

Pir Mehr Ali Shah
Arid Agriculture University, Rawalpindi



University Institute of Management Sciences Self-
Assessment Report for BS Commerce Program

(Fall 2018-Spring 2020)

Program Team

Director:

Prof. Dr. Yasir Hafeez

Coordinator:

Dr. Bushra Zulfiqar

Members:

Dr. Afsheen Fatima (Assistant Professor)

Ms. Sidra Akhtar (Lecturer)

Dr. Zoya Khan (Lecturer)

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Introduction

University Institute of Management Sciences (UIMS) is a constituent institute of Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi (PMAS – AAUR), a public sector university. UIMS was established in 1996 with the inception of MBA and MBA (Executive) programs and the first intake of 60 students. Thousands of the graduates of UIMS are already serving the nation and making a great impact both socially and economically. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with various programs BBA, BS Commerce, MBA, MBA (1.5), MS and PhD. Among other programs, the newly started four years BS Commerce program at UIMS is one of the major strength of this institute. This program was started in 2017 with two specializations (i) Auditing & Taxation and (ii) Accounting and Finance.

The BS Commerce program is designed for individuals who want to develop a career in the areas of commerce, trade, business and economic management. It is a focused program that provides rigorous training in developing analytical and decision-making skills. The program employs state of the art teaching methods and technological resources to give a real world experience to students.

The program comprises of 8 semesters (141 credit hrs). Internship and research based projects are key factors that transform students into appropriate candidates for jobs as well as higher education in business disciplines. To update the students, seminars and workshops on current economic, commerce and business issues are also organized in the department. These methods of study not only provide excel in personal development but also prepare the students to accept future challenges in the fast growing corporate world. Every year 100 students are admitted into this programs, who by going through vigorous training are absorbed in the leading organizations of Pakistan.

The institute, in spite of its lowest fees in the region, is working on self-sustained basis and has not required, to this day, any funding from HEC, Government of Punjab or any other body of the federal or provincial governments. Instead, it contributes significant

amounts every year to the overall income of the university to support other programs.

UIMS, for being a part of an agriculture university and having low fees, typically attracts students from the middle and lower-middle class communities of the rural and suburban areas, who possess bigger potential of bringing greater change in the overall outlook of the society. We boast that our graduates do not only change their own lives as individuals rather they become catalyst of change in their extended families and in many cases even in the communities they belong.

CRITERION-1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

CRITERION-1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

The self-assessment is based on a number of criteria. To meet each criterion several standards must be satisfied. This section describes how the standards of the Criterion 1 are met.

Standard 1-1: The program must have documented measurable objectives that support institution mission statements.

Vision statement (UIMS)

To create an impactful education, solution oriented research and innovative individuals.

Mission statement (UIMS)

1. To create innovative individuals through the quality education in business science.
2. To conduct scholarly research that advances theory and practice in the business disciplines.
3. To contribute to societal and economic development initiatives in the pursuit of widely shared prosperity and well-being.

Mission statement (BS Commerce)

To provide high quality education in the field of banking, taxation, audit and accounting along with developing strong communication and interpersonal skills which can help them succeed in their professional life.

Objectives (BS Commerce)

The Strategic objectives of the program are as under:

1. To develop basic understanding with business studies and commerce.
2. To develop a focused understanding of banking, auditing, taxation and accounting functions in a business
3. Provide a pathway to professional certifications (CA, ACCA and CFA).
4. To develop strong communication and interpersonal skills
5. To develop the innovative mindset.

Main elements of strategic plan to achieve mission and objectives

- We follow Differentiation Strategy by nurturing distinctive competence of quality education.

- We achieve differentiation by hiring visiting faculty from industry having strong theoretical background, practical expertise and reputation and also by development of permanent faculty.
- We differentiate ourselves by introducing modern disciplines (subjects).
- We conduct Research Projects at small scale in order to develop deep theoretical understanding.
- We introduce modern technology and infrastructure not to be competent but to differentiate from others.
- We orientate all the employees that how his or her job can affect the learning process of students and quality of education.

Table 1: Program Objectives Assessment

Objectives	How Measured	When Measured	Improvement Needs Identified	Improvement Made
1- To develop basic understanding with business studies and commerce.	Through exams, quizzes, and assignments	During and at the end of each semester	Difficulty in communicating in English.	Emphasis on presentations and language learning.
2- To develop a focused understanding of banking, auditing, taxation and accounting functions in a business.	Through case analysis and articles.	During the semester	Real exposure to business environment.	Introduction of different dimensions of economics and Real Case studies of business

3- To provide a pathway to professional certifications (CA, ACCA and CFA)	Through case analysis and articles, seminars, workshops, internship.	During the semester	Real exposure to business environment.	Introduction of different dimensions of economics and Real Case studies of business
4-To develop strong communication and interpersonal skills.	Through presentations and group work	During the semester	Lack of confidence and language problems	Practicing language and presentations in class
5-To develop the innovative mindset.	Through business games and problem Solving exercises	During the semester	Lack of innovative thinking	Reinforcement

Program Learning Outcomes

All the students in BS Commerce program should be able to:

1. Communicate well through presentations, oral discussions, review articles etc.
2. Use enhanced knowledge and vision
3. Apply basic knowledge of business subjects
4. Use analytical skills for understanding broader issues
5. Develop innovative mindset
6. Pursue higher studies

Standard 1-2: The program must have documented outcomes for graduating students. It must be documented that the outcomes support the program objectives and that graduating students are capable of performing these

Table 2: Program outcomes and their relationship with objectives

Outcomes		Objectives				
		1	2	3	4	5
	1	++	++	+++	+	+
	2	+	++	++	+	++
	3	++	++	++	++	+++
	4	++	++	+	++	++
	5	+	+	++	++	+
	6	++	++	+++	+	++

+ = Moderately Satisfactory

++ = Satisfactory

+++ = Highly Satisfactory

BS Commerce Program Assessment

Standard 1-3: The Results of program's assessment

Teacher evaluation

University Institute of Management Sciences offers various degrees in management sciences. The department consists of 15 full time faculty members (and a Director) that teach almost 50% of the course load. All of the faculty holds relevant academic degrees and are qualified in teaching at this level. The courses are carefully formulated and appropriate teaching methodology is adopted. Majority of the full time faculty holds higher degrees and rest are in the process. However, the current strength of the teaching faculty is less which is required for running the current programs. In addition to that training of the existing faculty in reference to latest technology is need of time. Furthermore, the the faculty is also encouraged to acquire higher qualifications.

52 courses are taught in this program in a year, comprising fall and spring session, by permanent and visiting faculty members. All of these teachers were evaluated by the students at the end of the semesters in accordance with Proforma10. The results are graphically presented on the following pages.

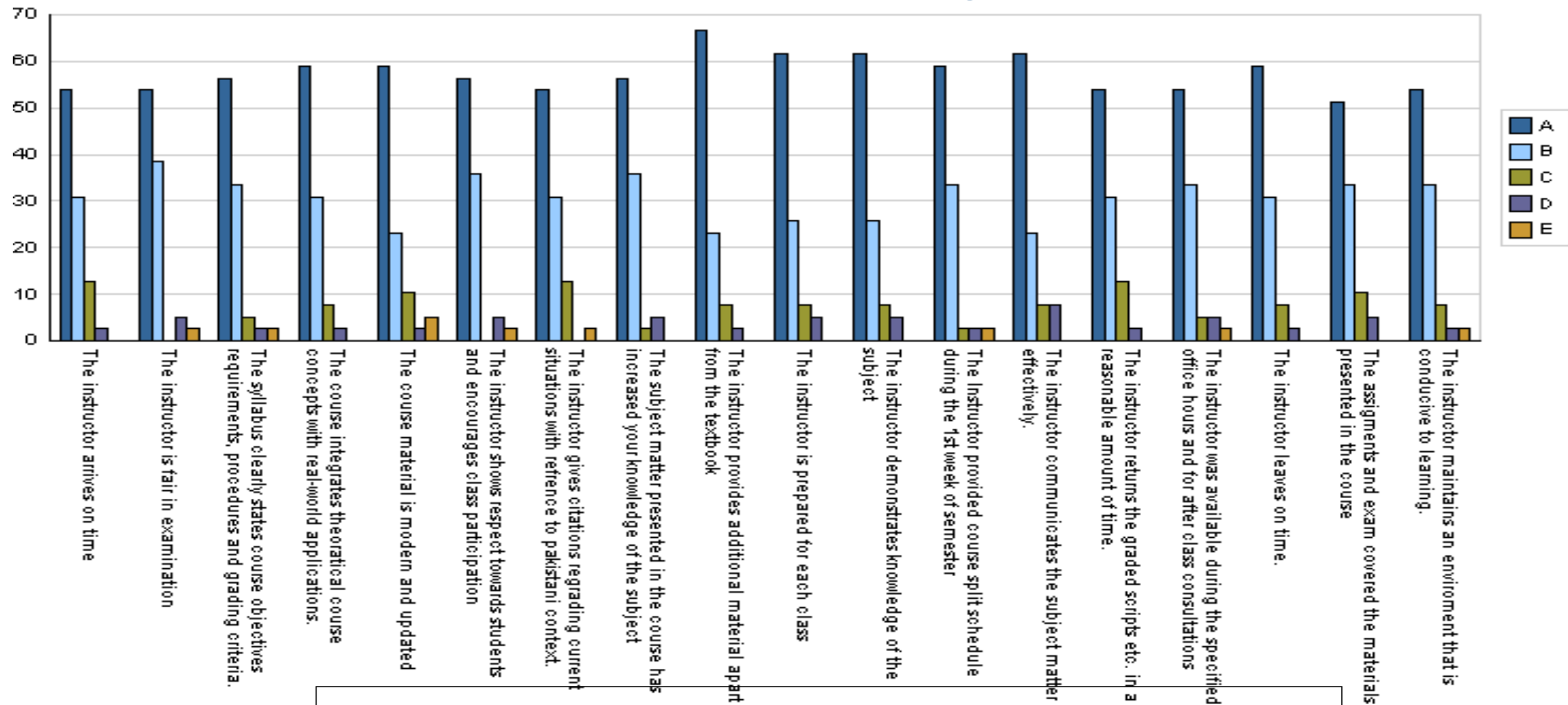
Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher's performance and each bar extends to a maximum value of 100%. Bar "A" shows highly satisfactory evaluation by students and Bar "E" shows highly dissatisfied feedback. All the responses are taken

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

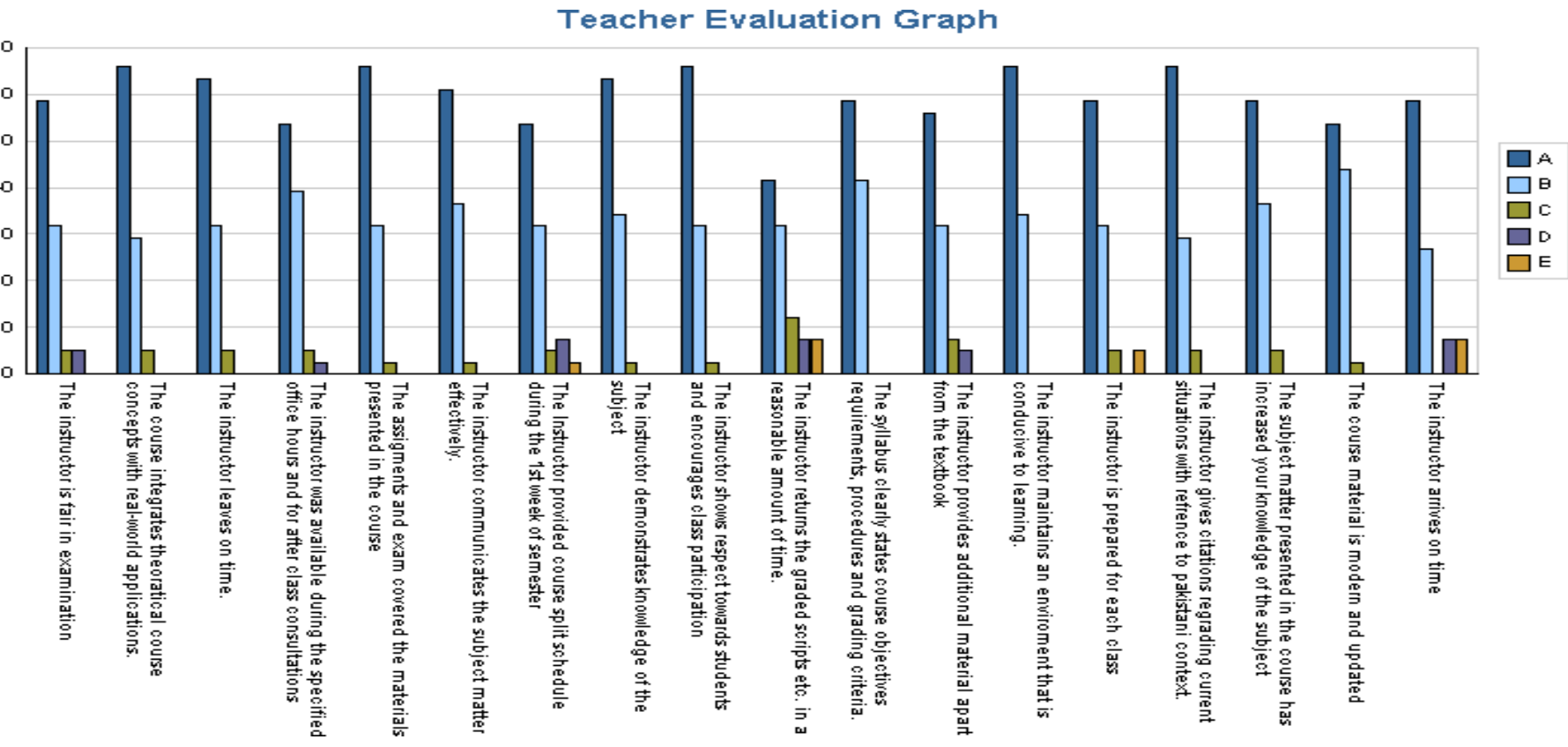
Table 3a: Teacher's Evaluation for 1st Semester

Sr. No.	Course Code	Semester I	Teacher's Name
1	MGT-310	Introduction to Business	Shuja Ilyas
2	MGT-371	Micro Economics	Touseef Nisar
3	MGT-391	Business Mathematics	Sana Rauf
4	MGT-321	Fundamental OfAccounting	Atif Mehmood
5	MGT-304	Social Psychology and Self Development	Sidra Muzamil
6	IS-302	Islamic Studies And Ethics	Haris Saleem
7	ENG-301	Functional English	Ameer Sultan

