of Depreciation; Kinds of Depreciation Allowance
Week 8	Capital Gains; Definition; Computation; Determination of Cost of Acquisition; Exemption of Capital Gains; Week 9 Income from Other Sources; Income Charged under this Head; Allowable Deductions.
Week 10	Registration of Firms; Grant of Registration; Cancellation of Registration; Grounds for Refusal of Registration; Privileges of Registered Firm; Assessment of Firms and Partners
Week 11	Assessment Procedure; Cycle of Assessment; Legal Provisions regarding Filing of Return of Income; Assessment and Its Types; Limitations on Assessment; Payment of Tax; Recovery of Tax; Refund of Tax

- Week 12 Set-off and Carry Forward of Losses; Loss from Source of Income; Set off Losses; Carry Forward of Losses
- Week 13&14 Income Tax Authorities; Central Board of Revenue (CBR); Director General of Inspection; Regional Commissioner of Income Tax; Director General of Investigation and Intelligence; Commissioner Headquarters (Commissioner Survey); Commissioner of Income Tax; Inspecting Additional Commissioner; Inspector of Income Tax; Income Tax Officer; Tax Recovery Officer
- Week 15 Appeals and Revision; Appeal before Income Tax Authorities; Appeal to the Appellate Additional Commissioner; Appeals to High Court and Supreme Court
- Week 16 Assessment of Individuals; Computation of the following for the individuals; Total Income (earned from any source of income); Taxable Income (on the basis of the above), and Tax Payable

Recommended Texts:

- Lymer, A., & Oats, L. (2010). *Taxation: Policy and Practice*, (16th Edition). Fiscal Publications.
- Kaplow, L. (2011). *The Theory of Taxation and Public Economics*, (Reprint). Princeton University Press.
- Lymer, A., & Oats, L. (2013). *Taxation: Policy and Practice*, (20th Edition). Fiscal Publications.
- Schreiber, U., & Muller, P. (2013). *International Company Taxation: An Introduction to the Legal and Economic Principles*. Springer Science & Business Media
- Saeed, K.A. (2005). *Income Tax Law Plus Practical Problems with Solutions*. Azeem Academy.
- Government of Pakistan, Income Tax Ordinance, 2001.
- Mughal, M.M. (2014-15). *Income Tax Principles and Practice Tax Year 2014-15*.
- Mehboob, A. Sheikh. (latest Edition). *Taxation*.
- Mughal, Muhammad Muazaam. (latest Edition). *Sales Tax*. Syed Mobin & Co. Lahore.
- Mughal, Muhammad Muazzam. (latest Edition). *Income Tax-Principles and Practice*. Syed Mobin & Co. Lahore.

Course Title :	Company Law
Course Code :	COMA - 555
Credit Hours :	03
Total Weeks :	16
Total hours :	48

Course Objectives:

The course has been designed to introduce the students with the theory & practice of corporate Law in Pakistan. The course is intended for a diverse readership. It will benefit the students, Businessmen, Business Executive, Traders, Professionals e.g. Chartered Accountants, Cost & Management Accountants, Bankers & Investors, etc. However, the primary target readership includes students, teachers and executives having interest in the corporate sector's affairs of Pakistan.

- Week 1 Introduction; History of Company Law in Pakistan; Constituents of the Company Ordinance; Legal Terminologies;
- Week 2 The Scope of Company Law; Law Governing Companies; Companies Ordinance – Preamble and Sections 4 and 5; Body Corporate – Section 2 (4);

Week 3	An Overview of the Company's Formation; Procedure for Forming a Company;
Week 4	The Companies Basic Legal Documents; Memorandum of Association; Contents of Memorandum; Forms of Memorandum; Procedure for Alteration of Object Clause; Doctrine of Ultra Vires; Procedure of Change of Name;
Week 5	Articles of Association; The Contents of the Articles; Difference between Memorandum & Articles; Procedure for Alteration of Articles of Association;
Week 6	The Prospectus; The Contents of Prospectus; Liabilities Arising from Mis-Statement in Prospectus; Statement in Lieu of Prospectus;
Week 7	Company Courts; Section 2 (11); Jurisdiction – Section 7; Company Benches – Section 8; Procedure of the Court – Section 9; Appeal against Court Order – Section 10;
Week 8	Corporate Law Authority; Meaning; Constitution; Powers and Functions; Procedures; References to Court ;
Week 9	Share and Shareholders; Share Certificates; Register of Members; Rights of Members; Liabilities of Shareholder;
Week 10	Commission Discount and Premium; Commission on Issue of Shares; Premium on Issue of Shares; Issue of Shares at Discount;
Week 11	Capital Structure; Meaning; Share Capital; Kinds of Preference Shares; Deferred Shares;
Week 12	Underwriting of Shares; Underwriter; Underwriting; General; Definition of Underwriting; Objects; Duties of Directors in Underwriting Contract; Sub underwriting; Underwriting Commission; Overriding Commission;
Week 13	Company Directors; Legal Relationship between Director and Company; Directors Trustees or Agents; Directors as Agents; Directors as Trustees; Person Eligible to become Director – Section 175;
Week 14	Ineligibility of Person to become Director; Powers of Directors; Procedure of Election of Director; Chief Executive;
Week 15	Winding Up of Companies; Compulsory Winding by the Court; Powers of the Court on Hearing Petition; Voluntary Winding Up; Declaration of Solvency; Appointment of Liquidator; Creditors Voluntary Winding up; Winding up subject to Supervision of Court;
Week 16	Modarba Companies and Modarbas; Definitions; Registration of Modarba Companies; Types of Modarba

Recommended Texts:

Companies Ordinance 1984.

Saeed, A. K. (2003). *Company Law & Practice in Pakistan*, (Latest Edition). IBA Lahore Pakistan.

Nayazee, I. A. K. (2014). *Company Law (includes Companies ordinance 1984)*. Federal law house Rawalpindi/Lahore.

Krishnamurti, D. S. R. (2009). *Company Law Procedures*. (5th Edition). Taxmann Publications.

Akhtar, S. (2014). *Complete Company Law with Procedures and Ready References*. Islamabad: SA Salam publications.

Course Title : Auditing
 Course Code : COMA - 563
 Credit Hours : 03
 Total Week : 16

Assistant Registrar (Academic)
 University of Malakand

Course Objectives:

After completing this course students will be able to: (i) explain the current issues in auditing, (ii) describe the auditing procedures and practices in general, (iii) discuss the development of audit programs, (iv) discuss the audit procedures used to obtain audit evidence, (v) explain the auditor responsibilities under securities and exchange requirements, and (vi) discuss the ethical and other issues encountered by practicing auditors.

Week 1	Principles of Auditing; Definition of Audit; Auditing differentiated from Accounting; Qualities required of an Auditor; Objects of an Audit; Responsibility of an Auditor in connection with detection of error & fraud
Week 2 & 3	Auditing Procedure; The operation of Audit/ Techniques of Audit; Procedures affecting Audit; Scope of Audit; Types/Conduct of Audit; Audit engagement letters; Audit planning; Audit evidence; Commencement of a new audit; Audit program; Test checking; Audit notebook; Working papers; Records of progress of audit
Week 4	Internal Control; Definition; Difference among internal check, internal audit and internal control; Internal Audit; Difference between internal audit and external audit; Principles of Internal Control; Review and reliance of Internal Control by the Auditor; Systems of Internal Control; Use of Statistical Records; Methods of evaluating Internal Control; Management Letter
Week 5 & 7	Vouching; Definition of Voucher; Routine Checking; Definition of Vouching; Extent of Vouching; Procedure of Vouching; Technique of Vouching; Cut-off Procedure; Audit Sampling; Selection of Sample; Evaluation of Sample Results Conclusions; Depth Test; Vouching of Cash Book – Receipt Side; Vouching of Cash Book – Payment Side; Vouching of Petty Cash Book; Vouching of Purchase Book; Vouching of Sales Book; Vouching of Purchase Return Book; Vouching of Sales Return Book; Vouching of Bills Receivable Book; Vouching of Bills Payable Book; Vouching of Journal; Audit of Purchase Ledger; Audit of Sales Ledger; Audit of General Ledger; Audit of Bank Statements
Week 8	Verification – General; Need for Verification; Six-point technique for verification; Verification of Assets not in possession of clients; Events occurring after the date of Balance Sheet; Representation Letter; Analytical Procedures; Quality of Audit Work;
Week 9	Verification – Liabilities; Capital; Reserves; Deferred Taxation; Debentures; Loans; Unclaimed Dividends; Liabilities; Un-expired Discounts; Contingent Liabilities; Liability Certificate; Depreciation – Auditor's duties in regard thereto
Week 10&11	Verification – Assets; Balance Sheet Audit; Fixed Assets; Preliminary Expenses; Commission on Shares and Debentures; Underwriting Commission; Stores and Spare Parts; Loose Tools; Live Stock; Stocks (Inventories); Bills of Exchange; Book Debts; Advances; Investments; Cash and Other Balances; Deferred Revenue Expenditure; Contingent Assets; Stock Certificate
Week 12	Verification – Revenue Account; Scrutiny of Trading Account; Scrutiny of Profit and Loss Account; Scrutiny of Profit and Loss Appropriation Account

- Week 13 Auditor's Report; Certification of Statutory Report; Report for insertion in Prospectus; Annual Audit; Submission of Auditor's Report to Shareholders; Auditor's report to the Members; Auditor's report: Forms of Qualification; Audit conclusion and reporting; Report on the affairs of a company in support of a director's declaration of the company's insolvency
- Week 14 Divisible Profits; Importance of proper ascertainment of profits; The concepts of the profit; Difficulties in the determination of profits; Consequences of incorrect determination of profit; Legal Provisions; Concept of Divisible Profit; Declaration of dividend; Payment of Dividend; Payment of Interim Dividend; Appropriation of Retained Profits; Revaluation of Fixed Assets and the Auditor; Secret Reserve and Auditor; Sinking Fund;
- Week 15 Investigation; Definition; Distinction from Audit; Objects; Procedure under Companies Ordinance 1984
- Week 16 Computer Audit; Objectives; Audit Process; Internal Control

Recommended Texts:

- Andrey, A.G., Karla, M. J. & Larry, E.R. (2012). *Auditing*, (8th Edition). Cengage Learning.
- Gupta, K. (2004). *Contemporary Auditing*. Tata McGraw-Hill Education.
- Millichamp, A. H. (2002). *Auditing*. Cengage Learning EMEA.
- Saeed, K. A. (Latest Edition). *Auditing*. Institute of Business Management.
- Millichamp, A. H. (1990). *Auditing: An Instructional Manual for Accounting Students*. ELBS with DP Publications.
- Tandon, B. N., Sundharsanam, S. & Sundharabahu, S. *A Hand Book of Practical Auditing*. S. Chand & Co. Ltd.

Principal Registrar (Academics)
University of Mauritius

Course Title :	Cost Accounting
Course Code :	COMA - 564
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This course of cost Accounting deals with planning and controlling. The planning function is essentially a decision making process and controlling deals with management task of organization. The connecting link between the originating planning function and the terminating control function is the cost accounting information system, rightly termed as a tool of management that permits effective communication, continuous feedback, responsibility accounting and managerial flexibility. This course will help the students to perform well and succeed at any level of management in both problem identification and problem solving.

Week 1	Introduction; The Nature and Concept of Cost Accounting ; Classification of Cost and Financial Forecasting; Product Cost Accumulation System; Absorption Costing, Master Budget;
Week 2	Job Order Costing System; Cost Accumulation Procedure; Job Order Cost Accumulation Procedure; Cost Accounting Procedure for Material;
Week 3	Cost Accounting Procedure for Labour; Cost Accounting procedure for (F.O.H); Job order Cost Sheet;
Week 4	Process Costing; Characteristics of Process Costing; Procedure of Process Costing; Cost of Production Report; Equivalent Production; Unit Cost for Material, Labour and F.O.H;
Week 5	Normal Loss of Unit; Abnormal Loss of Unit; Procedure for the Material; Procedure for Labour and F.O.H;
Week 6	By Product and Joint Product Costing; Difficulties in Costing by Product and Joint Product; Nature of By Product; Methods of by Products and Joint Products; Characteristics of Joint Products;
Week 7	Controlling and Costing Material; Procedure for Material Procurement and Use; Material Costing Method; FIFO Method;
Week 8	LIFO, Average Methods; Perpetual Inventory System; Physical Inventory System;
Week 9	Costing and Controlling of factory overhead; Concept of Departmentalization; Direct Departmental Expenses; Indirect Departmental Expenses; Establishing Departmental overheads;
Week 10	Controlling and Costing for Labour; Basis for Labour Cost Control; Productivity Measurement; Efficiency measurement;
Week 11	Labour Performance report; Organization for labour cost control; Procedure for Labour Costing;
Week 12	Incentive wage plan types; Requirement of wage plan; Purpose of wage plan;
Week 13	Standard Costing; Objectives of standard costing; Budgets and standard; Material, labour, F.O.H. cost standard; Analysis of variance;
Week 14	Direct Costing; Definition of direct costing; Facts of direct costing; Internal uses of direct costing; External uses of direct costing;
Week 15	Break Even Analysis and Cost Volume Profit Analysis; The Nature of Break Even Analysis; Determining Break Even Point;
Week 16	Break Even analysis for Decision Making; Effects of changes and fixed Cost; Effects of changes sales


Assistant Registrar (Academics)
University of Malakand

Recommended Texts:

- Toit, E. D. (2007). *Fresh Perspectives: Cost and Management Accounting*. Pearson South Africa.
- Rajasekaran V. (2010). *Cost Accounting*. Pearson Education India.
- Hornngren, C. T., Datar, S. M., & Rajan, M. V. (2014). *Cost Accounting* (15th Edition). Prentice- Hall.
- Hornngren, C. T., Datar, S. M., & Rajan, M. (2014). *Cost Accounting*, (15th Edition). Prentice- Hall.
- Gupta, S.P., Sharma, A. & Ahuja, S. (2010). *Cost Accounting*. F. K. Publications.
- Jane, P. k. (2000). *Cost Accounting*, (7th Edition). Tata McGraw-Hill Education.

Course Title :	Money and Banking
Course Code :	COMA - 565
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

In the wake of recent financial crisis, monetary system has grown out of historical circumstances. Economic analysis convinces us that to some extent our institutions cannot be other than what they are. For example, we may not have to use paper currency, but clearly some kind of medium of exchange is essential to run any economic system. Once conventions establish themselves as institutions, they dictate what purposes in fact can be served. An important objective of this course is to investigate the principal financial institutions involved in our macro economy. This course provides an overall perspective on the monetary and financial institutions. Monetary institutions can only be understood if one knows the magnitudes of the economic variables associated with them.

- Week 1 & 2 Money; Definition, origin and functions of money; Qualities of a good money system; Importance of money; Paper money; Kinds of paper money; Its advantages and disadvantages; Value of money; Monetary Policy; Effects of changes in value of money; Inflation, its causes and remedies; Deflation; Reflation; Devaluation
- Week 3 Bank; Definition of Bank; Origin and scope of banking; Test of efficiency of a good bank; Classification of banks on the basis of their functions and constitution; Importance of bank for the development of a country
- Week 4&6 Credit and Credit Instruments; Definition of Credit; Uses and abuses of Credit; Importance of Credit; Difference between negotiable and non-negotiable instruments; Characteristics of negotiability; Credit Instruments; Cheque; Bill of Exchange; Promissory Note; Bank Draft; Travelers Cheque; Letter of Credit; The Concept of Plastic Money; Credit Cards; Telephonic transfer of Money; Electronic transfer of Money
- Week 7&10 Commercial Banks; Definition, Importance and Functions of Commercial Banks; Principles of Commercial Banking; Liquidity; Efficiency; Economy; Publicity; Credit Creation and its Limitations; The Principal Features of Different Bank Accounts; Fixed Account; Current Account; PLS Saving Account; PLS Fixed Term Account; Rights and Duties of a Bank Customer and a Banker; Reasons for Dishonoring Cheques; Kinds and Importance of Crossing and

- Endorsing Cheques; Types of Bank Advances; Cash Credit; Fixed Loans; Overdraft; Principles of Bank Advances; Securities and Kinds of Securities; Banker's Lien; Pledge; Mortgage; Hypothecation
- Week 11&12 Central Bank (with special reference to Pakistan); The nature, principles, constitution and objectives of Central Bank; Importance of Central Bank for an economy like Pakistan; Main functions of a Central Bank; Methods of Credit Control; State Bank of Pakistan; Its Primary and Secondary Functions; Its Role in the Economic Development of the Country
- Week 13&14 Simple Foreign Exchange Transactions; Meaning of Foreign Exchange; Foreign Exchange Transactions; Factors Influencing Foreign Exchange; Methods of International Payments; Exchange Control; Forms of Exchange Control; Forward Foreign Exchange; Letter of Credit; Import Letter of Credit; Export Letter of Credit; Why Banks Handle Letter of Credit?; Advantages of Letter of Credit
- Week 13&15 Export and Import Transactions; Commodity Barter; Import License; Cash Transactions; Methods of Making Payments; Export Transactions; Problems of the Exporter; The Channels of Export Trade; Financing of Exports; Handling of Import and Export Documents
- Week 16 Revision & Presentations & Final Term Examination

Recommended Texts:

- Rothbard, N. M., & Salerno, T. J. (2002). *A History of Money and Banking in the United States*. Ludwig von Mises Institute.
- Howells, P. G. A., & Bain, K. (2008). *The Economics of Money, Banking and Finance: A European Text*. Prentice-Hall Financial Times.
- Meenai, S.A. (latest Edition). *Money and Banking In Pakistan*. Karachi: Oxford University Press.
- Thomas, L. (2005). *Money, Banking and Financial Markets*. Cengage Learning.
- Croushore, D. (2006). *Money and Banking: A Policy-Oriented Approach*. Cengage Learning.
- Usmani, T. (2004). *An Introduction to Islamic Finance*. Arham Shamsi.
- Ayub, M. (2009). *Understanding Islamic Finance*. John Wiley & Sons.

Assistant Registrar (Academics)
University of Malakand

ACCOUNTING & FINANCE: OPTIONAL COURSES

Course Title	:	Capital Markets in Pakistan
Course Code	:	COMA - 556
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

Assistant Registrar (Academics)
University of Malakand

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*. New York: Harper Collins Publishers.
- Ansari, J. A. (2005). *Financial Management in Pakistan*. Oxford University Press.

Course Title :	Fiscal Management
Course Title :	COMA - 557
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 book:

- 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 : Corporate Taxation
Course Code : COMA - 558
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course is designed to (i) Familiarize the students with the Income and Sales Tax Laws in Pakistan; (ii) Introduce to students the important elements and aspects of tax system and authorities and their limits; (iii) Equip the students with necessary skills to deal with the situations concerning the field of taxation.

Week 1	Introduction and scope of Income Tax Law in Pakistan; Definitions and Terminologies; Exclusions from total income; Reduction in tax liability; Exemption from specific provisions of income tax ordinance 2001;
Week 2	Distinction between capital and revenue items of expenditures; Tests for different of capital and revenue receipts; Tests for differentiating capital and revenue expenditures; Capital loss; Income from Salary, Scope of salary income; Allowances and relieves under the Ordinance;
Week 3	Types of provident fund, treatment of provident fund, the sixth schedule, employer's contribution of approved gratuity fund deduction from income, gratuity fund deduction from income, gratuity fund and schemes;
Week 4&5	Computation of income tax payable from salaried persons; Income from business and profession Terms used; Considerations governing taxation of business profits; Maintenance of accounts on mercantile or cash basis; Income chargeability under income tax law on income from business; Principles of computation of taxable profits, allowable deductions; Deduction for computing business income, significant changes introduced by the ordinance; Non-admissible expense; Bad-debts; Income from property tax on agriculture income; Calculation of ALV; Allowable deduction from income from property
Week 6	Set-off and carry forward of losses; Types of Losses; Rules for set-off and carry forward; Penalties, offenses, appeals and prosecutions
Week 7	Income tax authorities their appointments adducties and the limitation and powers
Week 8	Income from other sources; Deduction for computing income from other sources; Capital gains; Exchange gain/losses, income deemed to accrue or arise
Week 9-10	Tax accountings and assessment cycle, procedure filling of return; Power to grant extension of time for filling the return, assessment procedure, provisional assessment, notes for production of books of accounts, evidence, etc.; Assessment on the basis of return, wealth statement, simplification of assessment of procedure, payment of tax before assessment, changes in tax withholding and collection of tax;
Week 11&12	Withholding tax rates under section 50(6) collection of tax on demand, recovery of tax; Recovery of arrears/ refunds demand, refund and tax credit, persons entitled to claim refund in certain case, income tax

refunds, penalties, enhanced tax rates for higher slabs of income, first schedule rates of income tax for individuals, unregistered firms, association of persons and Hindu individuals; Deferred taxation and its treatment;

- Week 13 Assessment of individual salaried and non-salaried person;
Week 14 Self-assessment scheme; Appeals; Practical Problems
Week 15&16 Introduction and scope of sales tax; Definitions and terminologies; Sales tax authorities; Registration in Sale Tax; Book Keeping and invoicing requirements; Furnishing of Return of Sales Tax; Appeals; Practical Problems

Recommended Texts:

- Lymer, A., & Oats, L. (2010). *Taxation: Policy and Practice*, (16th Edition). Fiscal Publications.
Kaplow, L. (2011). *The Theory of Taxation and Public Economics*, (Reprint). Princeton University Press.
Lymer, A., & Oats, L. (2013). *Taxation: Policy and Practice*, (20th Edition). Fiscal Publications.
Schreiber, U., & Muller, P. (2013). *International Company Taxation: An Introduction to the Legal and Economic Principles*. Springer Science & Business Media
Mughal, M. M. (Latest Edition). *Income Tax-Principles and Practice*. Lahore: Syed Mobin & Co.
Mughal, M. M. (Latest Edition). *Sales Tax*. Syed Mobin & Co. Lahore.

Course Title: Commercial Bank Financial Management

- Course Code : COMA - 559
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.

Assistant Registrar (Academic)
University of Malakand

Course Title : Corporate Finance
Course Code : COMA - 566
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 & Sons.
- Quiry, P. (2011). *Corporate Finance Theory*. John Wiley & 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 :	Value Chain Costing
Course Title :	COMA - 567
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.S

- 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*. Tata McGraw-Hill.

Course Title:	International Trade Finance
Course Title :	COMA - 568
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

To enable students to have knowledge about (i) the main drivers of international business strategies, (ii) the main entry strategies into foreign markets, (iii) Identify export and import sources of financing, (iv) the importance of financial planning in international trade (v) trade risk analysis and management , (vi) the process of exporting goods with an emphasis on the payment and documentation circuits (vii) the forms of international finance and payment mechanisms, (ix) the nature and use of export credit insurance in reducing risk (x) forms and sources of official trade finance, (xi) Identify alternatives to conventional financing, (xii) the use of performance bonds and guarantees, (xiii) factoring and forfeiting, and (xiv) the 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). Academic Press: New York.
- 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.

Assistant Registrar (Academics)
University of Malakand

Course Title :	Islamic Banking
Course Code :	COMA - 569
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

The course has been designed to introduce the students with the nature and operations of Islamic Banking. It includes at the outset and interpretation and analysis of the true meaning and nature of Riba, usury and interest; and an attempt has been made to examine the practicability, viability and possible constraints of interest free banking. The contours and profile of interest free banking within the framework of Islamic Economic System have been discussed. Unbiased conclusions have been drawn and recommendations submitted for enhancing the operational effectiveness of Islamic Banking System.

Week 1	A Brief Overview of Economic Systems; Capitalism; Communism; Islamic Economic System;
Week 2	The Islamic Economic System; Factors of Production in Islam; The Objectives of the Distribution of Wealth in Islam;
Week 3	Riba, Usury, Interest; Introduction; Historical Background; Nature & Meaning;
Week 4	Prohibition of Riba; Riba in the Quran; Riba in Hadith; Riba in Fiqha;
Week 5	Rationale of Prohibition of Riba ; Arguments in Favor of Interest; Arguments against Interest ; Analysis of the Arguments in Favor of & Against Interest;
Week 6	Interest free Banking System; Objections; Reservations; Evaluation of the Objections & Reservations;
Week 7	Islamic Banking; Philosophy, Development; Areas of Operations; None Fund Based Transactions; Investment Activities; Social Activities; Financing under Profit and Loss Sharing System; Potential of Islamic Banks;
Week 8	Islamic Modes of Financing; Musharakah; Definition of Musharakah; The Basic Rules of Musharakah ;The Management of Musharakah; Basic Rules of Distribution of Profit and Loss;
Week 9	Powers and Rights of Partners and Musharakah; Termination of Musharakah; Termination of Musharakah without Closing the Business; Distinction between Interest Based Financing and Musharakah;
Week 10	Mudarabah; Definition; Types of Mudarabah; Difference between Mudarabah and Musharakah; Investment; Mudarabah Expenses; Distribution of Profit and Loss; Roles of Mudarib; Termination of Mudarabah;
Week 11	Diminishing Musharakah; Meaning and Concept; Uses of Diminishing Musharakah;
Week 12	Murabaha; Definition; Difference between Murabaha and Sale; Issues in Murabaha; Basic Mistakes in Murabaha Financing; Bai' Muajjal;
Week 13	Salam and Istisna; Salam; Purpose of Use; Conditions of Salam; Parallel Salam; Istisna; Concept of Istisna; Difference between Istisna and Salam; Istisna as a Mode of Financing;
Week 14	Ijarah (Leasing); Basic Rules; Lease as a Mode of financing; Difference between Murabaha and Leasing; Expenses Consequent to Ownership; Lessee as Ameen; Ijarah Wa Iqtina;

- Week 15 Applications of Islamic Financing; Project Financing; Working Capital Financing; Import Financing; Export Financing;
- Week 16 Islamic Investment; Securitization; Securitization of Musharakah; Securitization of Murabaha; Securitization of Ijarah

Recommended Texts:

- Kettell, B. (2014). *Introduction to Islamic Banking and Finance*, (1st Edition). New York: John Wiley & Sons.
- Mervyn Lewis, L. M. (2013). *Islamic Banking*, (2nd Edition). London: Edward Elgar.
- Munawar Iqbal, D. T. (2011). *Islamic Banking and Finance: New Perspectives on Profit Sharing and Risk*, (4th Edition). London: Edward Elgar Publishing.
- Schoon, D. N. (2014). *Islamic Banking and Finance*, (1st Edition). Washington: Spiramus Press Ltd.
- Siddiqui, S. H. (Latest Edition), *Islamic Banking*. Karachi: Publisher, Royal Book Company.
- Ayub, M. (2009). *Understanding Islamic Finance*. John Wiley & Sons.
- Usmani, M. T. (1999). *An Introduction to Islamic Finance*. Karachi: Idaratul Marriif.
- Usmani, T. (2002). *Islamic Banking*. Karachi: Darul Ishaat.
- Venardos, A. M. (2012). *Current Issues in Islamic Banking and Finance: Resilience and Stability in the Present System*, (2nd Edition). Chicago: World Scientific.