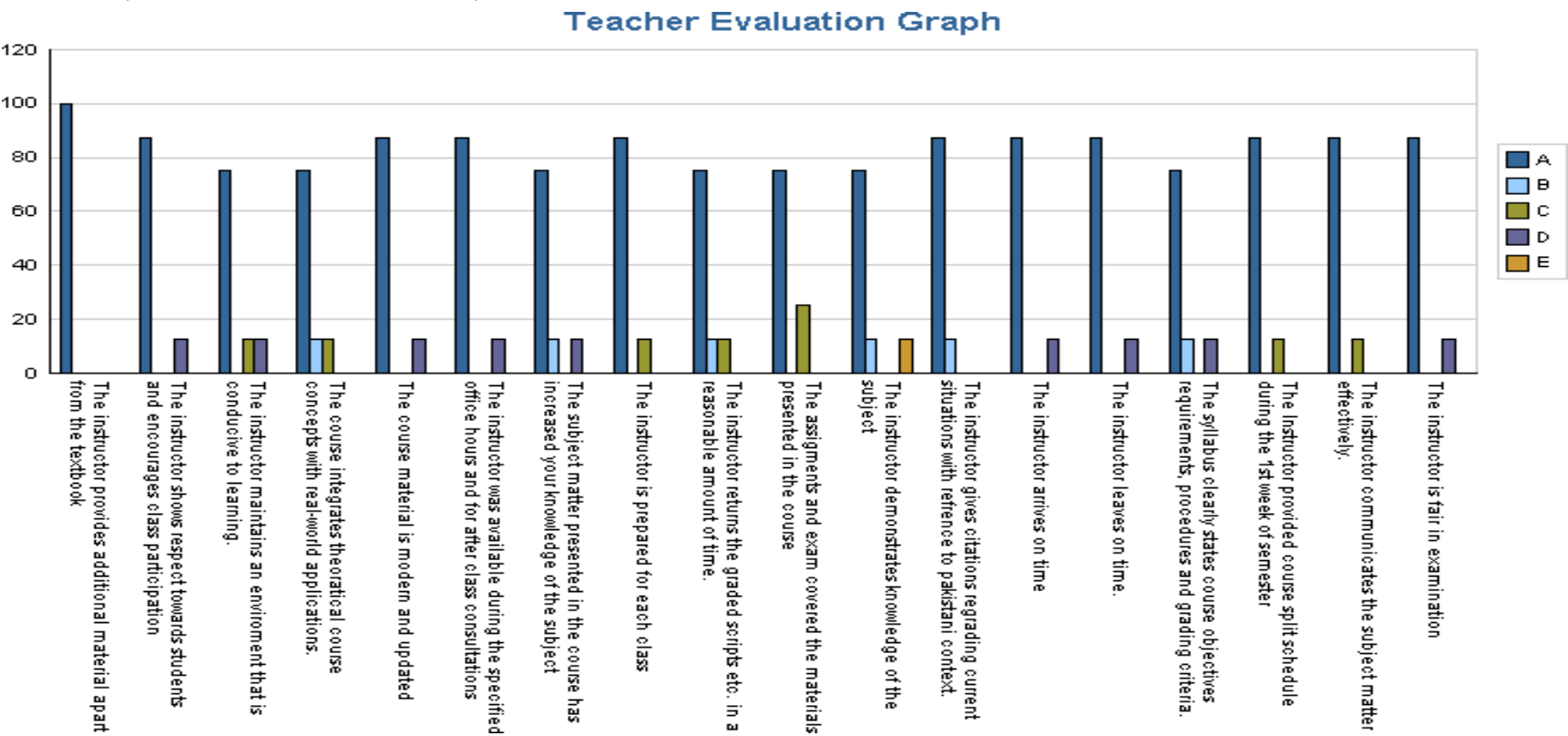
Teacher Evaluation Graph



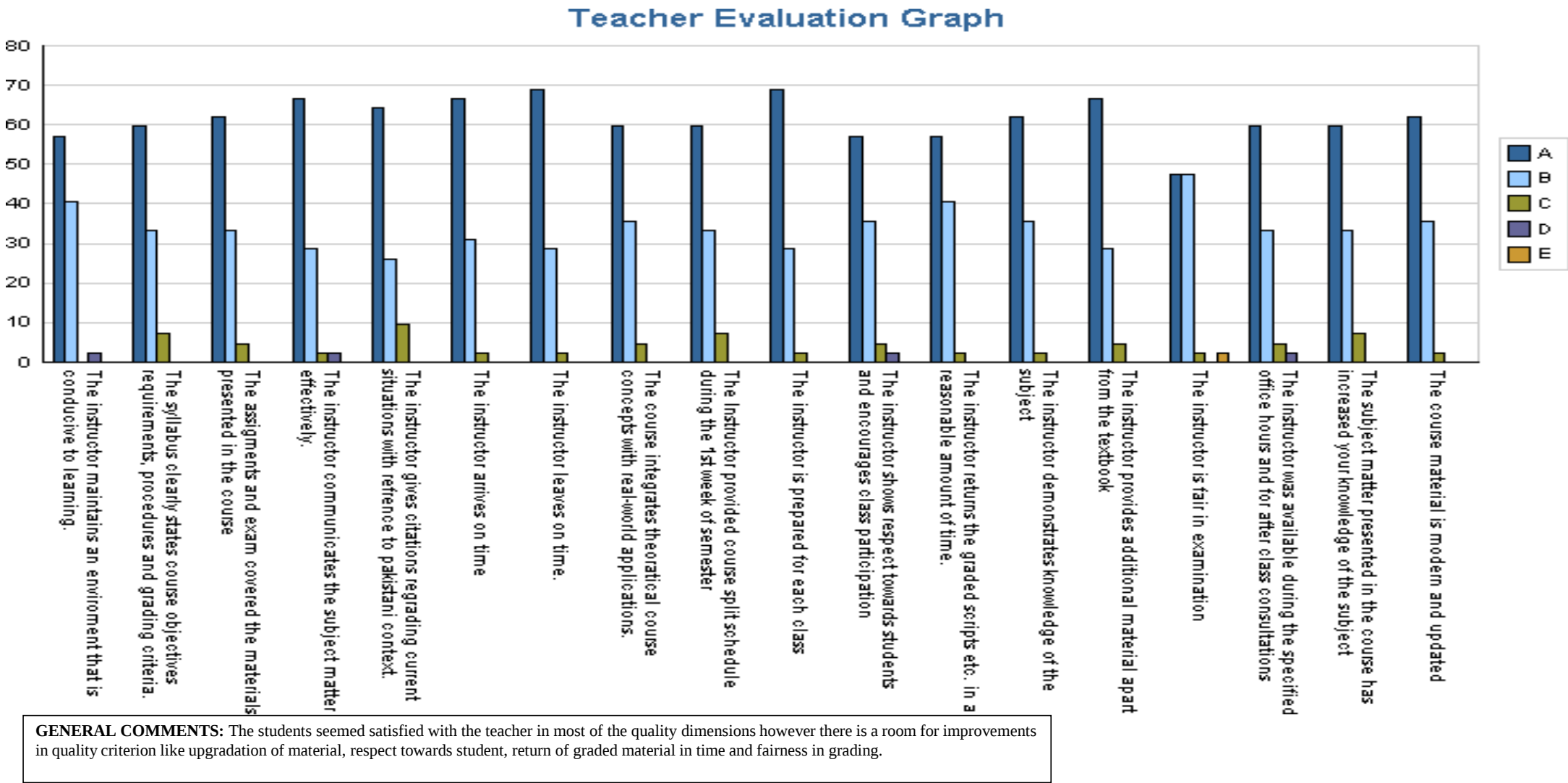
GENERAL COMMENTS: In all the quality dimensions the students ranked the teacher as highly satisfactory. Very few students were dissatisfied in any of the quality dimensions.

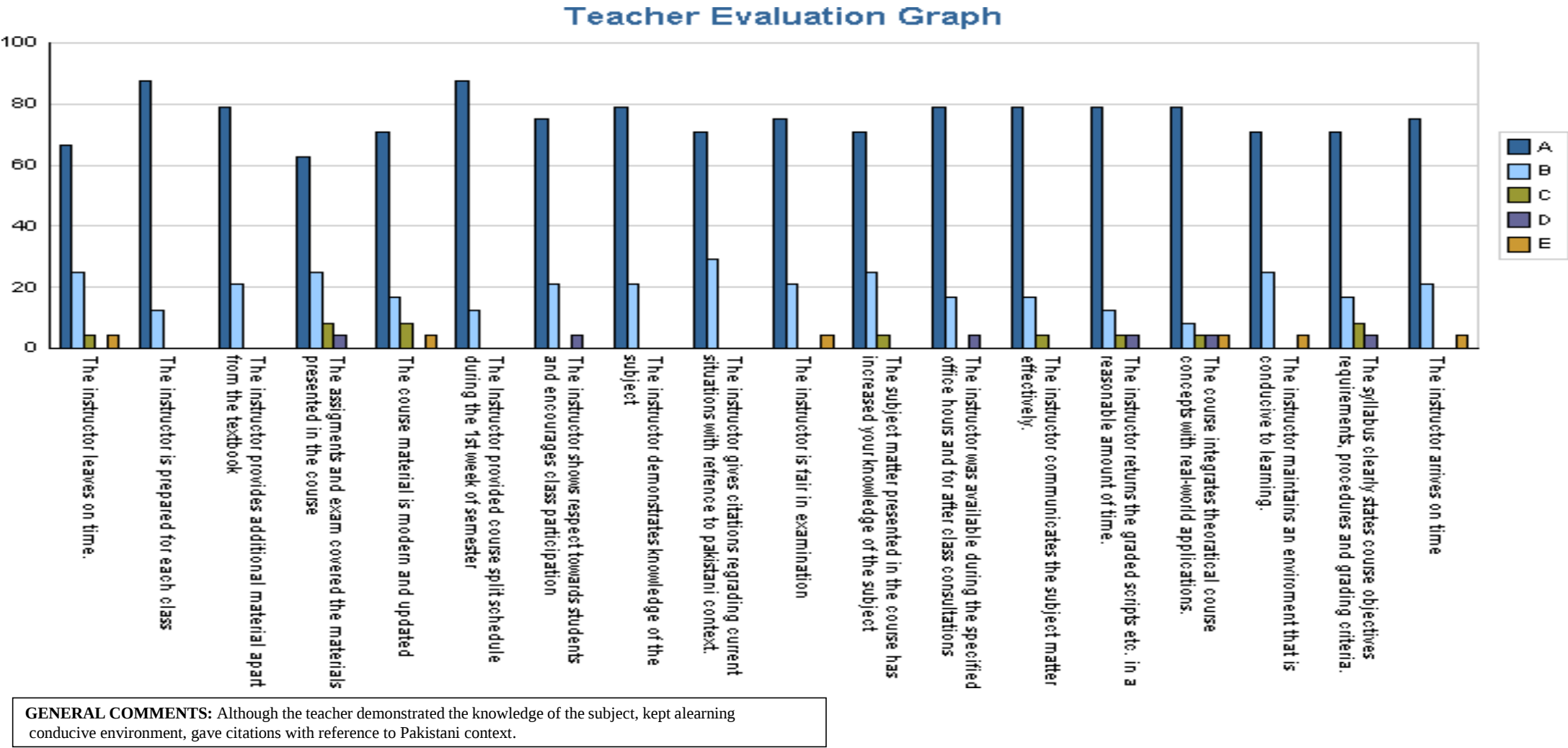


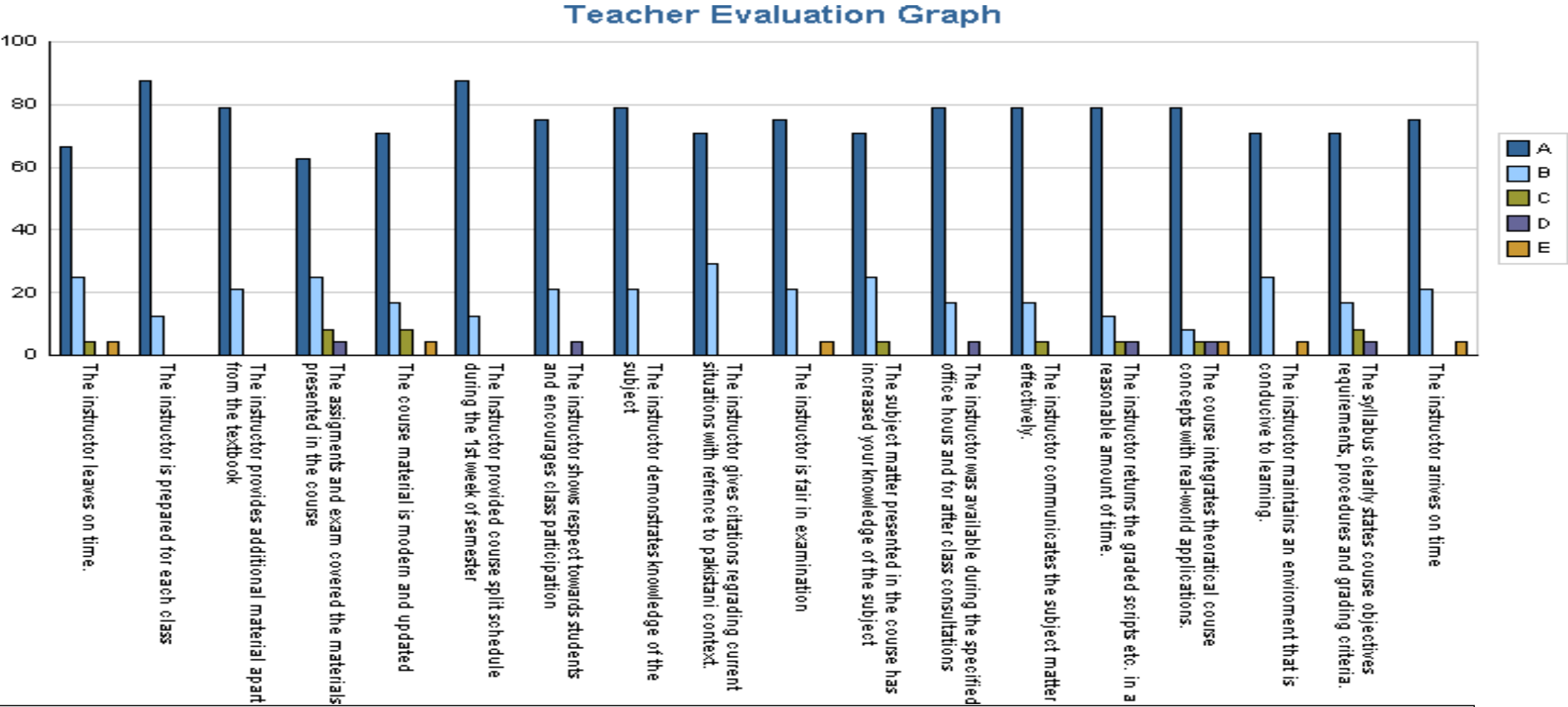
GENERAL COMMENTS: generally, the students seemed satisfied with the teacher’s ability to teach butthe teacher could improve in few aspects like the contents should have been updated and citations from Pakistani context should be provided while teaching.