Course Title :	Accounting Information Systems
Course Code :	COMA - 672
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

To impart skills on to the students to make them able to record and manage accounting procedures electronically and use these electronic records as useful set of information in decision making by themselves or by other decision makers of the organizations.

- Week 1&2 A Model for Processing Accounting Information;
- Week 3&4 Managerial Accounting Systems;
- Week 5 Systems Concepts and Accounting;
- Week 6 Systems Tools;
- Week 7&8 Internal Control Structure;
- Week 9 System Controls;
- Week 10 Data Security and Integrity;
- Week 11&12 Accounting Transaction Cycles;
- Week 13 Revenue Cycle Applications;
- Week 14 Expenditure Cycle Application;
- Week 15 Conversion Cycle Applications;
- Week 16 Financial Cycle Applications

Assistant Registrar (Academic)
University of Malakand

Recommended Texts:

- Boockholdt, J.L., & David H.L. (2011). *Accounting Information Systems*. USA: Irwin Homewood Bostan.
- 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	: Advanced Financial Accounting
Course Code	: COMA - 673
Credit Hours	: 03
Total Week	: 16
Total Hours	: 48

Course Objectives:

This course is built upon the Financial Accounting Course in the sense that it provides advanced treatment of basic techniques learned in the first course of Financial Accounting. It mainly focuses upon the company accounts and their understanding in the context of the IAS and companies ordinance 1984.

Week 1	Accounting for companies; The Company; Types of Company; Formation of a Public Limited Co; Classes of Shares; Ordinary Shares; Preference Shares Issuance of Shares; Market Value of Shares; Share Capital and Share Premium
Week 2	Accounting for Issuance of shares; Company final Accounts; Preparing Final Accounts
Week 3&4	Profit & Loss Account; Appropriation Account; Balance Sheet; Published Annual Reports; Company final Accounts; Alteration of Capital
Week 5	Bonus Shares; Right Issue; Stock Splits
Week 6	Accounting for Dividends; Accounting for Bonds and Debentures
Week 7	Issuance of Bonds and Debentures; Redeemable Capital
Week 8 &9	Preparation and Interpretation of Cash Flow; Important IAS and FRS; Inventories IAS-2; Revenue recognition
Week 10&11	Research and Development; Intangible Assets; Revaluation of Assets; Impairment of Assets ; Post balance sheet events; Analysis of Financial Statements
Week 12&13	Ratios; Trend analysis; Common size analysis
Week 14&15	Accounting for consolidated statements
Week 16	Accounting for Partnerships

Recommended Texts:

- 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 /Latest Edition). McGraw-Hill College.
- 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.

Course Title :	Accounting for Specialized Concerns
Course Code :	COMA - 674
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.
- Baker, R. E., Lembke, V.C., & King, T.E. (1996). *Advanced Financial Accounting*, (3rd Edition). New York: McGraw-Hill.

Course Title :	Investment Management
Course Code :	COMA - 675
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 & 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 & Sons.
- Bhalla, V.K. (2008). *Investment Management*. S. Chand Limited
- Karachi Stock Exchange (2004). *Investors Guide*. Karachi Stock Exchange (also available on Web Site www.kse.com.pk).
- Kevin, S. (2007). *Portfolio Management*. New Delhi: Prentice-Hall of India Pvt. Ltd.
- Maheshwari, Y. (2010). *Investment Management*, (8th Edition). Phoenix: 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 :	Strategic Financial Management
Course Code :	COMA - 676
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:

- 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.
- 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.
- Siddaiah, T. (2010). *International Financial Management*. Mumbai: Pearson Education.
- Somanath, V. S. (2011). *International Financial Management*. LK. International Publishing House.
- Jonathan, B., DeMarzo, P., & Harford, J. (2014). *Fundamentals of Corporate Finance*, (5th Edition). Pearson Series in Finance.
- Sinah, P. K. (2011). *Strategic Financial Management*. Excel Books.
- Jakhotiya, D. G. (2011). *Strategic Financial Management* (2nd revised Edition). Vikas Publishing House Pvt Lt.


Assistant Registrar (Academics)
University of Malakand

Course Title : Cost Management
 Course Code : COMA - 677
 Credit Hours : 03
 Total Week : 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 Budgeting: Profits, Sales, Costs, and Expenses; Human Behavior Profit Planning; Principles of Budgeting; The Complete Periodic Budget.
 Computerized Budgeting
- Week 2&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&15 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;


 Assistant Registrar (Academics)
 University of Malakand

Recommended Texts:

- Hansen, D., Mowen, M., & Guan, L. (2007). *Cost Management: Accounting and Control*, (6th Edition). Cengage Learning.
- Toit, E. D. (2007). *Fresh Perspectives: Cost and Management Accounting*. South Africa: Pearson.
- Izhar, R., & Honotoir, J. (2001). *Accounting, Costing and Management*. Oxford University Press.
- Milton, F. U., & Usry. (1997). *Cost Accounting: Planning and Control*, (12th Edition). Cengage Learning College.
- Matz, A., & Usry, M. F. (1985). *Cost Accounting: Planning and Control*, (7th Edition). South Western Publishing Company.
- Horngren, C. T., Foster, G., & Datar, S.M. (1994). *Cost Accounting: A Managerial Emphasis*, (8th Edition). New Jersey: 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 - 678
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

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

- 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)

B. D. N. L.

Assistant Registrar (Academics)
University of Malakand

Course Title :	Public Finance
Course Code :	COMA - 679
Credit Hours :	03
Total Week :	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

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, Ministry of Finance, Economic Advisory Wing, Islamabad.
- Stiglitz, E.(2000). *Economics of the Public Sector*. W. W. Norton & Co.

Course Title :	Profit Planning and Cost Analysis
Course Code :	COMA - 682
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

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: Accounting for Mergers and Acquisitions

Course Code :	COMA - 683
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	Amalgamation, Absorption and Reconstruction;
Week 2	Amalgamation Defined; Motive for Amalgamation; Classification of Amalgamation; Procedure for Amalgamation;
Week 3	Calculation of Purchase Consideration; Absorption Defined; Inter Company Debts and Stock;
Week 4	Inter Company Investments; Cross Holdings; External Reconstruction;
Week 5&6	Capital Reduction; Meaning; Objective of Capital Reduction; Procedure; Form of Reduction; Accounting Arrangements;
Week 7&8	Scheme for Capital Reduction; Secured Creditors; Debenture holders; Unsecured Creditors;
Week 9	Preference Shareholders; Equity Shareholders;
Week 10	Holding Companies; Introduction; Determining the Types of Control; Legal Definition and Requirements; Meaning of Holding Company and Subsidiary;
Week 11&12	Particulars of Balance Sheet of a Holding Company in regard to its Subsidiaries; Rights of Holding Company's Representatives and Members;
Week 13&14	Advantages of Consolidation of Financial Statements; Disadvantages of Consolidation of Financial Statements; Basic Rules for Preparing a Consolidated Balance Sheet; Special Adjustments;
Week 15	Acquisition of Shares during the Accounting Period
Week 16	Revision & Final Term Examination

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). Sultan 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 :	Financial Risk Management
Course Code :	COMA - 684
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: International Trade and Governance

Course Title : COMA - 685
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 Book:

- 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*. McFarland.
- 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: International Financial Management

Course Code : COMA - 686
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:

- Medura, J. (2011). *International Financial Management*, (11th Edition). New York: Cengage Learning.
- 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.
- Shapiro, A.C. (1986). *Multinational Financial Management*, (2nd Edition). Massachusetts: Allyn and Bacon.

Course Title : Economic Analysis
 Course Title : COMA - 687
 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: Emerging issues in financial Crime

Course Title : COMA - 688
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48


 Assistant Registrar (Academic)
 University of Malakand

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 Texts:

- King, C., & Walker, C. (2014). *Dirty Assets: Emerging Issues in the Regulation of Criminal and Terrorist Assets* (Law, Justice and Power). Ash gate 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 :	Advanced Accounting Theory
Course Code :	COMA - 689
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

1. To guide students to critically evaluate rationale of accounting standards.
2. To increase students critical thinking 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:

- Fischer, P. M., Tayler, W. J., & Cheng, R. H. (2011). *Advanced Accounting*, (11th Edition). Cengage Learning.
- Kieso, D. E., Waygandt, J. J., & Warfield, T. D. (2014). *Intermediate Accounting: IFRS Edition* (2nd Edition). Wiley.
- Jeter, D. C., & Chaney, P. K. (2011). *Advanced Accounting*, (5th Edition). Wiley.
- Belkaoui, A. R. (2008). *Accounting Theory*. Australia: Harcourt, Brace and Company.

HUMAN RESOURCE MANAGEMENT: REQUIRED COURSES

Course Title :	Strategic Management
Course Code :	COMB - 553
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; 21 st century challenges in Strategic Management;
Week 11	Strategic control: The strategic control process; The management information system (MIS) and strategic control; Top management & strategic control; Role of Enterprise Resource Planning (ERP);
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; The students are required to study 10 cases during the course work. A case-study is assigned to a group of 2 to 3 students. Aside from the submission of the written analysis, the students have to make the oral presentation in the class;
Week 15	Project Presentations;
Week 16	Course Wrap Up and Recap


 Assistant Registrar (Academics)
 University of Malakand

Recommended Texts:

- Rothamel, 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 :	Compensation Management
Course Code :	COMB - 554
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 Behavior
Week 4 & 5	Strategic Framework for Compensation
Week 6 & 7	Behavioral Framework for Compensation
Week 8	Components of Compensation Strategy
Week 9:	Formulating the Compensation Strategy
Week 10&11	Evaluating Jobs: Evaluation Process and Point Method
Week 12	Evaluating the Market
Week 13	Evaluating Individuals
Week 14	Designing Performance Pay
Week 15	Designing Indirect Pay
Week 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 :	Industrial Law
Course Code :	COMB - 555
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

The course will enable the students to learn the laws governing industrial activities. The objective of the course is to provide students with an adequate knowledge of different industrial laws of the land.

Week 1	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 2 & 3	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 4 & 5	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 vivacious claim, Appeal, Other Provisions;
Week 6 & 7	Social Security Ordinance, 1965, Scope and Applicability, Definitions Organization, Contributions, Finance and Audit, Benefits, Determination of Questions and Claims, Offences and Penalties;
Week 8 & 9	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 10&11	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 12&15	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 16	Employees' Old Age Benefit Act, 1976, Definitions, Insured Persons, Contributions, Finance and Audit, Benefits, Schedule

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). Syed Mobin Mahmud & Co. Lahore.
- Luqman, B. *Business Law* (4th Edition). Lahore: Ilmi Book House.
- Rafiq & Hashmi (2010). *A Manual of Mercantile Law*. Lahore: Ilmi Book House.
- *Copies of Act and Laws issued by the teacher.

Course Title :	International Human Resource Management
Course Code :	COMB - 563
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*. McGraw-Hill.
- 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 :	COMB - 564
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 : Training and Development
 Course Code : COMB - 565
 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.
- Laird, D., Holton, F. E., & Naquin, S. S. (2003). *Approaches to Training And Development*, (3rd Edition). Basic Books.

HUMAN RESOURCE MANAGEMENT: OPTIONAL COURSES

Course Title :	Organizational Behavior
Course Code :	COMB - 556
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Organizational behavior (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 behavior 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 behavior will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

Week 1	What is Organizational Behavior; Importance of organizational behavior;
Week 2	Foundations of Individual Behavior; Biographical; Characteristics, Ability, Learning; Organizational Behavior from Islamic and indigenous;
Week 3	Perspective; Understanding human psychology through the lenses of Quran and Sunna; Attitudes and Job Satisfaction;
Week 4	Types of attitudes; Types of behaviors; Perception and Individual Decision Making;
Week 5	Why perception is important; Types of decision making; Biases and errors in decision making; Motivation concept;
Week 6	Content theories of Motivational; Process theories of motivation;

Week 7	Motivation: from concept to application; Applying motivation concepts for designing reward system; Emotions and Moods;
Week 8	MID-TERM EXAMINATION;
Week 9	Foundations of Group Behavior; Groups in organization; Basic Approaches to Leadership;
Week 10	Trait theories; Behavioral theories;
Week 11	Contemporary Issues in Leadership; Power and politics;
Week 12	Types and sources of power; Politics in organizations;
Week 13	Conflict and negotiation; Types of conflicts; Functions of organization structure;
Week 14	Types of organizational structure; Organizational structure and its impact on individuals and groups; Organizational culture;
Week 15	Organizational culture and individual behavior;
Week 16	Conclusion Session; 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.

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Course Title : Labour Markets
Course Code : COMB - 557
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

On successful completion of this course students should be able to; (i) Demonstrate an understanding of recent developments in the Canadian labour market; (ii) Interpret and evaluate empirical evidence drawn from Canada and other developed countries; (iii) Evaluate labour market policies pursued by government including minimum wages, education and training, unemployment, trade union power and discrimination; (iv) Use the basic analytical tools employed in modern labour economics and; (v) Assemble and present data on the labour market

Week 1	Introduction; Labour economics: some basic concepts; Models and predictions of positive economics; Normative economics and government policy
Week 2	Overview of the Labor Market; Labour market: definitions, facts and trends; How the labour market works; Demand for labour; Supply of labour
Week 3&4	The Demand for Labour; Short-run demand for labour when both product and labour markets are competitive; Demand for labour in competitive markets when other inputs can be varied; Labour demand when the product market is not competitive; Monopsony in the labour market; Policy applications
Week 5	Labour Demand Elasticities; Own-wage elasticity of demand; Cross-wage elasticity of demand; Policy applications
Week 6	Quasi-Fixed Labour Costs and Their Effects On Demand; Non-wage labour costs; Employment/ hours trade-off; Firms' labour investments and the demand for labour; General and specific training; Hiring investments
Week 7	Supply of Labour to the Economy: The Decision to Work; Trends in labour force participation and hours of work; A theory of the decision to work; Analysis of the labour/ leisure choice; Empirical findings on the income and substitution effects; Policy applications
Week 8&9	Labour Supply: Household Production, the Family, and the Life Cycle; Theory of household production; Tripartite choice: market work, household work and leisure; Joint labour supply decisions within the household; Labour supply in recessions: the 'discouraged' versus the 'additional' worker; Policy applications
Week 10	Compensating Wage Differentials and Labour Markets; Job matching: the role of worker preferences and information; Hedonic wage theory and the risk of injury; Hedonic wage theory and employee benefits
Week 11	Investments in Human Capital: Education and Training; Human capital investments: the basic model; Demand for a university education; Education, earnings and post schooling investments in human capital; Is education a good investment?
Week 12	Worker Mobility: Migration, Immigration, and Turnover; Determinants of worker mobility; Geographic mobility; Policy application: restricting immigration; Naïve views of immigration; Analysis of gainers and losers; Employee turnover and job matching

Week 13	Pay and Productivity: Wage Determination within the Firm; Motivating workers; Productivity and the basis of yearly pay; Productivity and the level of pay; Productivity and the sequencing of pay; Applications of the theory
Week 14	Gender, Race, and Inequality in Earnings; Measured and unmeasured sources of earnings differences; Theories of market discrimination; Programs to end discrimination; Measuring inequality in the distribution of earnings; International comparisons of changing inequality
Week 15	Unions and The Labour Market; International comparisons of unionism; Constraints on the achievement of union objectives; Activities and tools of collective bargaining; Effects of union; Evidence of union total compensation effects
Week 16	Revision and Final Term Examination

Recommended Texts:

- Ehrenberg, R., Smith, R., & Chaykowski, R. P. (2003). *Modern Labor Economics: Theory and Public Policy*, (Canadian Edition). Pearson Addison Wesley.
- Ravi, K. (2009). *Labour Markets and Economic Development*. Taylor & Francis books Published by Routledge.
- Peter, A. (2002). *Active Labour Market Policies Around the World: Coping with the Consequences*. International Labour Organization.
- Rodney, H., & Thomas, R. (2006). *Partisanship, Globalization, and Canadian Labour Market Policy*. University of Toronto Press inc.
- Taylor, & Francis.(2003). *Key Indicators of the Labour Market*. International Labour Office. Psychology Press.
- Guy, S., John, S., & John, W. (2000). *Restructuring the Labour Market: The South African Challenge*. (2nd Edition). International Labour Organization.

Course Title :	Total Quality Management
Course Code :	COMB - 558
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 Human Resource Management;
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	LS.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). Pearson Inc.
- 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 :	Introduction to Supply Chain Management
Course Title :	COMB - 559
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This course introduces students the basic principles and practices of supply chain management, providing students with basic knowledge and analytical toolkit for managing and improving a supply chain. Through different teaching methods, it aims to enable students to understand the major issues and challenges that the supply chain managers as well as the other stakeholders involved are facing, and to enable them to develop the ability of applying theoretical knowledge into practice in the future.

Week 1	Introduction to SCM;
Week 2	Inventory Management;
Week 3	Inventory Management;
Week 4	Chain Integration;
Week 5	Supply Contract;
Week 6	Strategic Alliances;
Week 7	Network Design and Planning;
Week 8	Network Design and Planning;
Week 9	Network Design and Planning;
Week 10	Network Design and Planning;
Week 11	Network Design and Planning;
Week 12	Revenue management;
Week 13	Revenue management;
Week 14	Project Group Presentation;
Week 15	Project Group Presentation;
Week 16	End-of-Term Review

Recommended Texts:

- Chopra, S., & Meindl, P. (2015). *Supply Chain Management*, (6th Edition). Prentice-Hall.
- Myerson, P. (2012). *Lean Supply Chain and Logistics Management Hardcover*, (1ST Edition). McGraw-Hill Professional.
- Ron, J., & Nevan, W. (2008). *Total Supply Chain Management*, (1st Edition). Routledge Publishing.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008). *Designing and Managing the Supply Chain*, (3rd Edition). McGraw-Hill.
- Janat, S. (2009). *Supply Chain Management: Text and Cases*. Pearson Education India.
- Joris, J.A. & Leeman. (2010). *Supply Chain Management: Fast, Flexible Supply Chains in Manufacturing*. BoD – Books on Demand.



Handwritten signature of a faculty member, likely from the Faculty of Business Administration, University of Al-Qadisiyah.

Course Title : Organizational Theory
Course Code : COMB - 566
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

This course is designed to introduce the students to basic mechanics and dynamics of organizations which mainly emphasize the relationships between organizations and people in term of their perception, motivation, background differences and the ways they behave in organization. This course, in a way, is a multi-disciplinary approach in which topics like culture and modern management issues are discussed.

Week 1 Introduction to the nature and study of organization;
Week 2 & 3 Contemporary issues of modern organization in the fast changing world;
Week 4 Employees Perception and its impact on organizational efficiency;
Week 5 Group discussions on related case studies;
Week 6 Personality and attitude;
Week 7 & 8 Motivation in organization;
Week 9 Group dynamics
Week 10 Leadership;
Week 11 Decision making a;
Week 12 Stress;
Week 13 Interpersonal and intra- organizational conflicts;
Week 14 Communication;
Week 15 Organizational change and development;
Week 16 Work force diversity and Modern organizations

Recommended Texts:

- Robbins & Judge (2014) *Organizational Behavior* (16th Edition). McGraw-Hill.
John, T., & Ann, L. (2013). *Key Concepts in Organization Theory*. Sage Publications.
Richard, D. (2010). *Organization Theory and Design*, (9th Edition). McGraw-Hill.
Haridimos, T., & Christian, K. (2005). *The Oxford Handbook of Organization Theory*. Oxford Handbook Online Publisher.
Chandan, J. S. (2001) *Organization Behavior*. New Delhi: Vikan Publishing House.
Haridimos, T., Robert, C., & Chia, H. (Latest Edition). *Philosophy and Organization Theory*. McGraw-Hill.
Luthan, F. (1998) *Organizational Behavior*, (10th Edition). New York, McGraw-Hill.
Sashkin, M. (1984) *Organizational Behavior*. Virginia: Restor Publishing Company.


Assistant Registrar (Academics)
University of Malakand

Course Title :	Managing Teams in Organizations
Course Code :	COMB - 567
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Being able to lead a team is an important skill for managers and supervisors, as it involves ensuring the effectiveness of groups of individuals within an organization. This course is designed for enhancing skills in leading teams so as to efficiently achieve organizational objectives and by so doing, build own career. Students will learn how to inspire a team, ensure team roles are well defined and develop high-performance teams. In addition, students will acquire skills for dealing with conflict and those difficult situations that can arise in a team environment

Week 1	Introduction;
Week 2	Creating and Maintaining Team Cohesion, Team Composition; Internal Environment Factors Needed in Team Cohesion; Role of Management in Team Cohesion;
Week 3&4	Communication, Miscommunication, Communication Breakdown; Planning for Communication, Communication Tools, Personality Types;
Week 5&6	Conflict, Conflict Defined, Types of Conflict; Why is Conflict Resolution Important in a Team Setting, Resolving Conflict;
Week 7&8	Motivation, What Is Motivation, Lack of Motivation in Teams; Motivation and Team Dynamics, Motivating Team Members;
Week 9	Diversity; Managing Diversity;
Week 10&11	Team Personalities; Achieving High Performance Through Diverse Personalities; How to Identify Different Personalities, Personality Profiling Considerations;
Week 12&13	Social Loafing, Definition of Social Loafing, Causes of Social Loafing; Effects of Social Loafing;
Week 14	Team Leaders, What are the basic roles that a new team leader needs to know, What are some of the key roles a manager needs to take on to be effective;
Week 15&16	Global Virtual Teams, Building Virtual Teams, Virtual Team Meetings; How Do You Build High-performing Virtual Teams

Recommended Book:

- Tjosvold, M. M. (2007). *Leading the Team Organization: How to Create an Enduring Competitive Advantage*. Lexington Books.
- Leigh, L., & Hoon- Seok, C. (2005). *Creativity and Innovation in Organizational Teams*. Taylor & Francis Publishers.
- Jon, R., & Douglas, K. (2009). *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Press.
- Nicky, H. (2005). *Managing Teams: A Strategy for Success*. Cengage Learning EMEA.
- Nigel, K., & Neil, A. (2002). *Managing Innovation and Change: A Critical Guide for Organizations*, (2nd Edition). Cengage Learning EMEA.
- Holpp, L. (1998). *Managing Teams*, (1st Edition). McGraw-Hill.



91

Assistant Registrar (Academic)
University of Malakand

Course Title : Cross Cultural Work Experience
Course Code : COMB - 568
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*. Oxford: Blackwell.
- Thomas, D.C. (2008). *Cross Cultural Management: Essential Concepts*, (2nd Edition). London: Sage.
- 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.

SOME OF THE KEY JOURNALS IN THE FIELD INCLUDE:

1. Journal of World Business (JWB)
2. Management International Review (MIR)
3. International Business Review (IBR)
4. Thunderbird International Business Review (TIBR)
5. European Journal of International Management (EJIM)
6. Cross Cultural Management (CCM).
7. International Journal of Cross Cultural Management (IJCCM)

Course Title : Human Resource Management Systems
Course Code : COMB - 569
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The purpose of this course in HRMS is to provide an in-depth overview of essential HRM information modern concepts and practices in organizational assessment, analysis and deployment of modern HRMS technologies. At the end of the course the students will be familiar with major HRMS vendors and applications, database theory and management practice relevant to HRMS applications. Integration of the human resource system components is emphasized.

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:

- 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.
- Mukherjee, J.(2012). *Designing Human Resource Management Systems: A Leader's Guide*. Pearson. SAGE Publications.
- Ceriello, V. R. & Freeman, C. (1991). *Human Resource Management System. Strategies, Tactics and Techniques*. New York: Maxwell, Mac Millan.


Assistant Registrar (Academics)
University of Malakand

Course Title : Human Resource Development
Course Code : COMB - 672
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

Students who complete this course should be able to do the following:

1. Identify and discuss the major contemporary issues affecting HRD.
2. Identify and analyze current research in HRD
3. Apply research findings to organizations
4. Identify the research needs in HRD to further the field.
5. Critically analyze both pros and con positions relating to selected current issues and trends in HRD
6. Discuss the future of HRD in perspective of emerging trends, contemporary issues, significant innovations, and current problems.

Week 1&2	Employee Development; Randstad's Partnering Program Develops Employees; Introduction ; Approaches to Employee Development ; Formal Education; Assessment ; Job Experiences ; Interpersonal Relationships; The Development Planning Process ; Company Strategies for Providing Development ; E-Learning and Employee Development; Discussion Questions ; Application Assignments; Case: Mentoring Is Not Always a Positive Experience;
Week 3&6	Special Issues in Training and Employee Development; Successful Management Requires International; Experience ; Introduction ; Training Issues Resulting from the External; Environment ; Legal Issues ; Cross-Cultural Preparation; Managing Work Force Diversity ; School-to-Work Transition; Training's Role in Welfare-to-Work and Other; Public-Private Sector Programs; Training Issues Related to Internal Needs of the Company; Basic Skills Training ; Life Long Learning; Melting the Glass Ceiling ; Joint Union-Management Programs; Succession Planning ; Developing Managers with Dysfunctional Behaviors; Training and Pay Systems ; Summary ; Discussion Questions; Application Assignments ; Case: Melting the Glass Ceiling for Accountants; Case 3 From the Pages of Business WEEK.; Secrets of an HR Superstar;
Week 7&11	Careers and Career Management ; Managing Careers Helps Accenture Reach Out to Its Virtual Work Force ; Introduction ; Why Is Career Management Important? ; Career Management's Influence on Career Motivation; What Is a Career? ; The Protean Career ; Traditional Career versus Protean Career ; Career Needs and Interests of Different Generations ; A Model of Career Development; Career Stages ; Career Management Systems; Self-Assessment ; Reality Check ; Goal Setting; Action Planning ; Career Management Systems on the Web; Roles of Employees, Managers, Human Resource; Managers, and the Company in Career Management; Employee's Role ; Manager's Role; Human Resource Manager's Role ; Company's Role; Evaluating Career Management Systems; Summary ; Key Terms ; Discussion Questions; Application Assignments ; Case: Generation X Values Have Implications for; Career Management;
Week 12&14	Special; Challenges in Career Management ; Nonwork Lives Are Important Food for Thought ; Introduction ; Socialization and

Orientation; Anticipatory Socialization ; Encounter; Settling In Socialization and Orientation Programs; Career Paths, Developing Dual-Career Paths, and Career Portfolios 483; Dual-Career Path ; Career Portfolio ; Plateauing; Skills Obsolescence ; Coping with Career Breaks; Balancing Work and Life ; Types of Work-Life Conflict; Company Policies to Accommodate Work and Non work; Identifying Work and Life Needs and Communicating Information about Work and Non work Policies and Job Demands; Flexibility in Work Arrangements and Work Schedules; Redesigning Jobs; Managerial Support for Work-Life Policies 500 Dependent Care Support: Child and Elder Care and Adoption Support ; Coping with Job Loss; Dealing with Older Workers; Meeting the Needs of Older Workers; Preretirement Socialization ; Retirement; Early Retirement Programs ; Summary; Key Terms ; Discussion Questions; Application Assignments; Case: Do We Have to Cut Jobs to Reduce Costs? Case 4 From the Pages of Business Week: Two for the Cubicle;

Week 15&16

The Future of Training and Development; Training for Sustainability ; Introduction; Increased Use of New Technologies for Training Delivery; Increased Demand for Training for Virtual Work Arrangements; Increased Emphasis on Speed in Design, Focus in Content, and Use of Multiple Delivery Methods; Increased Emphasis on Capturing and Sharing Intellectual Capital; Increased Use of True Performance Support; Increased Emphasis on Performance Analysis and; Learning for Business Enhancement; Increased Use of Training Partnerships and Outsourcing Training; Implications of Future Trends for Trainers' Skills and Competencies; Training and Development from a Change Model Perspective; Methods to Determine Whether Change Is Necessary; Benchmarking ; Process Reengineering; Key Issues in Implementing Change; Change Management ; Change Interventions; Discussion Questions ; Application Assignments; Case: Going Paperless Requires a Change; Management Process ; Case 5 From the Pages of Business Week: IBM Reinvents Mentoring, Via the Web

Recommended Book:

- Noe, R. (2012). *Employee Training & Development*, (6th Edition). McGraw-Hill.
- John, P. & Wilson. (2005). *Human Resource Development: Learning & Training for Individuals & Organizations*, (2nd Edition). Kogan Page Publishers.
- Richard, A. S., Elwood, F., & Holton. (2001). *Foundations of Human Resource Development*. Berrett-Koehler Publishers.
- Mathews, J., David, M., & Surtees, M. (2005). *Human Resource Development*, (3rd Edition). Kogan Page Publishers.
- Ronald, R., & Sims. (2006). *Human Resource Development: Today and Tomorrow*, (5th Edition). Information Age Publishing Inc.