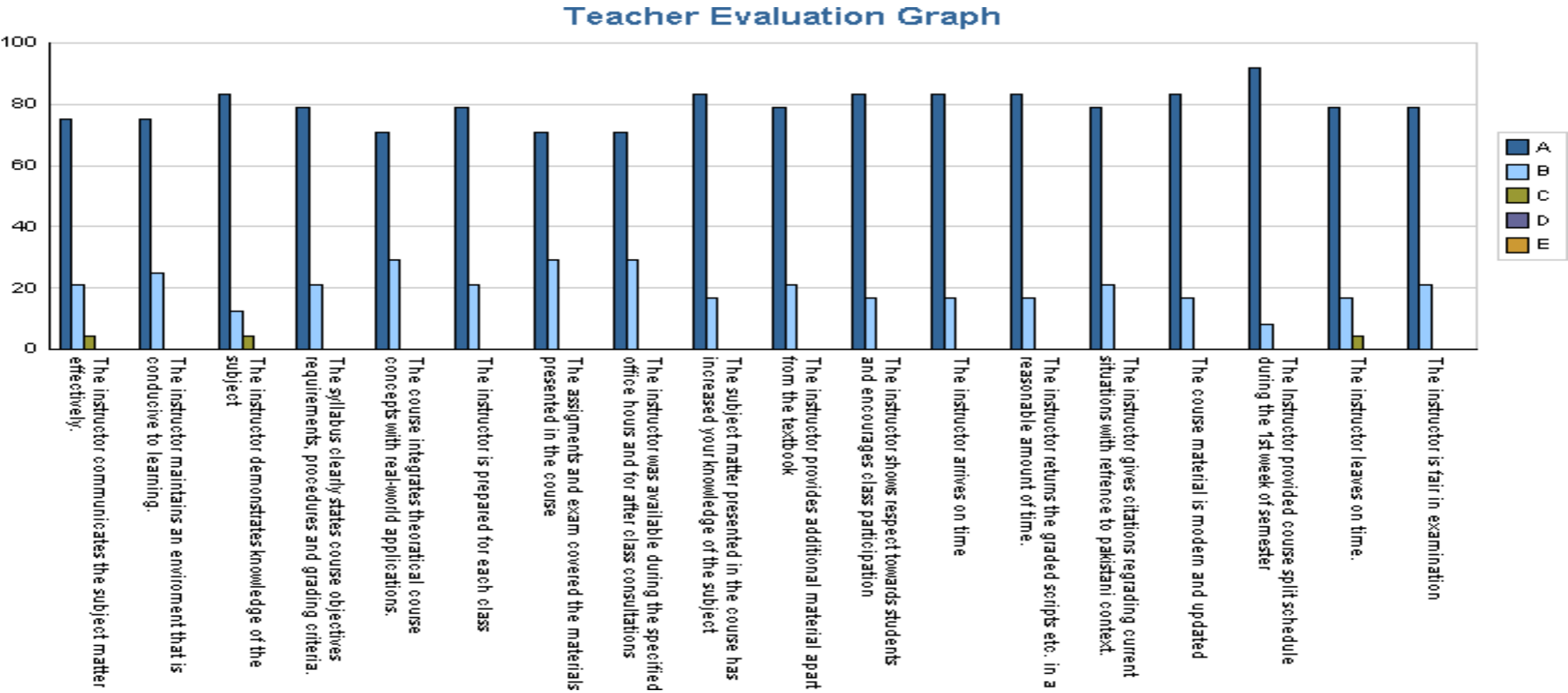
GENERAL COMMENTS: generally, the students seemed satisfied with the teacher’s ability to teach butthe teacher could improve in few aspects like the contents should have been updated and citations from Pakistani context should be provided while teaching.







GENERAL COMMENTS: Although the teacher demonstrated the knowledge of the subject, kept a learningconductive environment, gave citations with reference to Pakistani context and returned graded script in reasonable amount but students’ evaluation suggests that the teacher should leave the class on time and the exams should presentthe contents discussed in class.



GENERAL COMMENTS: the evaluation suggests that the students in general seem quite content with the teacher in all quality dimensions. But the course needs to more integrate the contents with real world application.

Student course evaluation BS Commerce 1th Semester

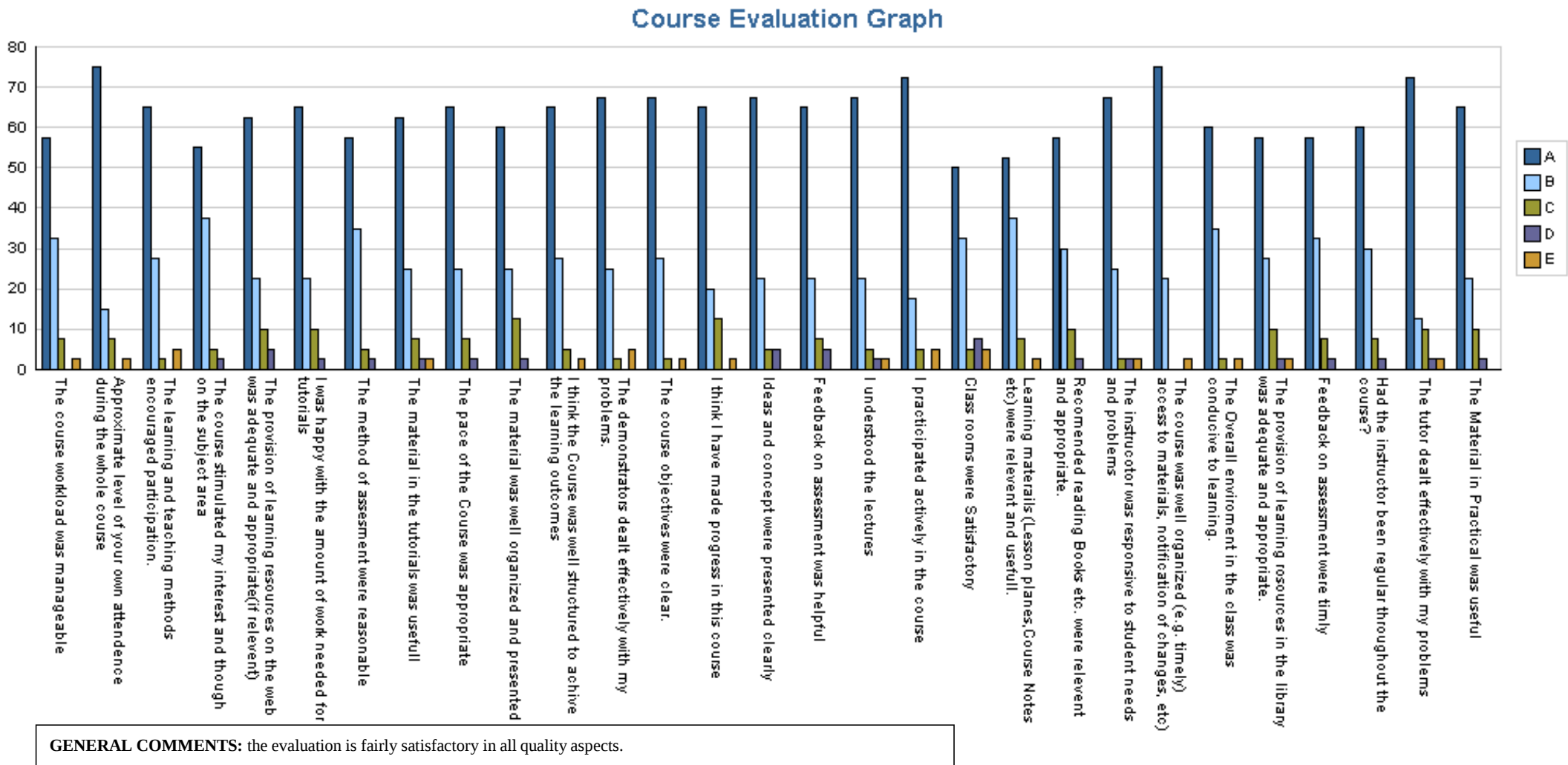
The courses of the respective teachers were also evaluated as per Proforma 1. Overall Comparative evaluation and detailed evaluation for each course is given below. Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher's performance and each bar extends to a maximum value of 100%. Bar "A" shows highly satisfactory evaluation by students and Bar "E" shows highly dissatisfied feedback.

The respondents provided responses on following scale

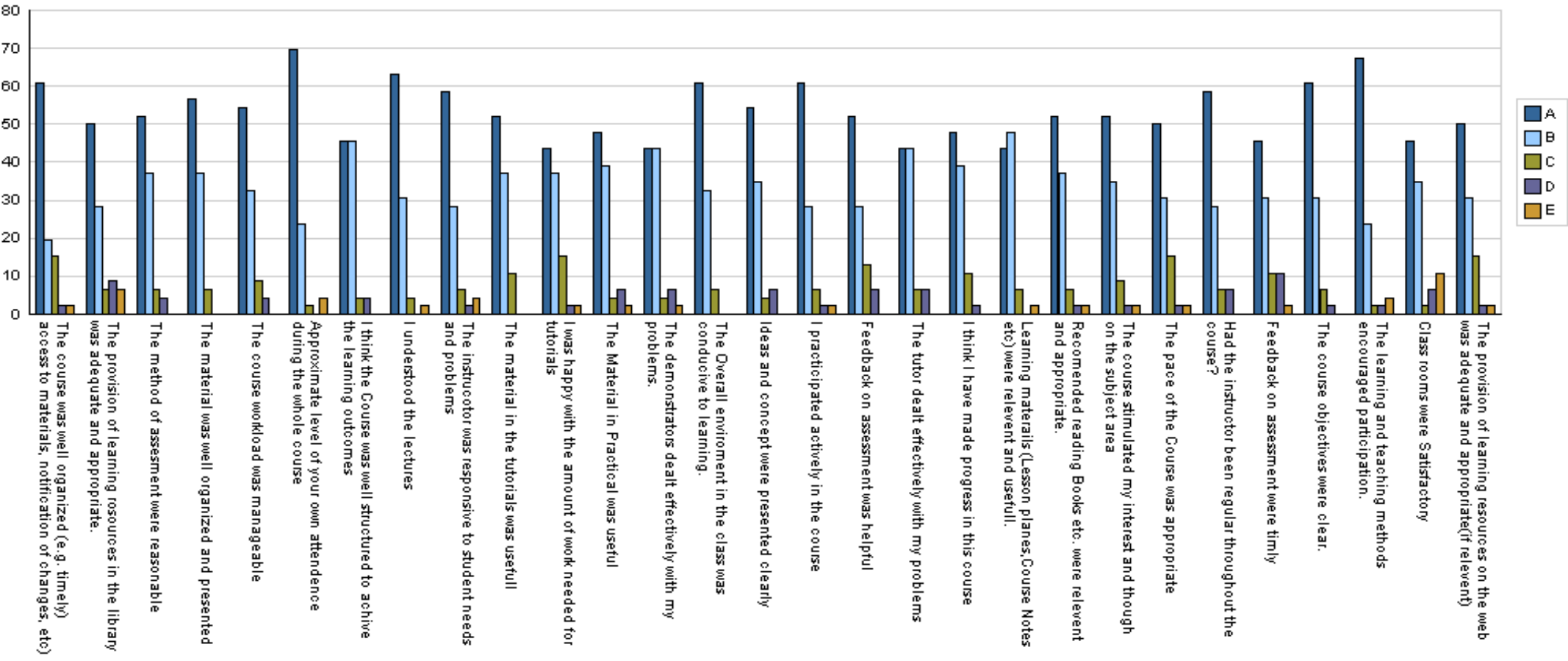
A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

Table 3b: Student Course Evaluation for 1st Semester

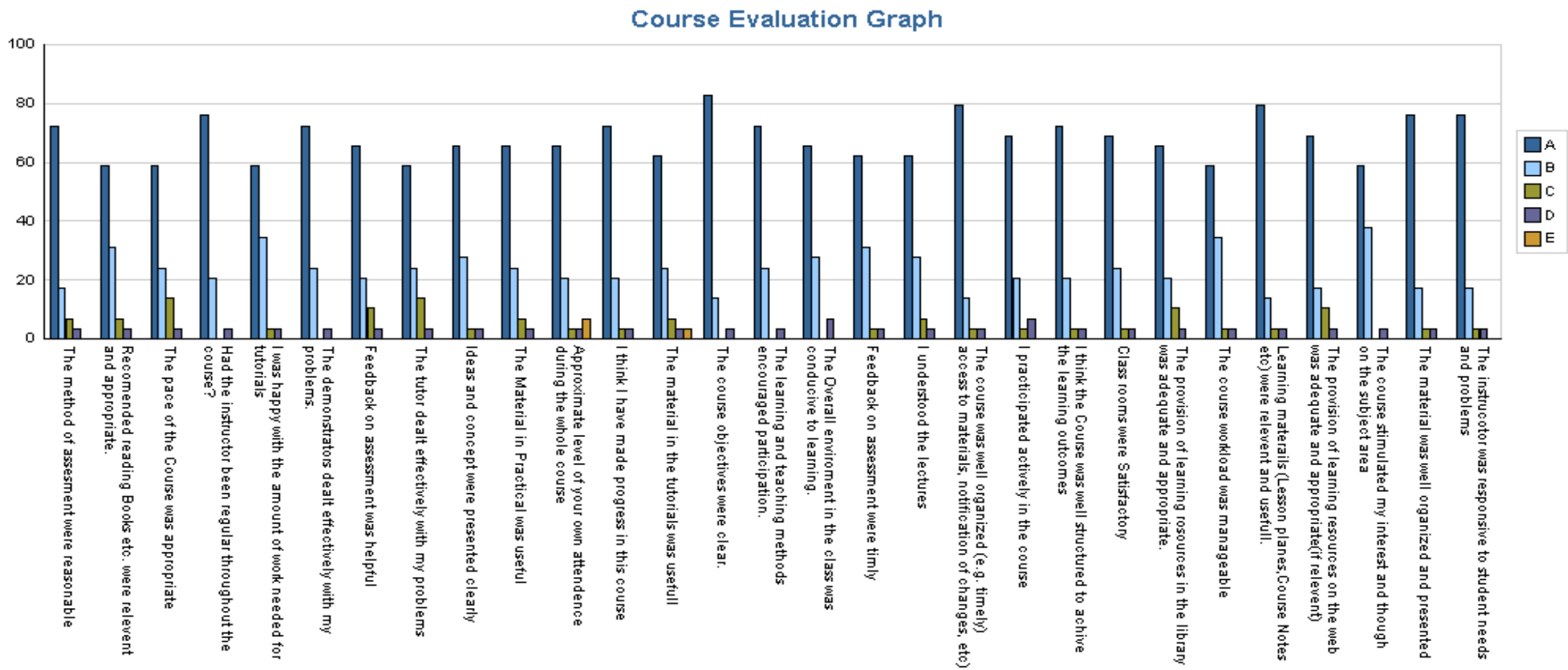
Sr. No.	Course Code	Semester I	Teacher's Name
1	MGT-310	Introduction to Business	Shuja Ilyas
2	MGT-371	Micro Economics	Touseef Nisar
3	MGT-391	Business Mathematics	Sana Rauf
4	MGT-321	Fundamental Of Accounting	Atif Mehmood
5	MGT-304	Social Psychology and Self Development	Sidra Muzamil
6	IS-302	Islamic Studies And Ethics	Haris Saleem
7	ENG-301	Functional English	Ameer Sultan



Course Evaluation Graph



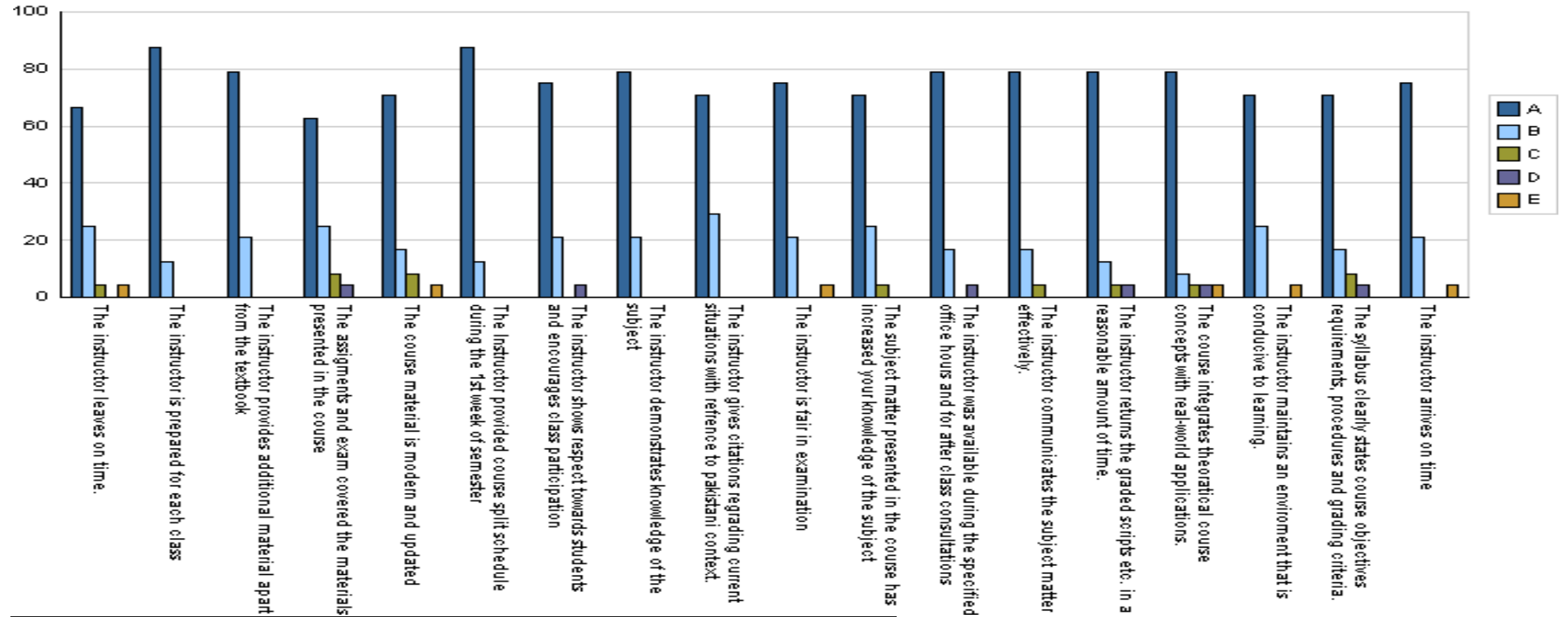
GENERAL COMMENTS: on average the course evaluation is quite satisfactory especially the learning resources and assessment methods were quite adequate, teaching methodology was good,the environment was conducive to learning and it all contributed to develop interest in students regarding the subject.



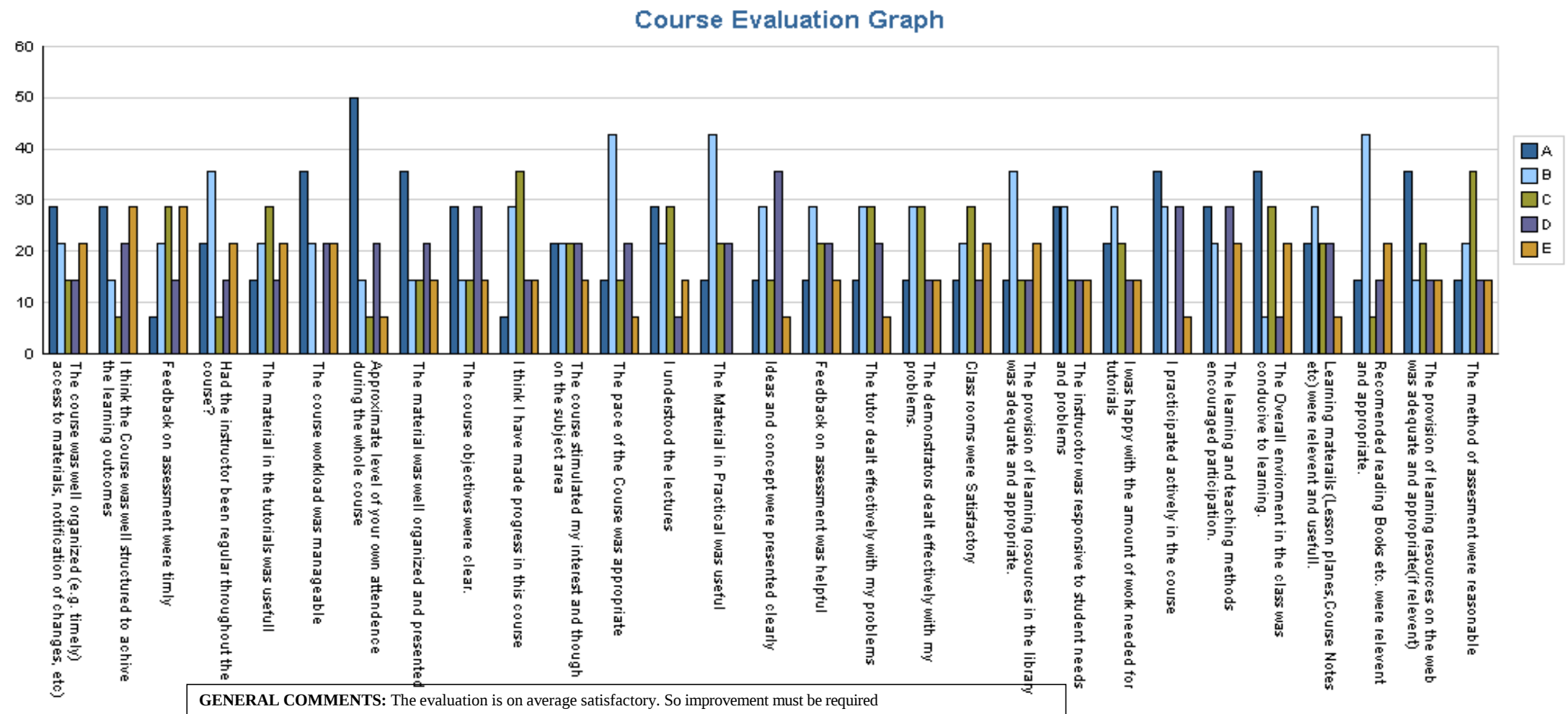
GENERAL COMMENTS: the course evaluation seems near to satisfactory. The availability of learning resources, quality of delivery and assessment methods seemed quite adequate, the course objectives were clear, and the instructor was regular thorough out the semester.

Fudamentals of Accounting (MGT-321, Atif Mehmood)

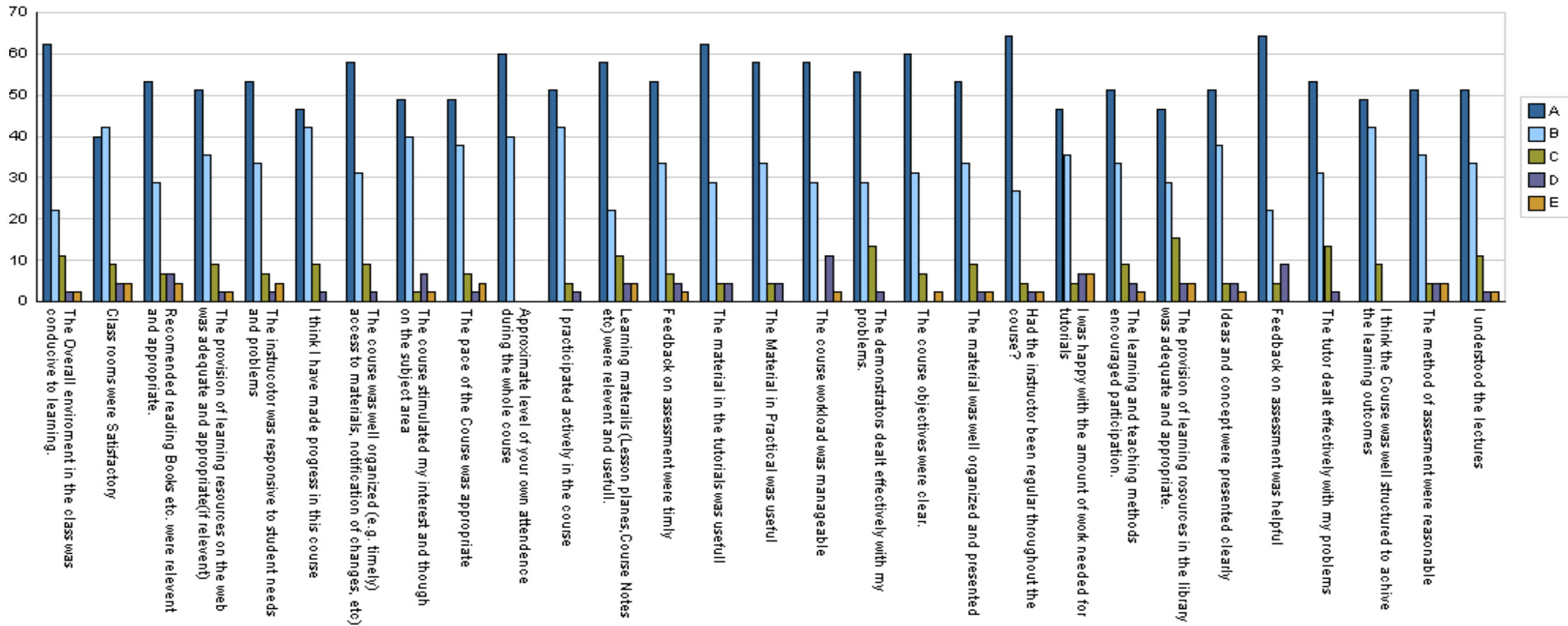
Teacher Evaluation Graph



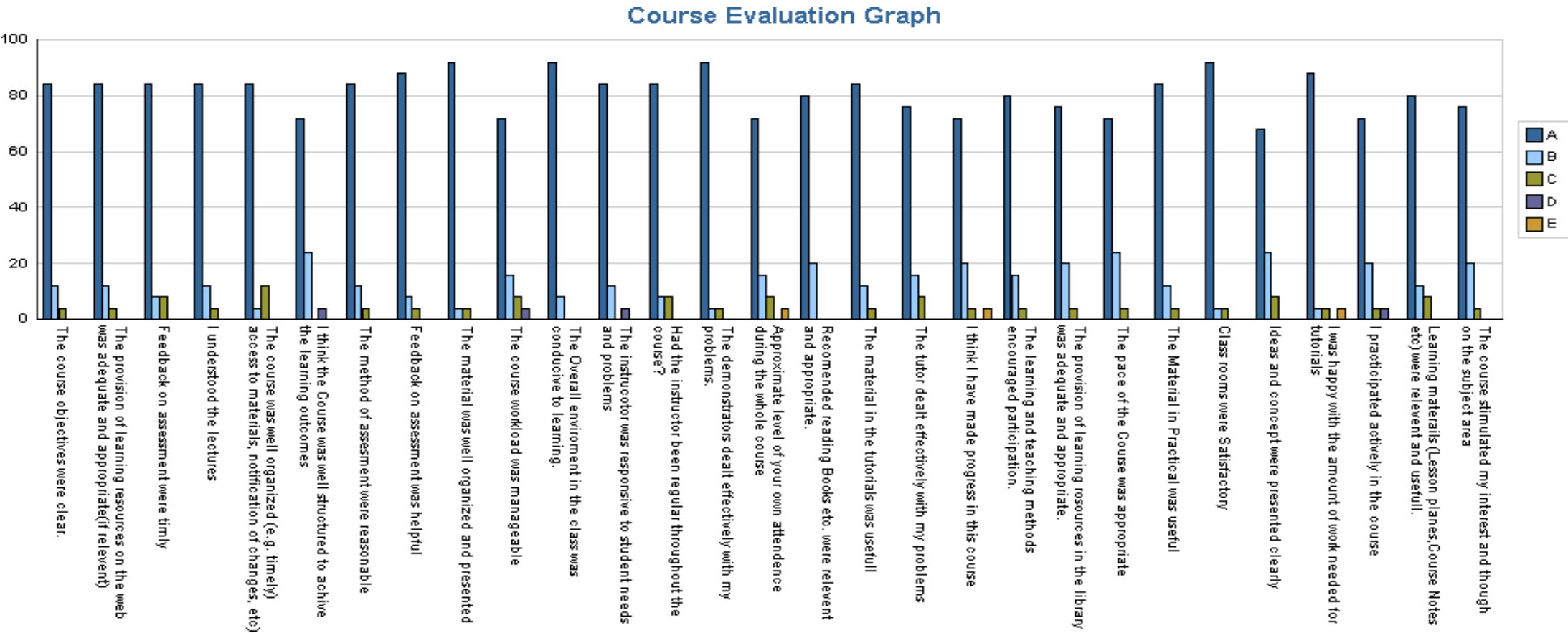
GENERAL COMMENTS: Although the teacher demonstrated the knowledge of the subject, kept a learningconductive environment, gave citations and improve the skills of students.