Course Title : Industrial Management
Course Code : COMB - 673
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

The course enables students to understand basic principles/concepts of: (i) industrial management and organization with emphasis on human relationships and human behaviors within an organizational context; (ii) management and resource allocation; (iii) how to use the available resources to achieve the desired goal in a more efficient and effective way by emphasizing role of leaders within an organization.

- Week 1 Introduction, Historical perspective, Contribution of F.W. Taylor (Time studies and piece rate system), Henry Gantt, Max Weber; Mary Parker Follet, Management from business view point;
- Week 2 Motivation and Behavior; Hawthorne Studies and Human Relations Movement; Maslow's Hierarchy of needs theory; Theory X and Y (Theory Z by William Ouchi);
- Week 3&4 Industrial Revolution; Contributions and impact of industrial revolution; Prominent inventions of that era, Introduction to Industrial Management; Scope of industrial management, Categories and types of industries; Applications of industrial management, Management of machines;
- Week 5 Production management, Productivity (definition, factors affecting it); Systems concept of production, Types of production systems; Location analysis, Plant location (steps in plant location, importance, factors affecting plant location);
- Week 6&7 Quality Philosophy, The meaning of quality and quality improvement; Total Quality Management (quality philosophy, links between quality and productivity, quality improvement, quality definitions, prevention and appraisal costs), Phases of total quality management, Value Engineering Benchmarking; Business Process Re-engineering;
- Week 8 Leadership, Need for leadership, Functions of a leader (Emotional Intelligence); Leadership styles, Manager versus leader;
- Week 9 Management of Technology, Networking (LAN, MAN, WAN), Typologies; E-commerce (marketing through social media);
- Week 10 Incentives, health and safety, Wage payment and plans, Pay objectives; Importance of industrial legislation, Safety regulations and practices;
- Week 11&12 Project Management, Introduction; Project life cycle / project management process (initiation, planning, executing, monitoring), Project versus operations, Stakeholder, Organizational structure (flat, tall, and matrix), Variables involved in project (time, scope and budget);
- Week 13&14 Process Management, Definition, Vertical integration, Resource flexibility; Capital intensity, Process improvement, Product development life cycle (introduction, growth, maturity, growth);

- Week 15 Industrial Research, Qualitative research (grounded theory, interviews; focus group discussions, qualitative analysis); Quantitative research (research management techniques, sampling, introduction; To SPSS), Market research, SWOT, PEST, Porter's four corner's model;
- Week 16 Presentations/ Assignments & Final Term examination

Recommended Texts:

- Fayol, H. (2013). *General and Industrial Management*. Constance Storrs.
- Narayan, B. (1999). *Industrial Management*. APH Publishing.
- Bagad, V. S. (2007). *Industrial Management*, (1st Edition). Technical Publications.
- Joseph, M. J., & Norman, N. B. (2004). *Industrial Management*. Industrial Management Society.
- John, C. D. (2009). *Principles of Industrial Management: General Books LLC. Case Studies in Industrial Management*. McGraw-Hill.

Course Title :	Change Management
Course Code :	COMB - 674
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 Heart, 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 Counselor; 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 :	Project Management
Course Code :	COMB - 675
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Projects have been part of the human scene since civilization started, yet the practice of project management is quite recent. The concepts and tools required to plan, organize, implement, and evaluate a project are equally applicable to such diverse ventures as launching of a space shuttle, developing curriculum in primary education, or organizing a trekking trip to the K-2 base camp. The purpose of this course is to


 Assistant Professor (Academic)
 Department of Management
 University of Jammu

expose students to the real-life issues in project management, and equip them with necessary tools to resolve these issues. Use of quantitative techniques is supplemented by softer skills of leadership and human resource management.

Week 1	Introduction to Project Management (PM)
Week 2	Project Screening and Selection
Week 3	Work Breakdown Structure (WBS), Organization Breakdown Structure (OBS)
Week 4	Time Estimation of Activities, Precedence Relationships
Week 5	Gantt Chart, Network Models (AON, AOA)
Week 6	Critical Path Method (CPM),
Week 7	Resource Management
Week 8	Budgeting Cost-Time Trade off, Project Crashing, Linear Programming models for Optimizing Project Crashing Plans
Week 9	Risk Management
Week 10	Managing Changes in Project Scope, Configuration Management
Week 11	Program Evaluation and Review Technique (PERT)
Week 12	GUEST SPEAKER, Leadership, Role of Project Manager
Week 13	Project Control, Earned Value Approach, Revised Budget Projections
Week 14	Project Termination
Week 15&16	Final Project Presentations

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.
- 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 :	Human Resource Information Systems (HRIS)
Course Code :	COMB - 676
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*. Jossy-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 :	Global Freight Logistic Management
Course Code :	COMB - 677
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This unit seeks to give students an understanding of the management of international freight, including express, freight forwarding, air freight and ocean shipping. The unit will discuss underlying drivers of international trade flows and the demand for capacity in different freight transport modes, as well as industry structure, regulatory environment (customs, etc.) and market access. Building on this background the unit will highlight the implications for profitable air cargo and shipping operations. Particular focus will be given to fleet and network planning, revenue and cost management. The material covered in the unit will take into account recent developments in global and regional economic activity and discuss implications for the various sectors of the air, sea and intermodal freight businesses. This unit covers operators, customers and investors perspectives and strategies and intermodal freight businesses

Week 1-4	Air Freight Forwarding Operations; Industry Regulators & Associations; Document of Affreightment—Air Waybill; The Air Cargo Agency, Airlines & Ground Handling; Use of Guide Books; World Geography; Dangerous Goods & Security; Air Cargo Import, Export, Transshipment; Conditions of Contract; Air Cargo Rates & Charges; Aircraft, Aircraft Unit Load Devices, BUP; Air Cargo Claims Handling
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Week 5-8	Sea Freight Forwarding; Operations, Transport Geography; Vessels & Containers Specifications; Cargo Gears for Vessel & Warehouse Operations; Shipping Documentation; Role of Carriers & Ports; Freight Conferences & Freight Tariff Systems; Freight Quotations & Job Costing; Cargo Packing & Damage; International Conventions for Transportation of Goods; Dangerous Goods
Week 9-12	Multimodal Transport Types of Multimodal; Multimodal Documents; Plan & Execute an Export & Import Shipment; Project Transportation; Alternative Transport Solutions; ASEAN Framework for MT; Household Removals; Safety & Security
Week 13-16	Legal Issues in Freight Management; Legal Framework of MTO; Carriage of Goods by Sea; Application—Carriage of Goods by Sea; Introduction to Insurance & its Practices; Cargo Policy Coverage; Cargo Claims; Carriage of Goods by Air; Remedies & Enforcement; Forwarders' Liability Claims; Handling Liability Claims

Recommended Texts:

- Long, D. (2003). *International Logistics: Global Supply Chain Management*, (2nd Edition). Springer.
- Mangan, J., Lalwani, C., Butcher, T., & Javadpour, R. (2011). *Global Logistics and Supply Chain Management*, (2nd Edition). Wiley.
- Crews, D. (2003). *Freight Train*, (25th Edition). Greenwillow Books.
- Sales, M. (2013). *The Air Logistics Handbook: Air Freight and the Global Supply Chain*. Routledge.
- Douglas, L. (2003). *International Logistics: Global Supply Chain Management*. Springer.
- Donald, B., Closs, D., & Cooper, M. B. (2012). *Supply Chain Logistics Management*. Fourth Edition. McGraw-Hill.
- Voorman, C. (2004). *Global Logistics Management*. Juta and Company Ltd.

Course Title :	Research in HRIS
Course Code :	COMB - 678
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

After successfully completing this course, you will be able to: (i) translate the origins of Human Resources Information Technology to an organization; and infer the need to obtain involvement and commitment from others to set in place mechanisms to affect successful Human Resources Information System Programs and strategies, (ii) develop an understanding of basic systems and the criteria for success in using HR software in organizations, and (iii) learning to analyze and critically evaluate ideas, arguments, and points of view.

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

Recommended Texts:

Kavenagh, M., & Thite, M. (2009). *Human Resource Information Systems: Basics, Applications, and Future Directions*. McGraw-Hill.

Schmitt, N. W., & Klimoski, R. J. (1991). *Research Methods in Human Resource Management*. South-Western.

Brewster, C., & Wolfgang, M. (2012). *Handbook of Research on Comparative Human Resource Management*. Edward Elgar Publishing.

Research Articles as suggested by the teacher

Practical

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

Recommended Material:

Jstore/ other recommended database(s); Google scholar; Academy of management

Course Title :	Seminar in Human Resource Management
Course Code :	COMB - 682
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course objectives:

1. Understand HR's role as a vital contributor to your organization's success
2. Discover strategies to attract and retain top talent
3. Developing research skills in the field of Human Resource Management
4. Examine best practices for managing performance and creating compensation, training and benefit systems that drive bottom-line results
5. Identify and deal with potentially explosive issues affecting the needs of your business
6. Analyze HR issues and develop action plans you can implement in your organization
7. See how HR in organizations can create an effective, complementary work environment.

Weeks 1 & 2	Leadership
Weeks 3 & 4	Strategic HRM
Weeks 4 & 6	Talent and Strategic Management
Weeks 7 & 8	International HRM
Weeks 9 & 10	Employee Training
Weeks 11 & 12	Career Development
Weeks 13 & 14	Performance Management
Weeks 15 & 16	Compensation Management

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.

Schmitt, N. W., & Klimoski, R. J. (1991). *Research Methods in Human Resource Management*. South-Western.

Dowling, P. J., Festing, M., & Engle, A. (2008). *International Human Resource Management*. London: Thomson.

Alan, M., & Robert, R. (2010). *Managing Performance Through Training and Development*, (5th Edition). Cengage Learning Ltd.

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 :	Strategic Human Resource Management
Course Code :	COMB - 683
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

By the end of this course, students 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 the 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.
- Dess, G., Lumpkin, T. G., Eisner, A., & McNamara, G. (2011). *Strategic Management: Text and Cases*, (6th Edition). McGraw-Hill/Irwin.

Course Title : Supply Chain and Operation Management
Course Title : COMB - 684
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 :	Comparative Human Resource Management
Course Code :	COMB - 685
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*. Amnon Caspi, 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.


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Course Title : Logistic Management
Course Title : COMB - 686
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*. India: Prentice- Hall.
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 : Transport and Infrastructure Foundation
Course Title : COMB - 687
Credit Hours : 03
Total Weeks : 16
Total Hours : 48


Assistant Registrar (Academic)
University of Malakand

Course Objectives:

This unit provides a comprehensive introduction to the role of transportation and infrastructure within the economy. The key concepts and theories needed for management of transport and infrastructure are introduced and each of the key transport and infrastructure industries are considered from a market intelligence perspective. In providing the foundational knowledge for students in transport and infrastructure, the unit also introduces students to the professional communication skills needed for success as a student and as a manager. Examples and case studies are drawn from all modes of transport, plus the energy, telecommunications and water infrastructure industries.

Week 1&2	Quantitative logistics and transport
Week 3&4	Transport and infrastructure foundations
Week 5	Sustainable transport policy
Week 6	Strategic transport planning
Week 7	GIS for transport and logistics
Week 8	Traffic and mobility management
Week 9	Public transport planning
Week 10&11	Transport and infrastructure systems
Week 12&13	Industry placement
Week 14&15	Infrastructure financing
Week 16	Presentations by students; Revision; Final Term Examination

Recommended Texts:

- White, R. P. (2008). *Public Transport: Its Planning, Management and Operation (Natural and Built Environment Series)*, (4th Edition). McGraw-Hill.
- Peter J. Mackie, J. P. (2003). *Cost Benefit Analysis of Transport Infrastructure Projects*. United Nations Publications.
- World Bank. (2000). *Privatization and Regulation of Transport Infrastructure: Guidelines for Policy Makers and Regulators WBI Development Studies World Bank e-Library*. World Bank Publications.
- OECD, European Conference of Ministers of Transport. (2007). *ECMT Round Tables Transport Infrastructure Investment and Economic Productivity ECMT Round Tables*. OECD Publishing.
- Nuno Limão, N., & Venables, A. (1999). *Infrastructure, Geographical Disadvantage and Transport Costs Landlocked States Collection Volume 2257 of Policy Research Working Papers World Bank e-Library*. World Bank Publications.