Course Evaluation Graph



GENERAL COMMENTS: the course seemed quite well in all aspects i-e assessment methods weresatisfactory, learning resources and course content were available on time and organized, feed back on graded material was useful. This all helped to better understandings of the lectures.

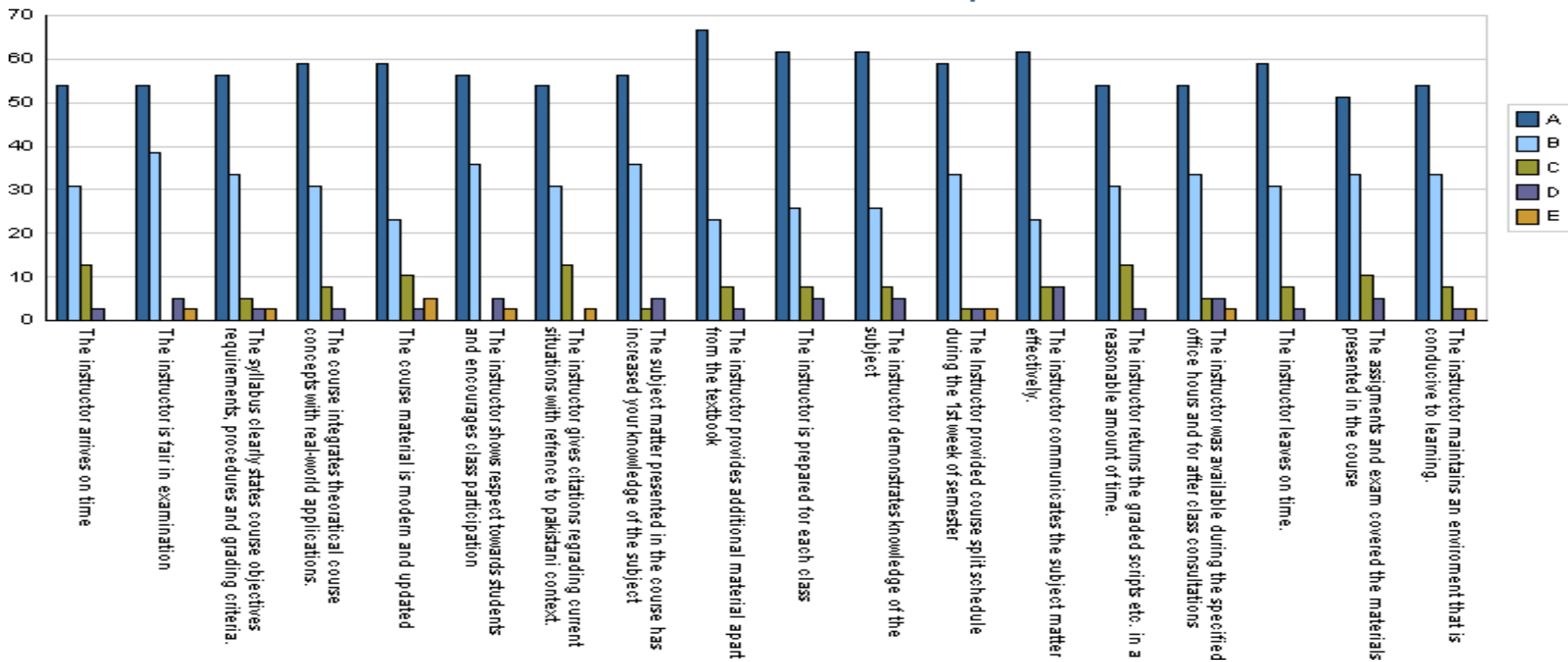


GENERAL COMMENTS: on average the course was satisfactory. The demonstrations on topics were effective, reading resources were readily available in library and on internet.

Table 4a: Teacher's Evaluation for 2nd Semester

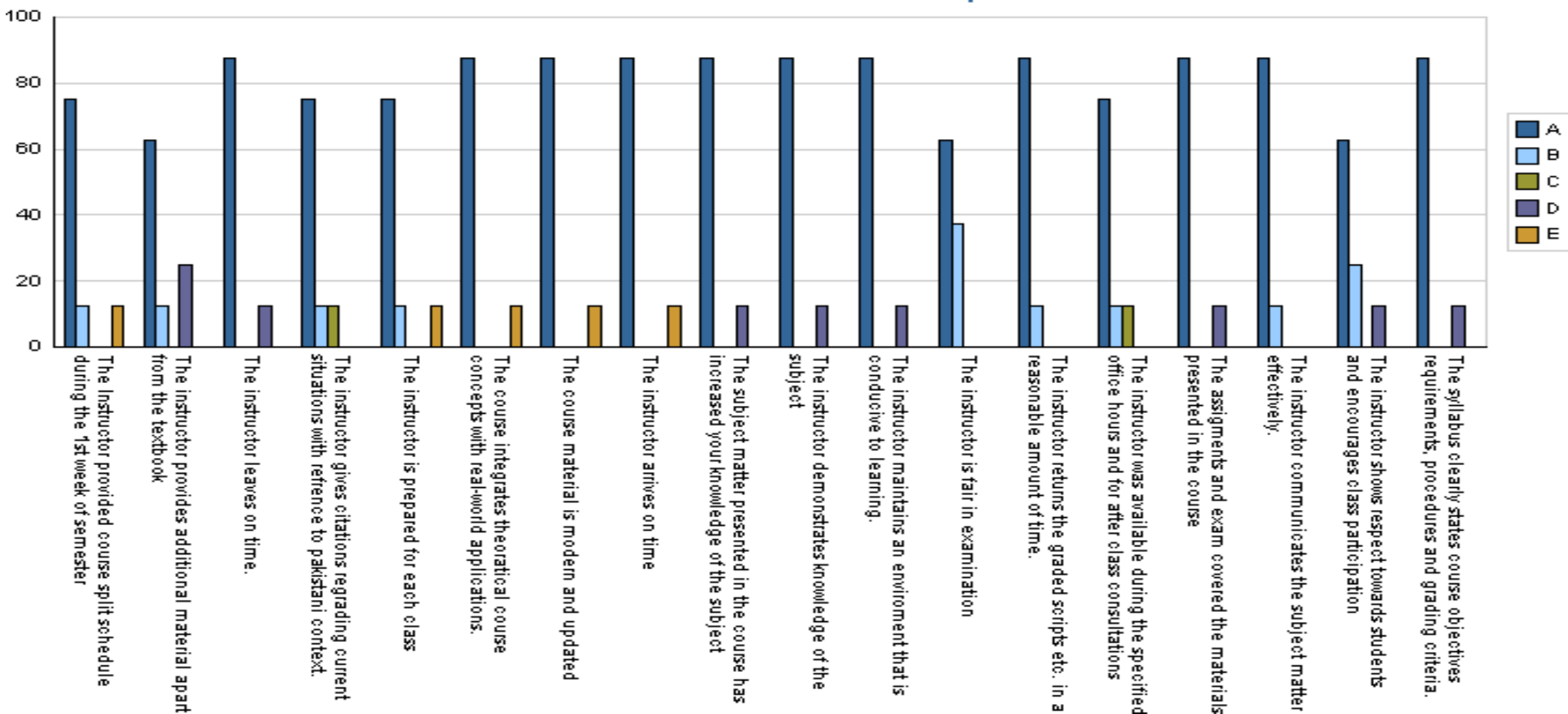
Sr. No.	Course Code	Semester II	Teacher's Name
1	MGT-492	Business Statistics	Sana Rauf
2	MGT-404	Business Communication	Ameer Sultan
3	MGT-322	Financial Accounting	Khalid Sohail
4	MGT-472	Macro Economics	Shoaib Aqib
5	SSH-302	Pakistan Studies	Aneela Alam Gill
6	MGT-341	IT in Business-1	Sohail Sarwar

Teacher Evaluation Graph

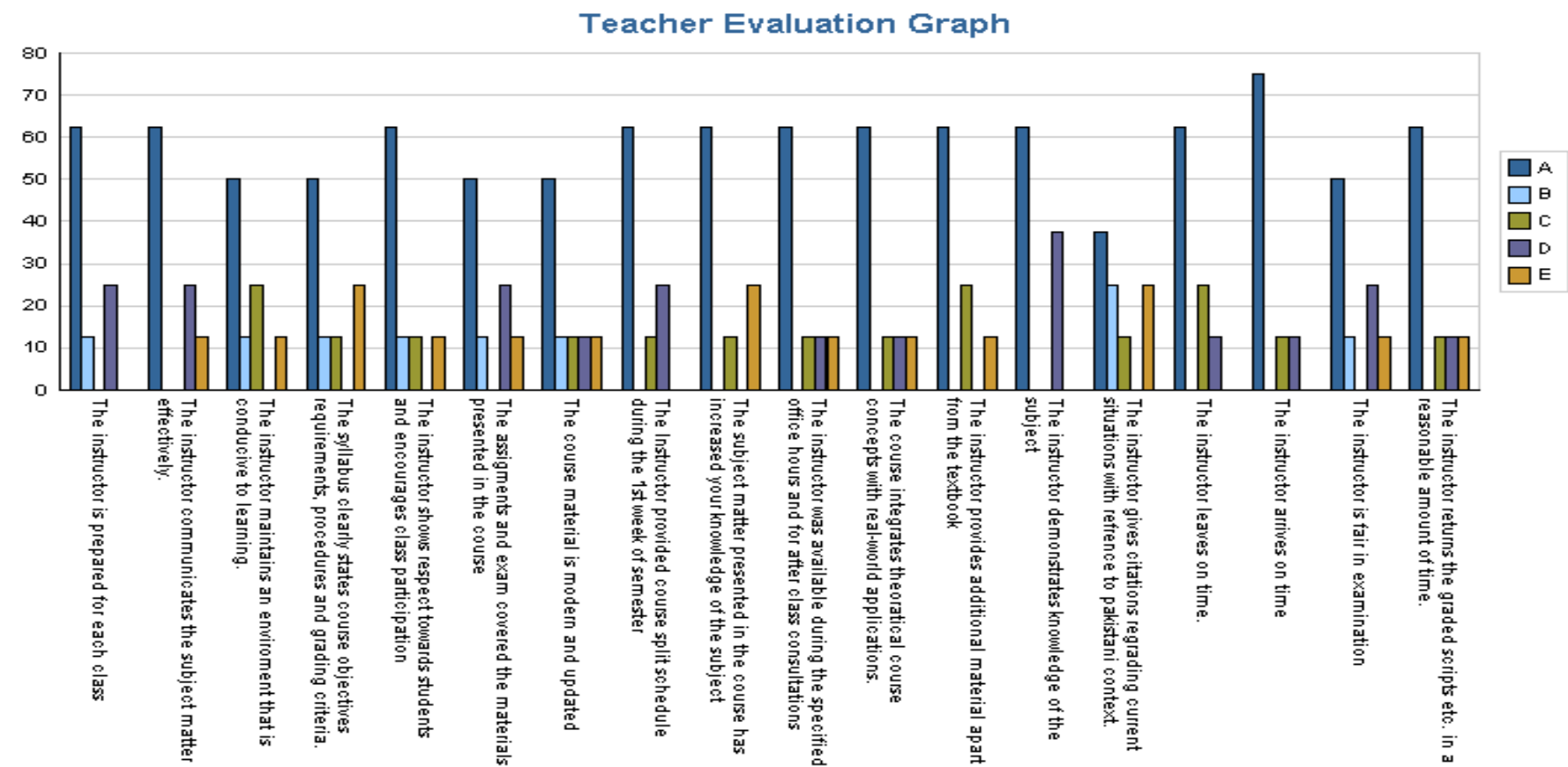


GENERAL COMMENTS: the students seem quite satisfied with the teacher's efforts. The teacher was well prepared for the class, demonstrated the relevant knowledge of the subject.

Teacher Evaluation Graph

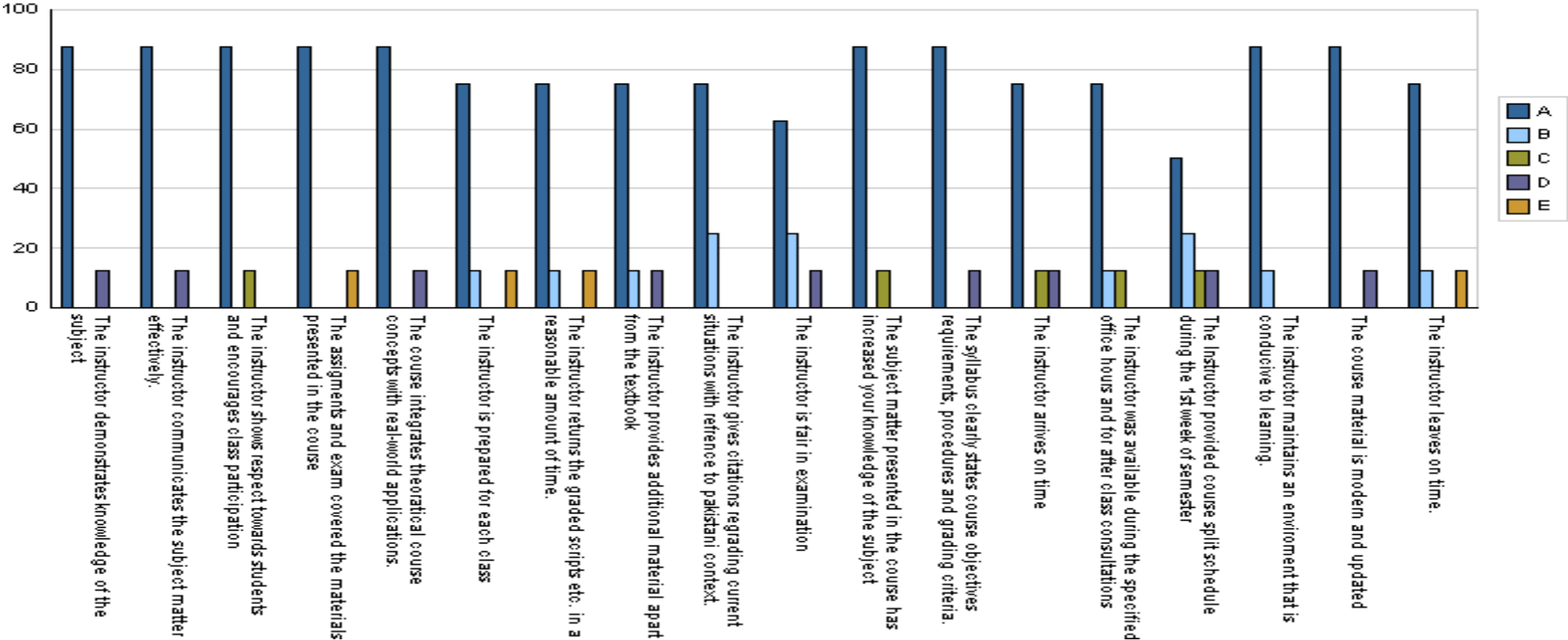


A GENERAL COMMENTS: In general, teacher's performance was very good during the course. The course objectives were clear, the teacher was punctual, demonstrated knowledge of the subject, lectureprep was satisfactory. However, the teacher needs to show more respect towards the student.



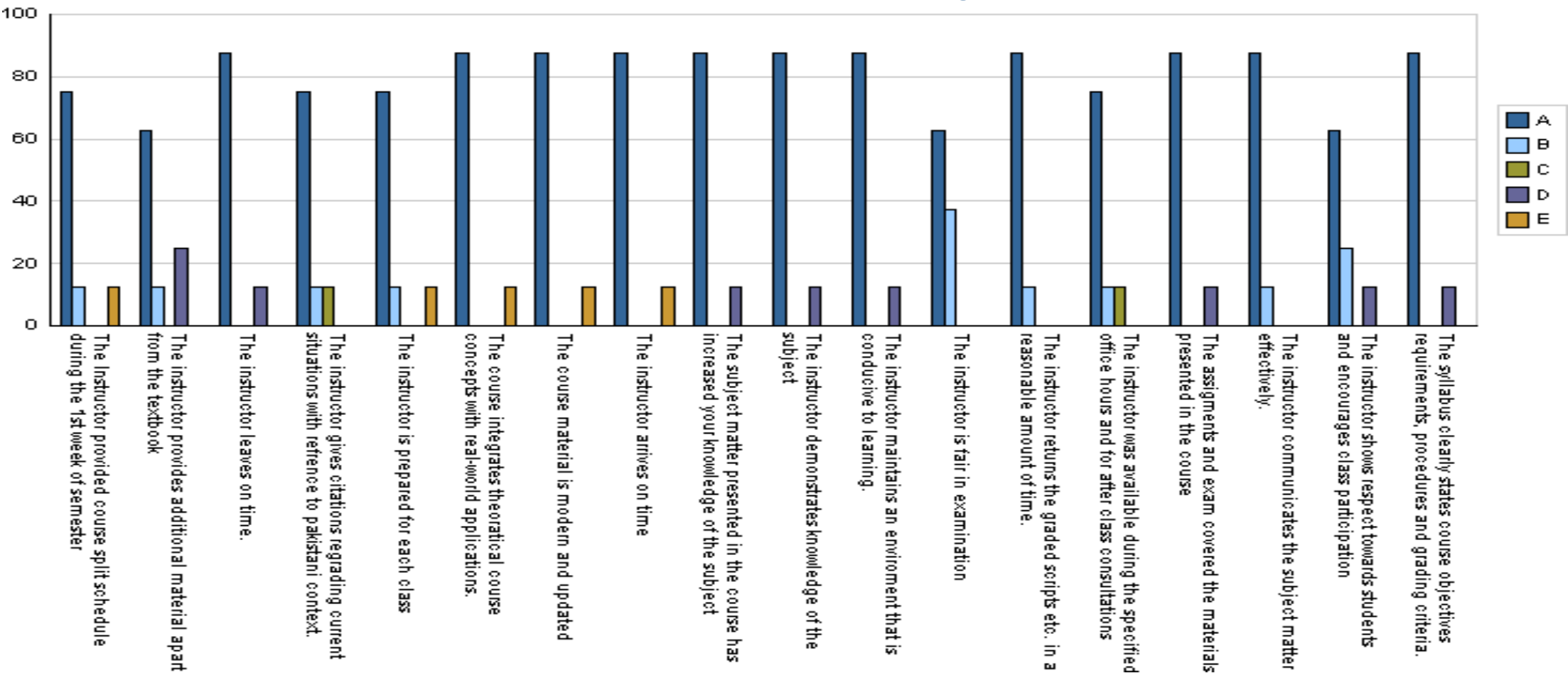
GENERAL COMMENTS: the students seem content in all the aspects of course quality.

Teacher Evaluation Graph



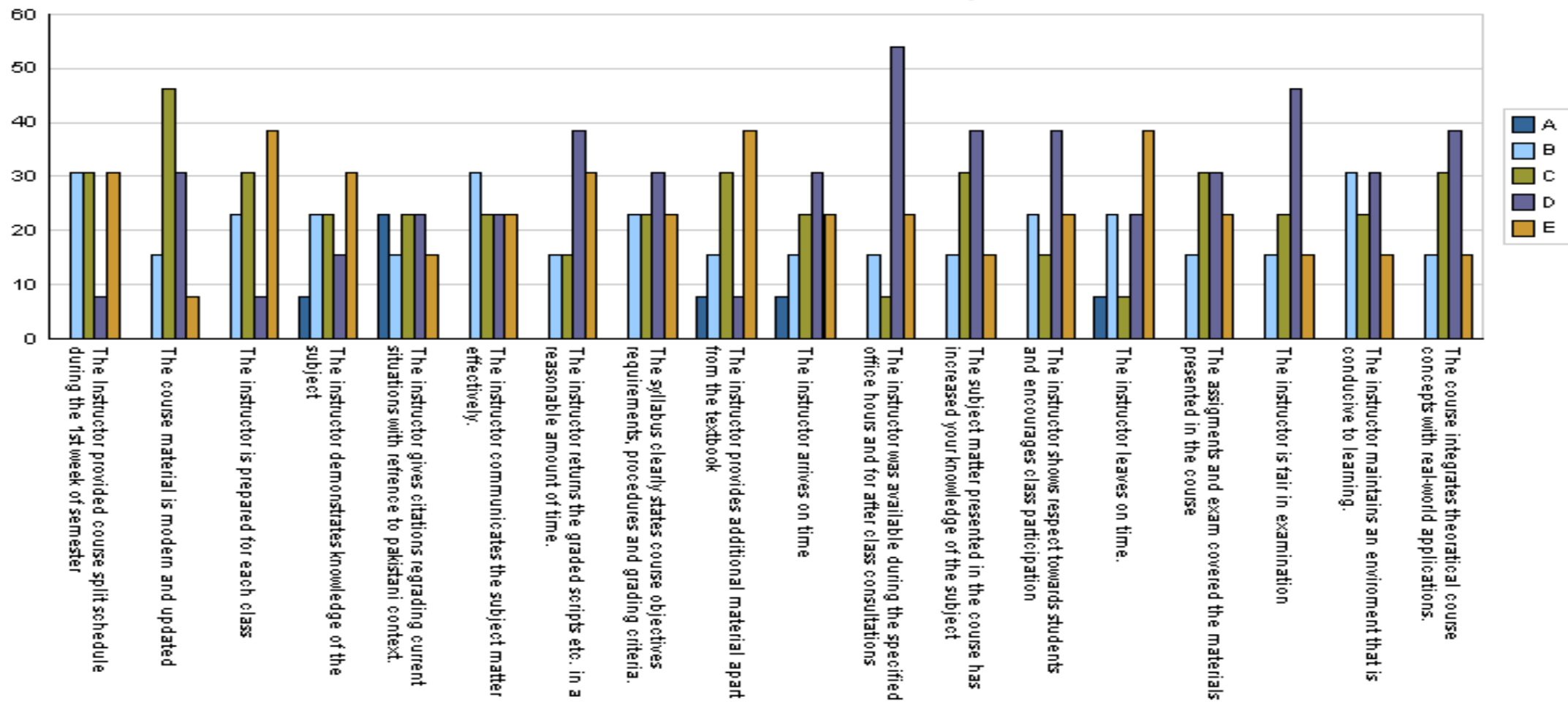
GENERAL COMMENTS: students seem highly satisfied with the teacher in all aspects however theythe teacher did not provide the course split in suitable time and needs to improve his grading criterion.

Teacher Evaluation Graph



GENERAL COMMENTS: the students seem content in all the aspects of course quality.

Teacher Evaluation Graph



GENERAL COMMENTS: the students very adversely evaluated the teacher in all criterion. The course objectives were not clear, the course split was not provided on time, the teacher did not demonstrate the knowledge of the subject, the contents need to be updated, the course needs to integrate more practical examples especially pertaining to Pakistani context and the teacher needs to show more respect towards the students

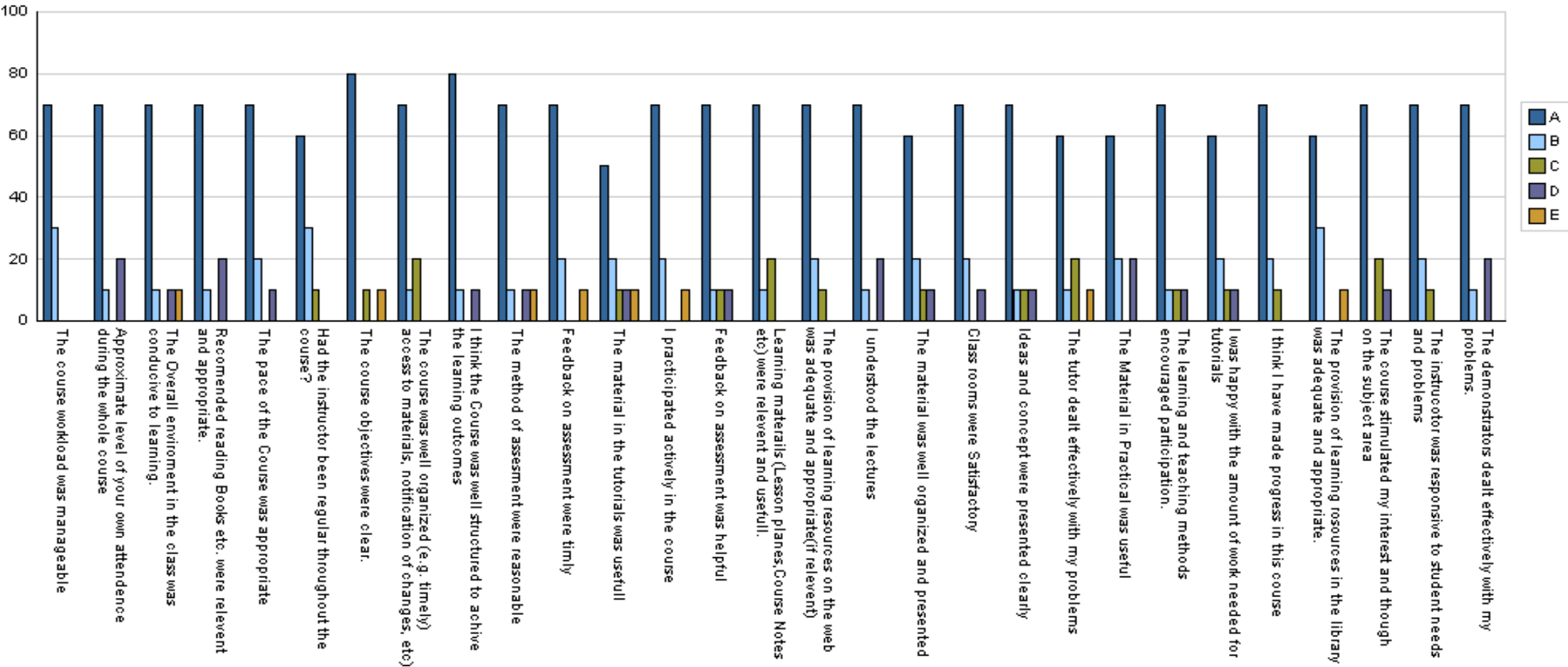
Student course evaluation BS Commerce 2nd Semester

The courses of the respective teachers were also evaluated as per Proforma 1. Overall Comparativeevaluation and detailed evaluation for each course is given below. Detail of individual performanceof each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher’s performance and each bar extents to a maximum value of 100%. Bar “A” shows highly satisfactory evaluation by students and Bar “E” shows highly dissatisfied feedback.