Course Title :	Value Chain Management
Course Code :	COMB - 688
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This course provides students relevant fundamental knowledge on the major concepts of global supply chains, as well as their application in the transport, logistics and supply chain sectors. Through different teaching methods, this course aims to enable students to understand the major issues and challenges that global supply chains are facing, and to enable them to develop the ability of applying theoretical knowledge into practice in the future, both in Canada and the world.

Week 1-4 Competitive theories with cases;

Week 5-8	International shipping;
Week 9-12	Port, logistics and supply;
Week 12-16	Inland terminal and inland logistics; Procurement and inbound logistics; Warehouse and inventory management; Third party logistics

Recommended Texts:

- Davies, H. R., & Davies, J. A. (2011). *Value Management*. Prentice- Hall.
- Cameron, E. (2009). *Making Sense of Change Management: A Complete Guide to the Models, Tools & Techniques of Organizational Change*.
- Constantine A., & Dawson, P. M. B. (2009). *Managing Change, Creativity and Innovation*. McGraw-Hill.
- Krajewski, J. L., Ritzman, P. L., Malhotra, K. M. (2006). *Operations Management: Processes and Value Chains*, (8th Edition). Prentice- Hall.
- 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.
- Ng, A. K.Y., & Liu, J.J. (2014). *Port-Focal Logistics and Global Supply Chains*. Palgrave Macmillan, Basingstoke.

MARKETING: REQUIRED COURSES

Course Title :	Marketing Management
Course Code :	COMC - 553
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Marketing management is offered to the students to enable them learn the implementation of marketing strategies and how to achieve the marketing objectives. The course covers the impact on marketing organization by implementation of different marketing strategies.

Week 1	Marketing in the Twenty First Century, Marketing Task; The Scope of Marketing, Broad View of Marketing Task; The Marketing Decision;
Week 2	Company Orientation toward the Market Place, Production Concept; Product Concept, Selling Concept, The Social Marketing Concept; Consumer Purchasing Process;
Week 3	Building Customer Satisfaction, Value, and Retention, Customer Value; Customer Satisfaction, Attracting Customers, The Need of Customer Retention;
Week 4	Market Oriented Strategic Planning, Corporate and Division Strategic Planning; Business Strategic Planning, The Marketing Process, Product Planning;
Week 5	Analyzing Marketing Opportunities; The Components of a Modern Marketing Information System; Internal Record System, Marketing Intelligence System; Marketing Research System;
Week 6	Market Segmentation, Basis of Market Segmentation, Levels of Product;

Week 7	Analyzing Consumer Markets and Buying Behavior; Model of Consumer Behavior, The Major Factors Influencing Buyer ;
Week 8	Dealing with the Competition, Identifying Competitors, Analyzing Competitors; Designing Competitive Strategies;
Week 9	Positioning the Market Offering Through the Product Line Cycle; Developing and Communicating a Positioning Strategy; Product Life-Cycle Marketing Strategies;
Week 10	Developing New Product, Challenges in New Product Development; Managing the Development Process, Managing the Development Process;
Week 11	Managing New Product, The Product Line and the Product Mix; Product Line Decision, Brand Decision, Packing and Labeling;
Week 12	Designing Pricing Strategies and Programs, Setting the Price; Adapting the Price;
Week 13	Managing Marketing Channels, Work Performed by Marketing Channels; Channel Design Decision, Channel Management Decision;
Week 14	Managing Retailing, Wholesaling, and Market Logistics, Retailing, Wholesaling; Market Logistics;
Week 15	Managing Advertising, Sales Promotion, Public Relation; Developing on Media and Measuring Effectiveness, Sales promotion; Public Relations;
Week 16	Presentations, Group Discussion, Review of Course

Recommended Texts:

- Philip Kotler, P., & Kevin Lane Keller, L. K. (2011). *Marketing Management*, (14th Edition). Prentice- Hall.
- Philip Kotler, P., & Kevin Lane Keller, L. K. (2015). *Marketing Management*, (15th Edition). Prentice- Hall.
- Marshall, G., & Johnston, M. (2014). *Marketing Management*, (2nd Edition). McGraw-Hill/Irwin.
- Cravens et. al. (Latest Edition). *Marketing Management*. Irwin.
- Berkowitz et. al. (Latest Edition). *Marketing*. Irwin.

Course Title :	Consumer Behavior
Course Code :	COMC - 554
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.
- Solomon, M. R. (2012). *Consumer Behavior*, (10th Edition). Prentice- Hall.
- Evans, M. M., Foxall, G., & Jamal, A. (2009). *Consumer Behavior*, (2nd Edition). Wiley.
- Blackwell, R. D., Engel, J. F., & Paul, W. M. (2005). *Consumer Behavior*. South-Western College.
- Harw K.E. (1997). *Consumer Behavior*. Irwin.
- David, & Albert, A. (1998). *Consumer Behavior*. McGraw-Hill.
- Irwin, H.K.E. (1997). *Consumer Behavior*. McGraw-Hill.

Course Title : Commercial Law
 Course Code : COMC - 555
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies' ordinance and Negotiable instrument. The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law along with some example from case study.

Week 1	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies;
Week 2	Definition of a contract, Essential elements of a valid contract; Legal provision governing offers ,communication, acceptance or counter offer, consideration, agreement, lawful purpose; parties to the contract and their intent to create contractual obligations;
Week 3	Rights and Duties of parties, specific performance of the contract ,Discharge of the contract, Breach of the contract and remedies, illegal, voidable and void contracts;
Week 4	Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies;
Week 5&6	Individual and Joint liabilities of the partners for the firm debts; principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership;
Week 7	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of joint stock companies by nature and formation, Ownership and management of the companies;
Week 8	Rights of the shareholders, Rights ,power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
Week 9	Listed & non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange
Week 10	Salient provision of Code of Corporate Governance; Brief discussion of Securities and Exchange Commission of Pakistan as the corporate watch dog;
Week 11&12	Definition, Nature of the contract of sale, conditions and warranties, Definition ,Nature of the contract of sale condition and warranties; Transfer of property ,performance of the contract of sale; Delivery of the goods, Unpaid seller and auction sale; Consignment basis, Delivery against advance payment ,supply against letter of credit, types of letter of credit;
Week 13	Laws relating to indemnity, guarantees, bailment; Hyphothetication,

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Week 14	pledge and Mortgage, agency agreement; Evolution of Banks, types of banks, major function of banks; Negotiable instruments Act, Definition, characteristics of Negotiable instruments;
Week 15	Bill of Exchange and promissory Notes, parties to instrument; negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
Week 16	Revision and Final Term Examination

Recommended Texts:

- William Warren, W., & Walt, S. (2013). *Commercial Law*, (9th Edition). Foundation Press.
- Chema, K. M. (2002). *Business Law*. Lahore: Ilmi Kitab Khana.
- 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*.
- Butt, L. A. (Latest Edition). *The Negotiable Instrument*. PLD.

Course Title :	Marketing Channels
Course Code :	COMC - 563
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 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	Marketing Channels Structure, Emergence of the Marketing Channels Structure
Week 2	Functions and Flows in Marketing Channels Analyzing Marketing Channel Structure, Supply Chain Management Introduction – Definition and Concept
Week 3	The Relationship of Logistic to Supply Chain Management The Framework of Supply Chain Management, Channel Relationships — An overview
Week 4	The Buyer Supplier Relationship, Retail Management — An introduction The Wheel of Retailing,
Week 5	Types of Retailing, International Prospects, Pakistan Prospects
Week 6	Retail Concern Issues, Retail Image, Positioning of Retail
Week 7	Inventory Management, Customer Services, Interior and Exterior Decoration and Transportation
Week 8	Retail Merchandize Management, Merchandize Mix Management Merchandize Budget Management

Week 9	Information Technology and Distribution Management Role of Information Technology in Retail Management, Insight from Industry Managing Unmanageable
Week 10	Pricing and its Related Decision in Retail, Setting the Price, Satisfying Marketing and Profit Objectives, Marketing View of Price
Week 11	Price Setting Methods, Cost Plus, Marginal Pricing, Target Pricing, Competitive Pricing, Strategies and Tactics of Pricing
Week 12	Concept of Wholesaling, Introduction and its Types Major issues; Image, Positioning, Inventory Management, Customer Services, and Transportation
Week 13	Channels of Distribution, Channel Planning, Designing Channel Systems
Week 14	Reverse Distribution Channels, Concept and its implication in national and international –prospects
Week 15&16	Managing Marketing Channels, Criteria's for the selection of Identifying Potential and Actual Channel Conflicts, Conflict Management Techniques

Recommended Texts:

- Stern, L. & Ansari, A. (2014). *Marketing Channel Strategy*, (8th Edition). Prentice- Hall.
 Stern, L.W & El-Ansary, A. (1988). *Marketing Channel*, (3rd Edition). New Jersey: Prentice-Hall.
 Bert Rosenbloom, B. (2011). *Marketing Channels*, (8th Edition). Cengage Learning.
 Coughlan, A., Anderson, E., Stern, W. L., & El-Ansary, A. (2006). *Marketing Channels*, (7th Edition). Prentice- Hall.
 Satish, K., & Kansal, P. (latest Edition). *Basics of Distribution Management*. Irwin.

Course Title :	E-Marketing
Course Code :	COMC - 564
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, P.R. (2013). *E-marketing 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), *E Marketing Excellence: The Heart of E Business*, (2nd Edition). Pearson.
- Strauss, J., & Frost, R. (2008). *E-Marketing*. Pearson Education.
- Godin, S. (1995). *E Marketing*. Berkley Publishing Group.

Course Title :	Sales Force Management
Course Code :	COMC - 565
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;



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*. McGraw-Hill.
- 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.

MARKETING: OPTIONAL COURSES

Course Title :	Distribution Management
Course Code :	COMC - 556
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 distribution management. The emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. The ability of applying the theoretical construct will be one of the key objectives for learning.

Week 1	Introduction to the Logistics Supply Chain Management
Week 2	The Supply Chain Management Concept
Week 3	Integrated Logistics
Week 4	Customer Service Management
Week 5	Who Should Manage Customer Service: Logistics Professionals or Marketing Professionals
Week 6	Customer Service Measurement
Week 7&8	Inventory Management
Week 9	Product Safety and Recall in the Logistics Supply Chain
Week 10	Transportation Operations
Week 11	Warehousing Operation
Week 12	Packaging & Materials Handling
Week 13	Global Logistics
Week 14	Network Analysis
Week 15	Supply Chain Relationships and Performance Measurement
Week 16	Supply Chain Risk Assessment

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). New Jersey: Prentice-Hall.
- 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 :	Procurement Management
Course Code :	COMC - 557
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Procurement & Contracts Management provides students with the principles for effective procurement and contracts management essential to all organizations. It is targeted at building strategic direction and advice, in areas such as change management, stakeholder management and team leadership.

Week 1&2	Purchasing scope and development, The scope of purchasing, The changing role of purchasing and supply, Proactive purchasing, Procurement positioning, Total acquisition cost and total cost of ownership, Purchasing development
Week 3&4	Strategic procurement and supply chain management, Strategic procurement, The concept of strategy, Levels of strategy, Strategies and their scope, Selecting a strategy, Effective supply market strategies, Purchasing and supply in different types of organization, Organization of the activity, Purchasing in the organization structure, Purchasing devolution, Strategic development of purchasing.
Week 5	Outsourcing, Outsourcing methodologies, Outsourcing and pitfalls, How to avoid pitfalls.
Week 6	Quality management, What is quality?, Statistical process control, Taguchi methods for the 'off-line' control of quality. Standardisation, Supplier assessment, Economics of quality, Quality circles.
Week 7&8	Inventory management, Provisioning systems, Order quantities and stock control, Order quantities for production, Materials requirements planning (MRP), Manufacturing resource planning (MRP2), Distribution resource planning (DRP), Enterprise resource planning (ERP), Just-in-time (JIT), Vendor managed inventory (VMI)
Week 9&10	Sourcing strategies and relationships, The nature of the sourcing decision, Different types of sourcing, Sourcing decisions, The sourcing process, Source location, Sources of information on potential suppliers, Supplier evaluation, The right relationship, Other aspects of sourcing, Partnering.

Week 11	Price and total cost of ownership (TCO), Factors affecting pricing decisions, How buyers obtain prices, Auctions, Discounts, Price analysis and cost analysis
Week 12	Negotiations, Negotiation skills, Preparation, The introductory stage, Discussion stage, Agreement stage, the post- negotiation stage, Competition and co-operation in negotiation, Negotiation strategies
Week 13	Project procurement, Introduction to projects, Project planning, Project control, Subcontracting, Network analysis
Week 14	International and global sourcing, Global sourcing and international procurement, Why source internationally?, Problems with international sourcing, Importing, Transport, Customs.
Week 15&16	E-procurement systems, Introduction, Objectives of this chapter, What is e-procurement?, The benefits of e-procurement, Reverse auctions, The current state of e-procurement initiatives, Measuring the benefits of e-procurement, Electronic auctions (e-auctions), The Electronic Commerce (EC Directive) Regulations 2002

Recommended Texts:

- Bower, D. (2003). *Management of Procurement*. Thomas Telford.
- Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D. (2010). *Procurement, Principles & Management*. Prentice- Hall.
- Sollish, F., & Semanik, J. (2012). *The Procurement and Supply Manager's Desk Reference*. NJ, USA: Wiley.
- Dimitri, N., Piga, G., & Spagnolo, G. (2006). *Handbook of Procurement*. Cambridge, UK: Cambridge University Press.
- Burt, D., Petcavage, S., & Pinkerton, R. (2011). *Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement*. Greensburg, PA, USA: McGraw-Hill Professional.

Course Title :	Selling Techniques in Business
Course Code :	COMC - 558
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

1. To equip students with understanding of the sales dynamics
2. Giving an overview of the sales cultures prevailing in different economies

Week 1	Sales Planning, Prospecting plans, Sales planning essentials
Week 2 & 3	Territory Plans, Large account strategy, Working of large account strategy Implementing the large account strategy, Taking measure of the prospect Determining account load, Creating account list
Week 4	Account plans, Account plan management, Account development cycle Identification of customers' needs and positioning, Sales discovery process
Week 5	Selling with emotions, Understanding the emotional intelligence ARROW self-assessment approach,
Week 6 & 7	TEAM dynamics: moving from me to we, MVP model, Taking the profile Personality axis, Definition of roles
Week 8&9	Understanding own personality, Togetherness personality, Enterpriser

- personality
Analyzer personality, Motivator personality
- Week 10&11 Executing sales, Eliminating the peak and valleys of selling, Stay current, Prioritizing the prospects, Call cadence, Call script, Monitoring the progress
- Week 12 Sales discovery, Overview of the process, Preparation
- Week 13&14 Handling objections, Number of objections, Price objections, Competition objection, "Will it work?" objection, The "Not now" objection; Objection handling matrix
- Week 15&16 Winning the sales, Best kept secrets, Closing technique, Effect on overall sales

Recommended Texts:

- Kaplan, M. (2012). *Secrets of a Master Closer: A Simpler, Easier, and Faster Way To Sell Anything To Anyone, Anytime, Anywhere*, (2nd Edition). Master Closers Inc.
- Schiffman, F. (2014). *Cold Calling Techniques (That Really Work!)*, (7th Edition). Adams Media.
- Ziglar, Z. (2004). *Secrets of Closing the Sale*. Revell
- Dreeke, R. (2011). *It's Not All About Me: The Top Ten Techniques for Building Quick Rapport with Anyone*. Robin K. Dreeke.
- Gitomer, J. (2004). *Little Red Book of Selling: 12.5 Principles of Sales Greatness*, (1st Edition). Bard Press.
- Gouldner, P. S. (2010). *Red Hot Selling*. American Association Management Publication.
- Anthony, M. (2003). *Selling With Emotions*. Dearborn Trade Publication.
- Tasso, K. (2003). *Selling Skills and Techniques for the Professions*. Thorogood Publications.


Assistant Registrar (Academic)
University of Malakand

Course Title: Introduction to E-commerce

Course Title : COMC - 559

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

1. Discuss the e-Commerce process.
2. Describe an example of system architecture for an e-Business.
3. List the seven major elements of web design.
4. Identify and explain fundamental web site tools including design tools, programming tools, and data processing tools.
5. Identify the major electronic payment issues and options.
6. Discuss security issues and explain procedures used to protect against security threats.
7. Identify and discuss management issues underlying e-Commerce issues including organizational structure, strategic planning, goal setting, corporate social responsibility, international arena, changing market intermediaries, resource allocation and customer service.

Week 1	Introduction to electronic commerce; Define Electronic Commerce; identify the four stages of E-Commerce; Examine Revenue Models
Week 2	Identify Revenue Models; Identify Value Chains; Evaluate SWOT techniques
Week 3	Technology Infrastructure: The Internet And The World Wide Web; Examine the History of the Internet and the World Wide Web; Examine Packet Switching Networks; Define Internet Protocols; Examine how Protocols are used in computer communication; Discuss the history of 'Markup Languages' and how their changes affect E-Commerce; Discuss HTML tags and links and how they work ;Examine the differences between; Internets, Intranets and Extranets; Discuss Internet connection options including; Connection Types, ISP providers, services, bandwidth, and pricing
Week 5	Selling On The Web: Revenue Models And Building A Web Presence
Week 6	Identify Revenue Models; Examine the trend of businesses changing Revenue Models Examine Revenue Strategies related to E-Commerce
Week 7	Identify Revenue strategy issues related to E-Commerce; Identify strategies for creating an effective business presence in E-Commerce; Discuss customer service strategies used in E-Commerce
Week 8	Marketing on the Web; Identify the major marketing strategies used in Commerce; Discuss marketing issues related to E-Commerce.; Examine the differences between product-based and customer-based marketing strategies ; Discuss effective communication methods used in E-Commerce; Define market segments; Examine methods for reaching differentiating market segments; Examine customer relationship life cycle as it relates to E-Commerce; Compare advertising methods used in Traditional Commerce and E-Commerce; Name the advertising options.
Week 9	Planning For Electronic Commerce; List some international issues that must be addressed for on-line international sales; List at least three pros and cons regarding Electronic Signatures.; Explain at least four principles involving Intellectual Property and Copyrights.; Discuss free speech


Approved by _____
Date _____

- issues and the Internet.; List at least three items that are restricted for online commerce; Discuss at least two E-Privacy issues.
- Week 10 Business-To-Business Online Strategies; Define Business-to-Business marketing; Examine strategies used by businesses use to improve purchasing, logistics, and other support activities; Discuss Electronic Data Interchange; Compare Electronic Data Interchange techniques and Internet techniques used in E-Commerce; Define Supply Chain Management; Examine why businesses are Moving to database driven Supply Chain ;Management Systems; Examine the effective use of electronic Portals and Marketplaces
- Week 11 Payment Systems For Electronic Commerce; Discuss electronic payment issues; Contrast the different e-payment options.; Identify on-line payment services; Explain activities performed by a transaction-processing service.; Examine the basic functions of online payment systems; Discuss the use of payment cards in electronic commerce; Discuss the history and future of electronic cash; Examine how electronic wallets work; Examine technologies used with Internet by the banking industry
- Week 12 Online Auctions, Virtual Communities, And Web Portals; Define Auctions, Web Portals and Virtual Communities; Examine Auction techniques; Discuss the differences between the seven (7) major auction types; Discuss the advantages of electronic auctions; Discuss the disadvantages of electronic auctions; Identify the major obstacles of consumer acceptance of electronic auctions; Discuss the significance of Virtual Communities
- Week 13 Electronic Commerce Security; Define and Discuss security issues surrounding online activities; Examine security techniques for securing client computers; Examine security techniques used for securing communication channels between computers; Examine security techniques for securing server computers; Evaluate organizations that promote security for computer, network, and Internet
- Week 14 Environment of Electronic Commerce: Legal, Ethical, And Tax Issues; Examine Laws that govern electronic commerce activities; Examine Laws that govern these of intellectual property by online businesses; Discuss Online crime, terrorism, and warfare; Discuss ethics issues that arise for companies conducting electronic commerce; Examine the conflicts between companies' desire to collect and use data about their customers and the privacy rights of those customers; Discuss issues concerning the taxes that are levied on electronic commerce activities; Discuss the increasing pressure by States to regulate and issue taxes based on E-Commerce
- Week 15 Web Server Hardware And Software; Examine the equipment used with Web servers; Examine and discuss software packages for Web servers; Discuss Email options; Discuss Spam and methods for controlling Spam; Discuss Internet and Web site software packages
- Week 16 Electronic Commerce Software; Evaluate Web-hosting services; Define the basic functions of electronic commerce software; Examine functions of electronic commerce software; Examine software options for small and midsize businesses; Examine software options for midsize to large businesses; Examine software options for large businesses that have an existing information technology

Recommended Texts:

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- Laudon, C. K., & Traver, C. (2014). *Introduction to E-commerce*, (10th Edition). Prentice- Hall.
- Turban, E., King, D., & Lang, J. (2010). *Introduction to Electronic Commerce*, (3rd Edition). NJ, USA: Prentice- Hall.
- Qin, Z. (2009). *Introduction to E-commerce (Tsinghua University Texts)*. Springer.
- Raydu, C.S. (2009). *E-Commerce E-Business*. Himalaya Publishing House.
- Daniel, I. (2011). *E-commerce Get It Right!: Essential Step by Step Guide for Selling & Marketing Products Online. Insider Secrets, Key Strategies & Practical Tips - Simplified for Your Start Up & Small Business*. Neuro Digital.

Course Title :	Retailing
Course Code :	COMC - 566
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: McGraw-Hill.

Course Title : Agri Business Marketing
Course Code : COMC - 567
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objectives:

To learn how the agribusiness marketing system functions, covering operations involved in the movement of agricultural commodities from farmer to consumer, including the essential marketing functions of buying/selling, transportation, storage, pricing, standardization, market intelligence, and risk bearing.

- Week 1-4 Marketing Dimensions and Market Competition, Describe and analyze the general functions and the competitive environment in which farm commodities become consumption products.
- Week 5-8 Consumer Markets, Understand the characteristics, structure, and evolution of the domestic and international markets for food/agricultural products.
- Week 9-11 Pricing and Exchange Systems, Analyze the economic principles that guide marketing activities (at industry and firm levels) including price determination and risk management
- Week 12-16 Marketing Channels, Compare the firm specific marketing and procurement alternatives for producers, producer groups, processors, wholesalers and retailers.

Recommended Texts:

Rhodes, V. J., Dauve, J. L., & Parcell, J. L., (2006). *The Agricultural Marketing System*, (6th Edition). Arizona: Holcomb Hathaway.

Kohls, R. L., & Uhl, J. N. (2001) *Marketing of Agricultural Products*, (9th Edition). Prentice- Hall.

Ricketts, C., & Ricketts, K. G. (2008) *Agribusiness Fundamentals and Applications*, (2nd Edition). Delmar Cengage Learning.

Barnard, F. L. (2012). *Agribusiness Management*, (4th Edition). Routledge.



Assistant Registrar (Academic)
University of Malakand

Course Title : Pharma Marketing
Course Code : COMC - 568
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, Pharma 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: Pearson.



Dev. S. Pathak, S. D., Escovitz, A., & Kucukarslan, S. (1992). *Promotion of Pharmaceuticals: Issues, Trends, Options*. Taylor & Francis.

Course Title : Marketing Communications

Course Title : COMC - 569

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 behavior 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
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 :	Branding and Culture
Course Code :	COMC - 672
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This course aims to introduce students to the major concepts and practices of cross-cultural design applied to the development of brand identities for a global market. After successfully completing this course, students should be able to: (i) articulate the concepts of global brand identity, cross-cultural values and aesthetics, and design strategy; (ii) appropriately select methodologies to evaluate the values, aesthetics, and semiotics of cultures and brands; (iii) adapt the elements of brand identity to a global context; and (iv) develop a brand identity strategy appropriate to a cross-cultural context.

Week 1&2	Introduction, Background and history of branding, Difference between product and brand, Aims of a brand, Culture and society, Characteristics of culture, Consumer culture.
Week 3&4	Building relationships through brands, Brand identity and its associations, Types of relationships, What makes brands great globally.
Week 5&7	Brand aesthetics/ elements, Brand name, Brand logo and symbol, Brand slogan, jingles, rhymes, Brand packaging, Brand color and design, Research paper regarding logo redesign, Brand equity.
Week 8	Why brand matters to customers and to firms.
Week 9&11	Cultural differences impacting brands, Global companies and their strategies, International branding, Standardization, Adaptation, Research paper regarding cultural differences.
Week 12	Brand equity, First perspective, Second perspective.
Week 13&14	The biggest branding mistakes, Why brands fail, Culture failures, Biggest loopholes by companies.
Week 15&16	Presentation

Recommended Texts:

- Torelli, C. J. (2013). *Globalization, Culture, and Branding: How to Leverage Cultural Equity for Building Iconic Brands in the Era of Globalization*. Palgrave MacMillan.
- Britton, M. (2015). *Youth Nation: Building Remarkable Brands in a Youth-Driven Culture*, (1st Edition). Wiley.
- Hatch, M. J., & Schultz, M. (2008). *Taking Brand Initiative: How Companies Can Align Strategy, Culture, and Identity Through Corporate Branding*, (1st Edition). Jossey-Bass.
- Gelder, S. V. (2005). *Global Brand Strategy: Unlocking Brand Potential Across Countries, Cultures and Markets*. Kogan Page Business Books.
- Holt, D. B. (2004). *How Brands Become Icons: The Principles of Cultural Branding*. Harvard Business Review Press.
- Keller, K. L. (2007). *Best Practice Cases in Branding*, (3rd Edition). Pearson Education.
- Clifton, R. (2009). *Brands and branding*. Wiley.
- Underhill, P. (2008). *Why We Buy: The Science of Shopping-updated and Revised for the Internet, the Global Consumer, and Beyond*. Simon & Schuster.

Course Title : Advertising
Course Code : COMC - 673
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&2 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.
- Week 3&4 The marketing mix and advertising, Advertising and the product, Advertising and the price, Advertising and the place, Advertising and the promotion.
- Week 5&6 The advertising research stages, Advertising strategy determination, Concept development and testing, Testing and evaluation of advertising.
- Week 7&8 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 9&10 Designing the advertising, The advertisement layouts, The design principles. The features of the best layout design.
- Week 11&13 Media planning and selection, Role of media in marketing framework, Defining media objectives, Developing media strategies, Media selection and scheduling.
- Week 14&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, Customer Relationship Management

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.
- Ogilvy, 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*. McGraw-Hill.


Assistant Registrar (Academic)
University of Malakand

Course Title :	Consumer Marketing
Course Code :	COMC - 674
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 consumers. In this course we seek to introduce to students the key ideas and phenomena, especially the core theme of delivering benefits to customers and develop students' skills in understanding of the needs of consumers to make effective communication with them. Familiarize students with the tactics of the marketing to influence or persuade consumers in making their buying decisions. At the end of this course students should be able to: (i) compare and contrast different perspectives to persuade consumer behavior to make ultimate buying decision; (ii) apply theories of consumer behavior to identify future needs of consumers and recognize trends based on current research related to consumer behavior; and (iii) analyze the challenges that might be posed by the consumers of future.