Table 4b: Course Evaluation for 2nd Semester

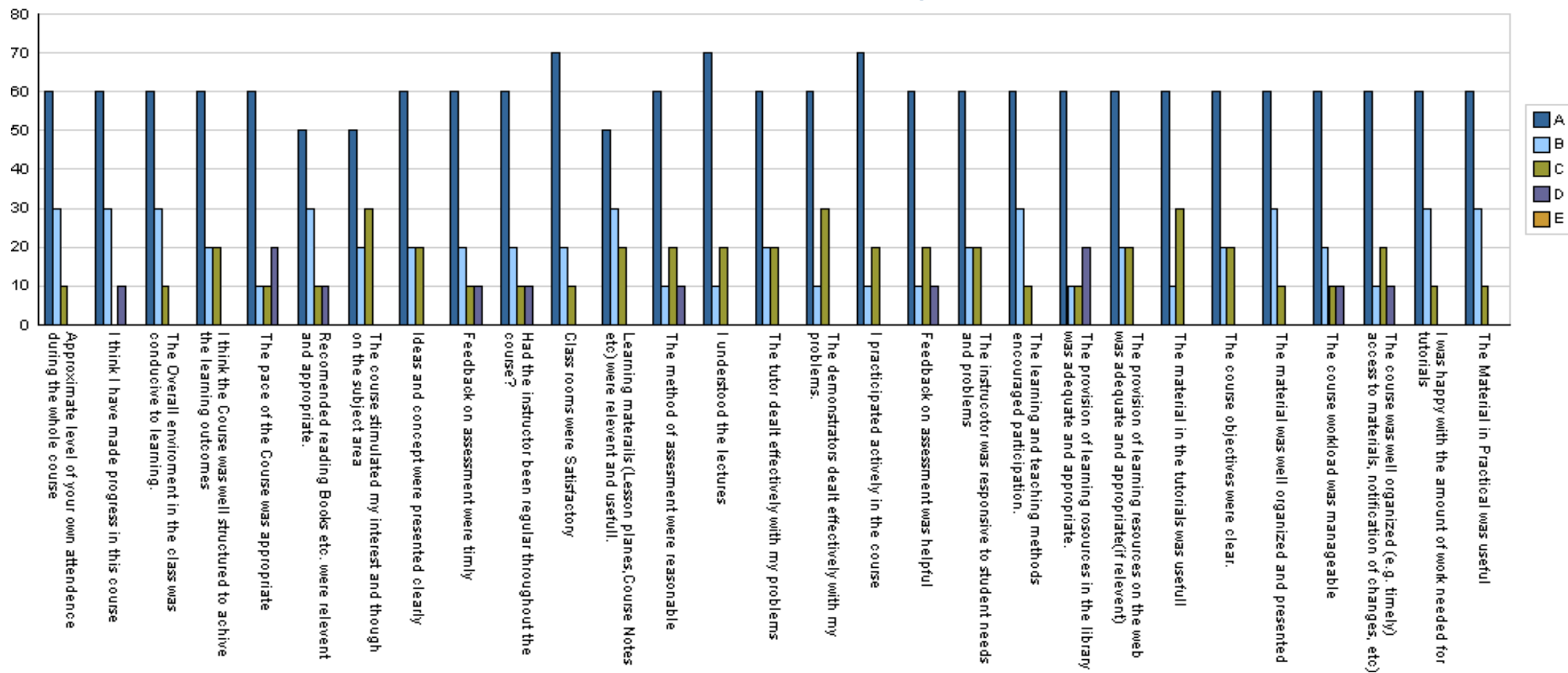
Sr. No.	Course Code	Semester III	Teacher’s Name
1	MGT-492	Business Statistics	Sana Rauf
2	MGT-404	Business Communication	Ameer Sultan
3	MGT-322	Financial Accounting	Khalid Sohail
4	MGT-472	Macro Economics	Shoaib Aqib
5	SSH-302	Pakistan Studies	Aneela Alam Gill
6	MGT-341	IT in Business-1	Sohail Sarwar

Course Evaluation Graph



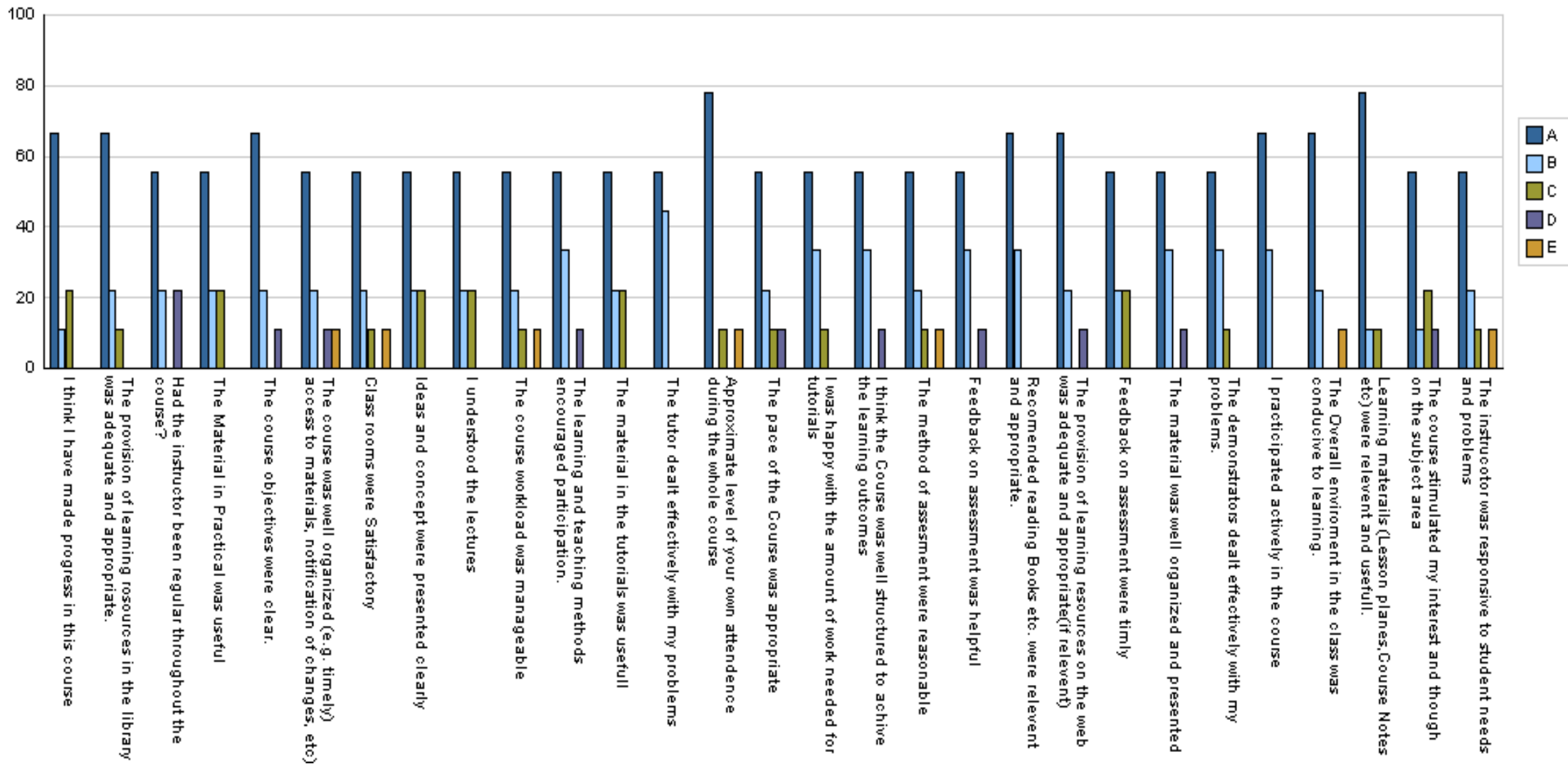
GENERAL COMMENTS: The overall course evaluation is highly satisfactory. The course material was well organized and met the learning objectives, the feedback on assessment was timely, the teacher met effectively with the students problems, adequate learning material was available on the web and library. All this helped to stimulate the interest of the students in the subject and make progress.

Course Evaluation Graph



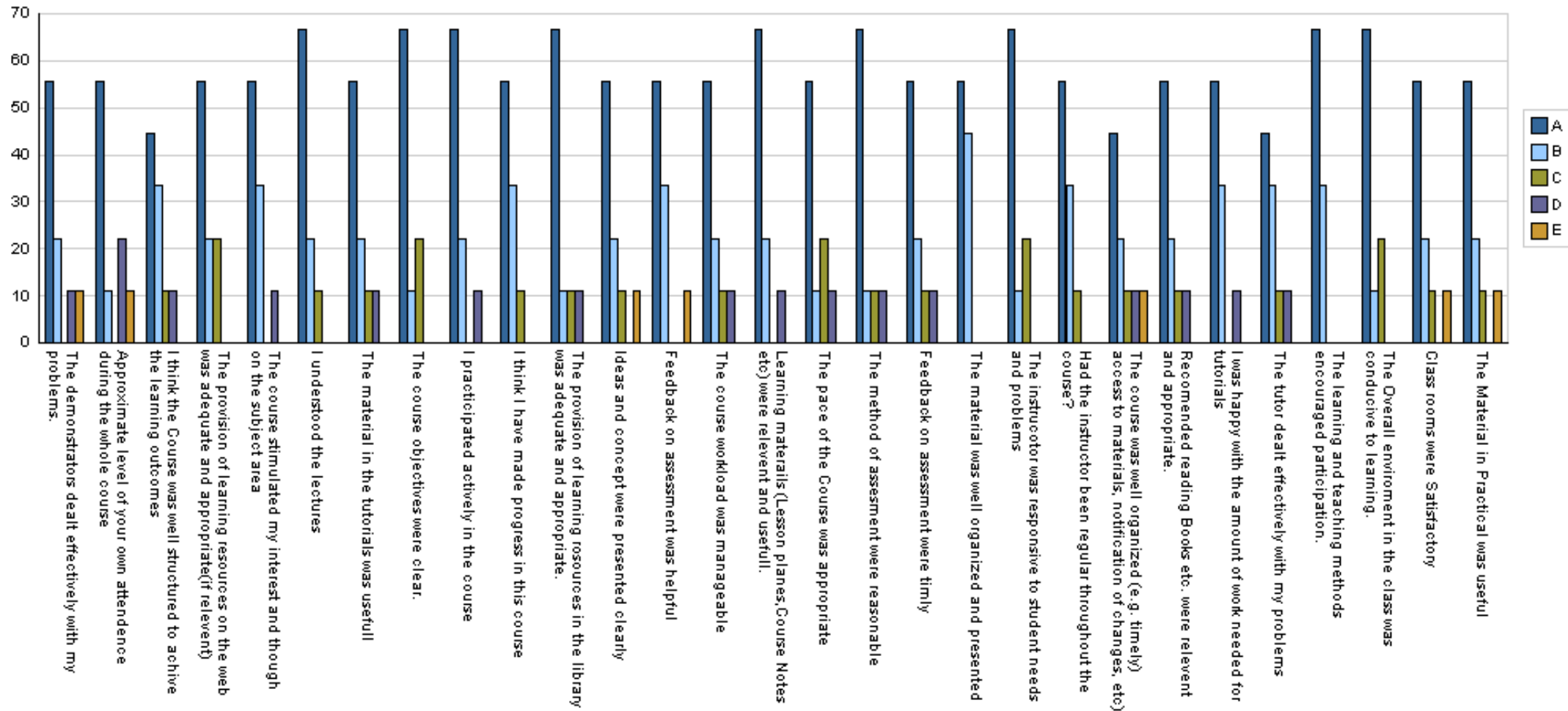
GENERAL COMMENTS: the course evaluation was highly satisfactory and the course scored good in all quality aspects especially quality of delivery, learning resources and course content organization. The students understood the lectures well and participated very actively.

Course Evaluation Graph

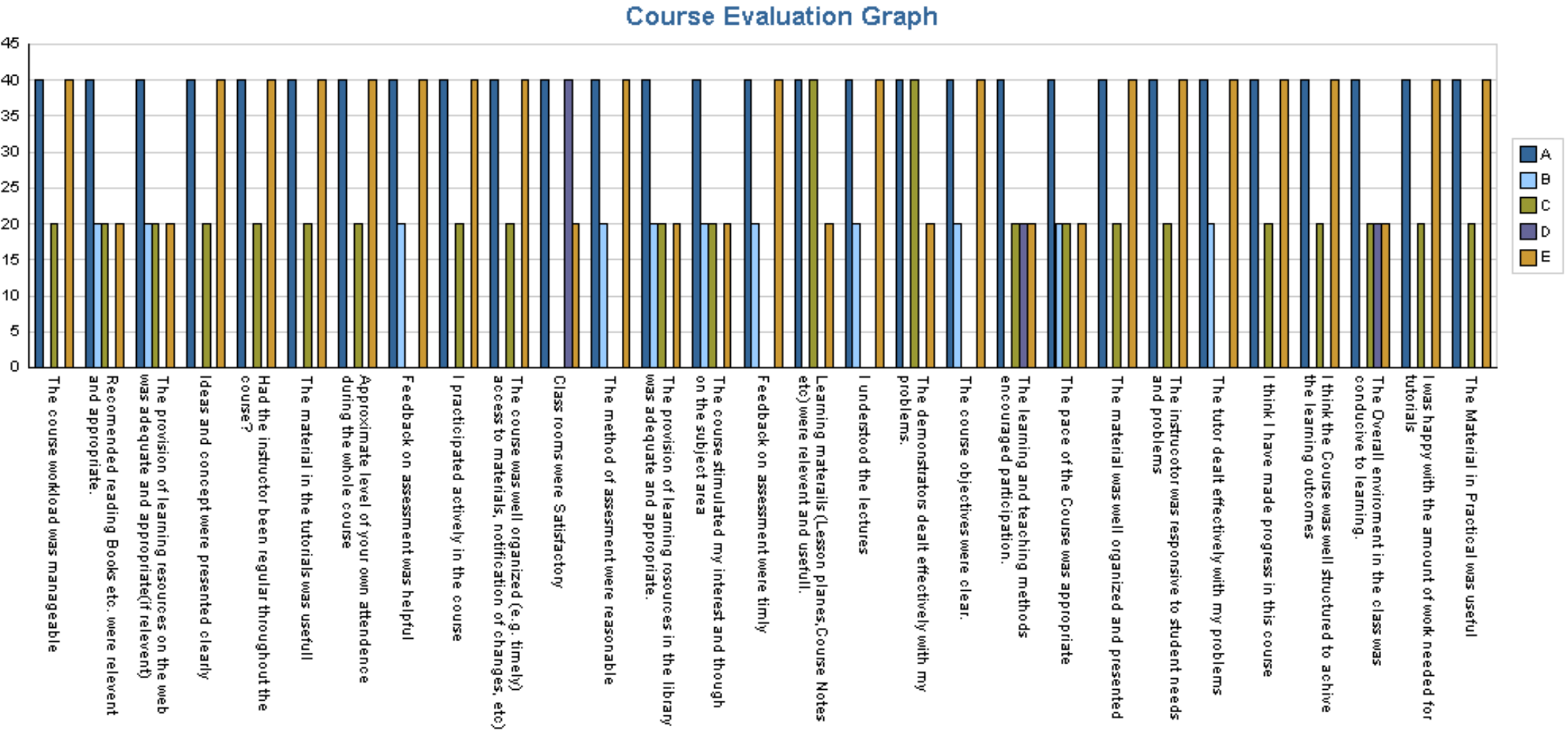


GENERAL COMMENTS: on average the evaluation is satisfactory. The course was well organized and reading materials were very helpful. The assessment methods and feedback on assessment was helpful and timely. Students made intellectual progress in the subject.