Week 1	Marketing in evaluation
Week 2&3	The 21 st century consumer ... the new realities
Week 4&5	Targeting consumer in the era of information technology
Week 6	Word-of-mouth influence
Week 7	Word-of-mouth marketing techniques
Week 8&9	Role of social media
Week 10	Viral & live buzz marketing techniques
Week 11&12	Caring and listening to the potential consumers
Week 12&13	Cultural, ethnic, and religious influence on marketing
Week 14	Consumer of the future
Week 15	Presentations by students
Week 16	Revision and Final Exam

Recommended Texts:

- KimmeI, J. A. (2010). *Connecting With Consumers: Marketing For New Marketplace Realities*. Oxford University Press.
- Wilcox, M. (2015). *The Business of Choice: Marketing to Consumers' Instincts*, (1st Edition). Pearson FT Press.
- ReveIla, A. (2015). *Buyer Personas: How to Gain Insight into your Customer's Expectations, Align your Marketing Strategies, and Win More Business*, (1st Edition). Wiley.
- Hemann, C., & Burbary, K. (2013). *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, (1st Edition). Que Publishing.
- Dooley, R. (2011). *Brainfluence: 100 Ways to Persuade and Convince Consumers with Neuromarketing*, (1st Edition). Wiley.
- David & Albert, (1998). *Consumer Behavior*. McGraw-Hill.
- Britton, M. (2015). *Youth Nation: Building Remarkable Brands in a Youth-Driven Culture*, (1st Edition). Wiley.

Course Title :	International Marketing
Course Code :	COMC - 675
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.

Course Title : Marketing Financial Service
 Course Code : COMC - 676
 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*, (2nd 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*. Create Space 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). *Retailing of Financial Services*. England: McGraw-Hill Book Company.
- Meidan, A. (1996). *Marketing of Financial Services*. Great Britain: Macmillan Press Ltd.

Course Title : Export Management and Marketing
 Course Code : COMC - 677
 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 firm's 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 of 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.

Assistant Registrar (Academics)
 University of Sialkot

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

Course Title :	Wholesaling
Course Code :	COMC - 678
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

Understanding the roles of various channel members play in the distribution channel is important for the students of marketing. Wholesale, being an important element of channel is important as the products passing through this particular entity are usually pushed. The course covers the issues arising in setting of a smooth vertical system as well as the horizontal system. Students will have hands on knowledge of wholesale territory management, time management and activity management after the completion of the course.

Week 1	What is Wholesaling, Why Wholesaling, Why does it work, Market Domination,
Week 2&3	Overview, Overcoming Obstacles, Mindset, Time, Takes too much time, Not enough deals,
Week 4&5	Working with players, Finding Target Market, How to find listings on the market,
Week 6	Building buyers' lists, How to find buyers, Teaming with other wholesalers, Creating a database, Lead Sheet.
Week 7&8	Qualifying a lead, Setting up an offering system, Getting the agents ready to launch, Going digital
Week 9	The Beginning, Real relationships, The power of confidence,
Week 10&11	Territory Management, Geographical issues,
Week 12	Activity Management,
Week 13	Goal Setting
Week 14	Value Aspects, In the mind of customer, The value ladder
Week 15	Communication
Week 16	Global concerns in the wholesaling.

Recommended Text:

- Shore, R. (2013). *Brotherhood of the Bag, A Wholesaler's Handbook*, (1st Edition). Shorespeak LLC.
- Zinman, D. (2008). *Successful Wholesaling: A Training Program On Territory Management And Technical Sales Skills For Financial Services Wholesalers*, (2nd Edition). LIC Publishing.
- Lane, M. E. (2013). *How to Become A Wholesale Millionaire*. Create Space Independent Publishing Platform.



Karasik, P., & Smith, L. (2006). *Mastering The Art of Wholesaling*, (1st Edition). The Wholesaler Institute.

Herndon, T. (2012). *The Insider's Guide to Reverse Wholesaling*.

Course Title: Service Industry Management

Course Title : COMC - 682

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Course Objectives:

This unit provides an insight into the details of managing services industry. The pits and falls associated with the industry having intangible and inseparable output by the organizations. After successful completion of the course the student will be able to: (i) appreciate the organizational significance of managing the service encounter to achieve internal and external customer satisfaction, (ii) understand the dimensions of service growth and expansion both domestically and internationally, and (iii) develop an understanding of the "state of the art" of service management thinking.

Week 1&2	Attributes of services;
Week 3&4	The Role of Services In The Economy;
Week 5&6	The Service Categories and Concepts;
Week 7	Managing a service company;
Week 8	Capacity management;
Week 9	Resource Management;
Week 10	Waiting time management; Marketing mix;
Week 11&12	Evaluation and benchmarking of implemented services;
Week 13&14	Gap analysis;
Week 15	Mystery shopping
Week 16	Presentations by Students & Final Term Examination

Recommended Texts:

Fitzsimmons, J. A., & Fitzsimmons, J. M. (2007). *Service Management: Operations, Strategy, Information Technology*. Greensburg, PA, USA: McGraw-Hill Professional.

Bhat, S. (2015). *Business Process Improvement For Manufacturing and Service Industry: 18 Proven Methodologies to Maximize Organizational Effectiveness, Efficiency and Profitability*. Canada: Shifting Paradigms Publications.

George, M. (2003). *Lean Six Sigma for Service : How to Use Lean Speed and Six Sigma Quality to Improve Services and Transactions*. Greensburg, PA, USA: McGraw-Hill Professional.

Brimson, A. J., & Antos, J. (1998). *Activity-Based Management: For Service Industries, Government Entities, and Nonprofit Organizations*. NJ, USA: Wiley.

Marchand, J. G. (2012). *Service Management Made Simple*. Create Space Independent Publishing Platform.

Course Title :	Marketing Research
Course Code :	COMC - 683
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 making. 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 Co
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 and 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.
- Mac Daniel 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). i Universe.
- 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.


 Assistant Registrar (Academic)
 University of Malakand

Course Title : Marketing Plan Development
Course Code : COMC - 684
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 (Lehmann and Winer, Chap 1 and Cohen, Chap 1)
- 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 (Lehmann and Winer, Chap 2 & 3; Cohen, Chap 2).
- Week 6&7 Market Appraisal - External Audit, Competitor/Customer Analysis (Lehmann and Winer, Chaps 4, 5.)
- Week 8 Establishing Objectives/Strategic Options (Cohen, Chaps 3, 4)
- Week 9 Market Measurement and Forecasting (Lehmann and Winer, Chap 6; Cohen, Chap 6)
- Week 10&11 Manipulating the Controllable Variables (Lehmann and Winer, Chap 7; Cohen, Chap 5;)
- Week 12&13 Budgeting and Profitability (Cohen, Chapter 7)
- Week 14 Implementation and Control (Cohen Chap 9)
- Week 15 The Formal Presentation (Cohen Chap 8)
- 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 & 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*. West view 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 : Marketing of New Product
 Course Code : COMC - 685
 Credit Hours : 03
 Total Weeks : 16
 Total Hours : 48

Course Objectives:

This course will provide a broad overview of many areas that pertain to marketing of new products. Special attention will be placed on understanding the process and strategies to impart needed skills. Although creative issues will be examined, this is primarily a management, not a creative, course.

Week 1&2 New product development process
 Week 3 New product innovation strategy
 Week 4 Opportunity identification and idea generation
 Week 5 The concept test
 Week 6&7 Estimation of sales potentials
 Week 8 Preliminary discussion on students' project and mid-term examination
 Week 9 Proactive approach to new product development process
 Week 10 Product/ market testing; Product launching
 Week 11&12 Global new product development
 Week 13&14 Sustainability in innovation
 Week 15 Project Presentations by students
 Week 16 Revision & final term exam

Recommended Texts:

- Garcia, R. (2014). *Creating and Marketing New Products and Services*, (1st Edition). Auerbach Publications
- Crawford, C. M., & Benedetto, D. (2014). *New Products Management*, (11th Edition). McGraw-Hill/Irwin.
- Columbus, L. (2011). *Best Practices in New Product Introductions: Ten Ideas for Making New Product Launches Succeed*. Louis Columbus.
- Hall, J., & Schneider, J. (2010). *The NEW Launch Plan: 152 Tips, Tactics and Trends from the Most Memorable New Products*. BNP Media II, LLC
- Cooper, R. G. (2011). *Winning at New Products: Creating Value Through Innovation*, (4th Edition). Basic Books.
- 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.

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Course Title : Service Marketing
Course Code : COMC - 686
Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Course Objective:

This course will help the students examine the following market-driven strategy aspects.

1. To develop the theme of market-driven strategy and its pivotal role in designing and implementing effective business and marketing strategies.
2. To review the characteristics of market oriented organizations, the development of distinctive capabilities, and the creation of value for customers.
3. To look into the links between business and marketing strategy and corporate strategy to clarify the scope of strategy and the marketing strategy process.
4. To emphasize the turbulent context in which executives make strategic choices and to explore some of the most important challenges in the modern marketplace, escalating globalization, technological change and the imperatives of ethical behavior and corporate social responsibility.

Week 1	Introducing Services, What is service?, Characteristics of services, The '7 Ps' of services, Customer involvement and uncertainty, Expectations and perceptions of a service, Core and augmented service, The 'Mc Donaldization' of services, The downside of Mc Donaldization, The trouble with service.
Week 2	Organization for service, 'Organization realities', Structure of organizations, Culture of organizations, Types of organization culture, Organizational climate, Defensive behavior, Explanation for defensive behavior, Organizing for service, Empowerment, Criticism of the new service management school of thought, The virtual organization & (Case Study)
Week 3	Design of the service, The concept of design, Service classification: a design issue, Objects of the service processes & (Case Study)
Week 4	Design of the service, Customer contact, Service blueprint, The 3 logics & (Case Study)
Week 5	The service setting, The service setting framework, Types of service setting, The role of the service setting.
Week 6	The service setting, The service setting and consumer behavior, Environmental dimensions of the service setting, Three service settings & (Case Study)
Week 7	Service quality, The quality challenge, Definitions of quality (and implications for service quality), Standards, Hard and soft standards, The Gaps Model of Service Quality (Case Study)
Week 8	Service quality, SERVQUAL (what to measure), The SERVQUAL Scale, Tools of quality, Quality programs, Cost of quality
Week 9	Service communications, Integrated marketing communications, The role for communications, Services communication, Key communication variables.


Assistant Registrar (Academic)
Universiti Malakand

Week 10	Service communications, Corporate identity, Branding services, Advertising the service
Week 11	Relationship marketing, A twenty-first century approach to marketing, What is relationship marketing? (Case Study)
Week 12	Relationship marketing, Why follow a relationship marketing approach, Benefits to the customer (Case Study)
Week 13	Monitoring and evaluating the service, Customer satisfaction evaluation, Customer complaints, Service recovery (Case Study)
Week 14	Monitoring and evaluating the service, Effective complaint-handling procedures, Guarantees, Customer defections (Case Study)
Week 15&16	Presentations

Recommended Texts:

- Lovelock, C. H., & Wirtz, J. (2010) *Services Marketing: People, Technology, Strategy*, (7th Edition). Butterworth-Heinemann.
- Wirtz, J., & Chew, P. (2012). *Essentials of Services Marketing*, (2nd Edition). Pearson Education.
- Schultz, M., & Doerr, J. E. (2013). *Professional Services Marketing: How the Best Firms Build Premier Brands, Thriving Lead Generation Engines, and Cultures of Business Development Success*, (2nd Edition). Wiley.
- Hoffman, D., & Bateson, J. E. G. (2010). *Services Marketing: Concepts, Strategies, & Cases*, (4th Edition). Cengage Learning.
- Mudie, P., & Pirrie, A. (2006). *Services Marketing Management*, (3rd Edition). Cengage Learning.

Course Title :	Seminar in Marketing
Course Code :	COMC - 687
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Course Objectives:

This course covers contemporary topics in marketing and includes discussion of recent developments in international marketing, consumer behavior, services marketing, marketing communications and brand management. The primary learning objective of this course is to develop the knowledge in marketing theory and the ability to apply contemporary marketing concepts.

Week 1	Introduction to Course and Syllabus Review
Week 2&3	A Review on Marketing Basics, Value Concept and Transaction of Value, Products in Contemporary Marketing, Market Analysis, The Marketing Mix
Week 4&5	Brand Management, The Role of Brands, Branding Concepts, Developing Brand Equity, Nostalgic Brands, Brand Equity Models (Aaker and Keller Models), Choosing Brand Elements
Week 6	Marketing as Communications, Integrated Marketing Communications, Writing a Creative Brief – In Class Exercise
Week 7	Developing Innovative Brand Communications – In Class Exercise
Week 8&9	Design Management and Marketing, Product as a Symbol Hedonic vs. Utilitarian Needs, Cognitive and Emotional Responses to Product Design, Aesthetic Appreciation
Week 9	Services Marketing, Designing/Renovating a Service – In Class Exercise

Week 10	New Trends in Marketing, Guerilla Marketing, Buzz Marketing, Experiential Marketing
Week 11	Global Marketing Some Insights for Going International
Week 12	How to market NGO's and NPO's
Week 13	An insight into how ethical MNC's operations are, Whistle blowers, Lobbying, CSR.
Week 14	Demarketing, Reverse psychology
Week 15&16	Review of various articles and students synopsis

Recommended Texts:

No textbook is required. The instructor will announce assigned materials during classes.


Anil Kumar
University of Mumbai