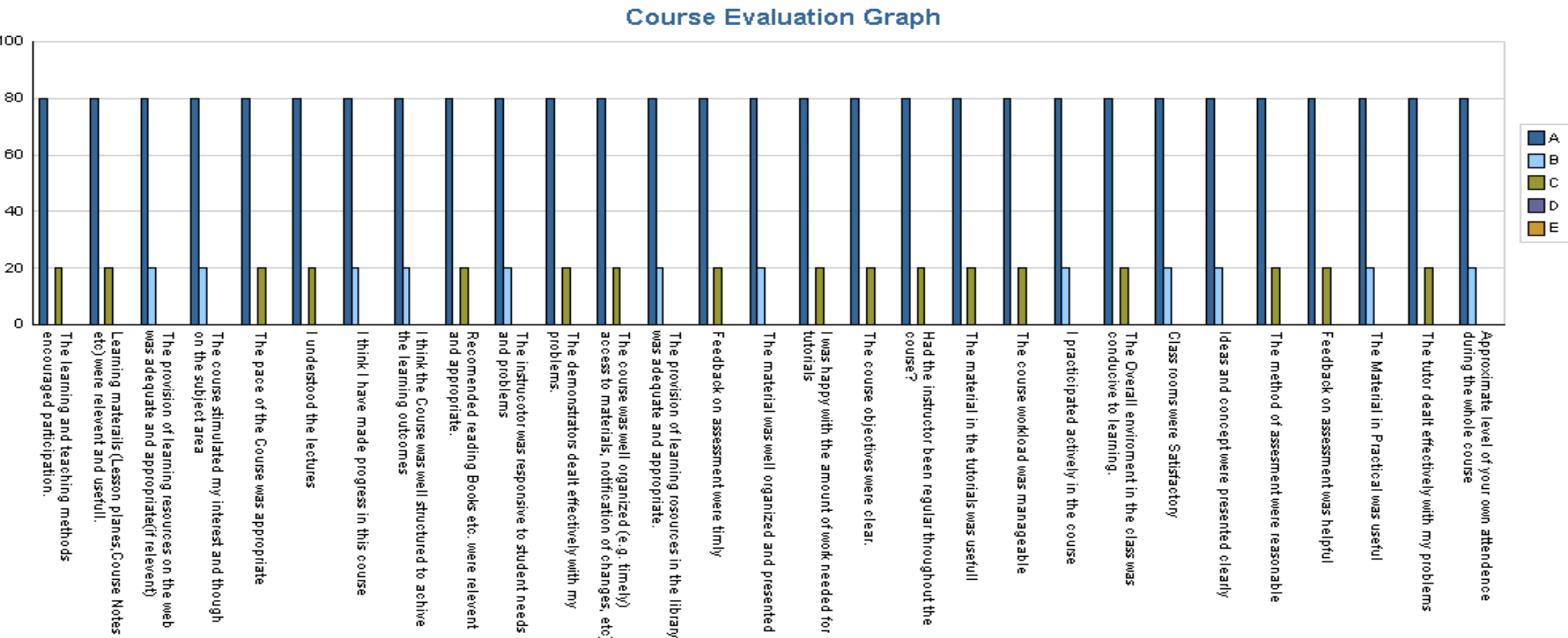
Course Evaluation Graph



GENERAL COMMENTS: the course evaluation was highly satisfactory, and the course scored good in all quality aspects especially quality of delivery, learning resources and course content organization. The students understood the lectures well and participated very actively.



GENERAL COMMENTS: On average the evaluation is unsatisfactory. The teacher did not provide the reading materials adequately, and was unable to address their problems properly. The environment of the class was also not very conducive to learning and therefore students did not participate much during the class. As a result students did not make much progress in the course.



GENERAL COMMENTS: the course evaluation was highly satisfactory and the course scored good in all quality aspects especially quality of delivery, learning resources and course content organization. The students understood the lectures well and participated very actively.

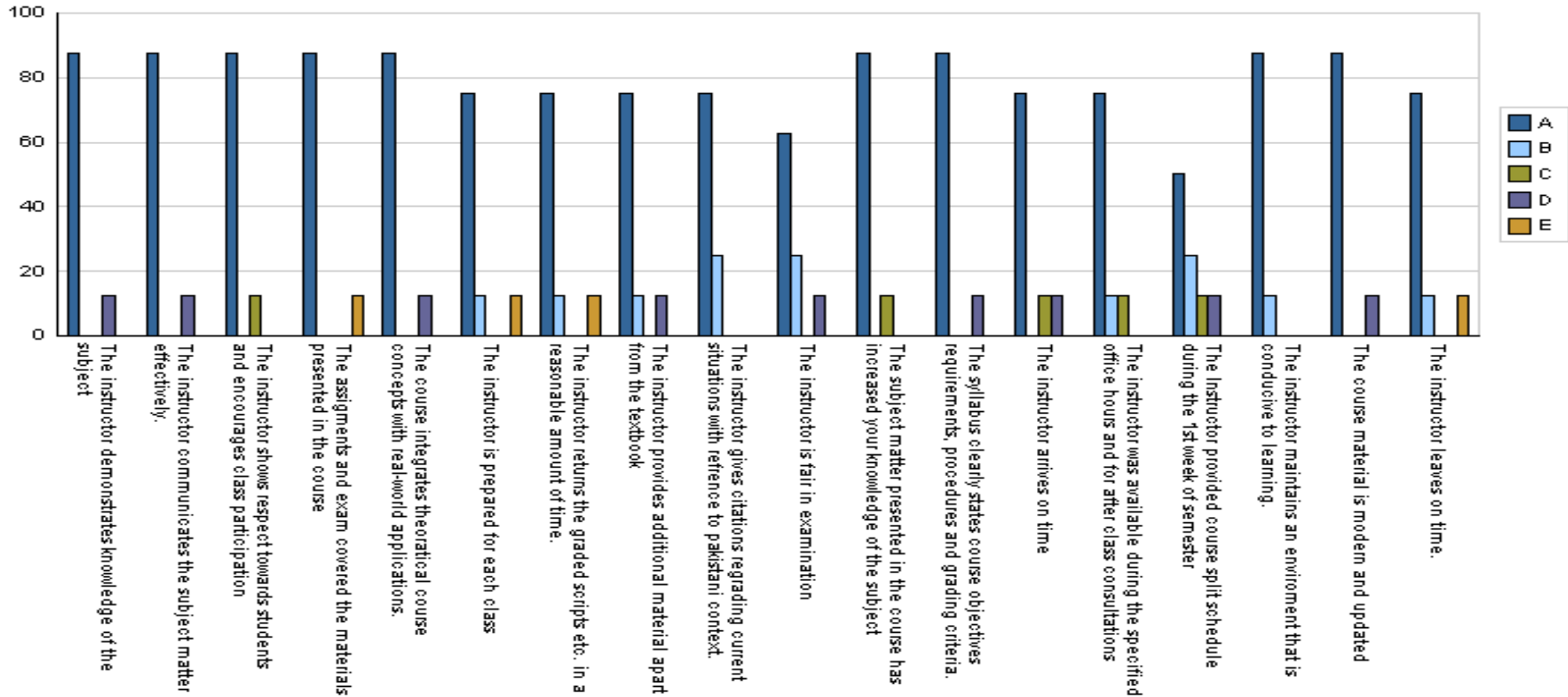
III SEMESTER

Sr. No.	Course Code	Semester III	Teacher's Name
1	MGT-513	Corporate Law	Mr.Amir Mehtab
2	MGT-405	Business Communication-II	Mr Atta Rasool
3	MGT-424	Introduction to Business Finance	Mr. Nadeem Ahmad Khan
4	MGT-427	Advanced Accounting-I	Mr. Sohail Rizwan
5	MGT-351	Introduction to Marketing	Muhammad Maroof Ajmal
6	MGT-411	Introduction to Management	Mr. Kashif Mehmood

TEACHER EVALUATION (FALL SEMESTER 2019)

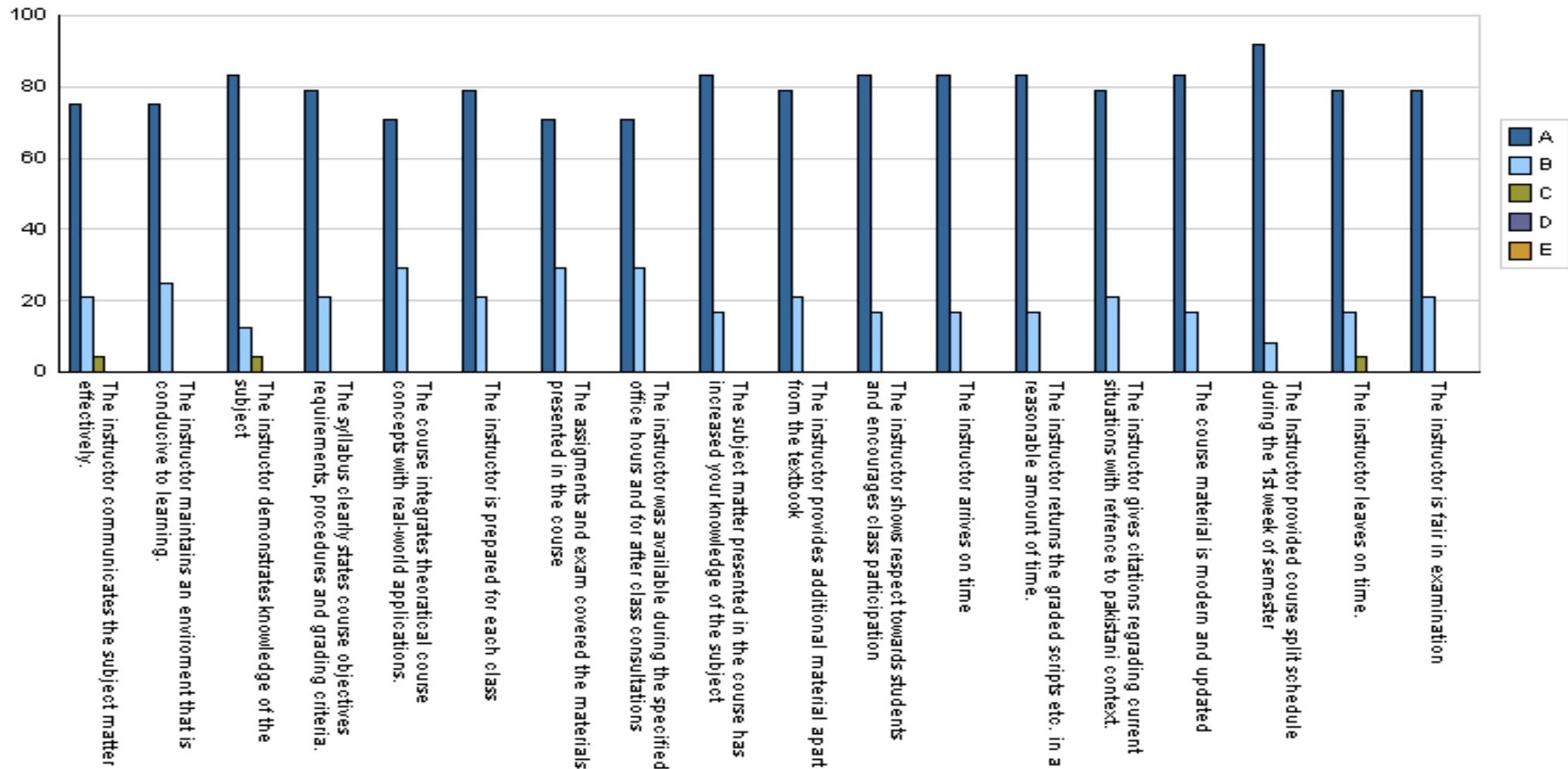
Mr. Amir Mehtab (MGT-513, Corporate Laws and Secretarial Practices)

Teacher Evaluation Graph



GENERAL COMMENTS: Students appear to be really pleased with the teacher in every way, except that the teacher did not offer the course split in a timely manner and needs to improve his grading criteria.

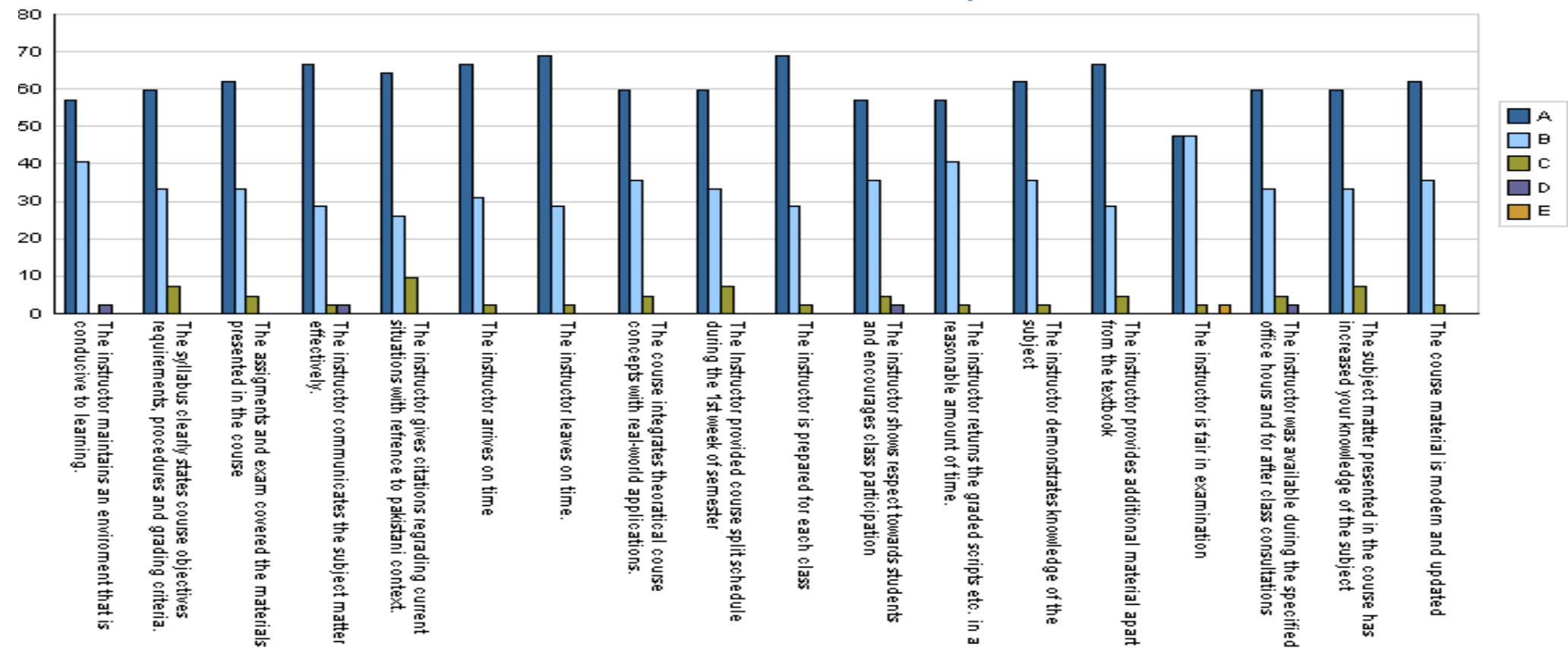
Teacher Evaluation Graph



GENERAL COMMENTS: In all quality criteria, the evaluation reveals that the students are satisfied with the instructor. However, the course's content should be better integrated with real-world applications.

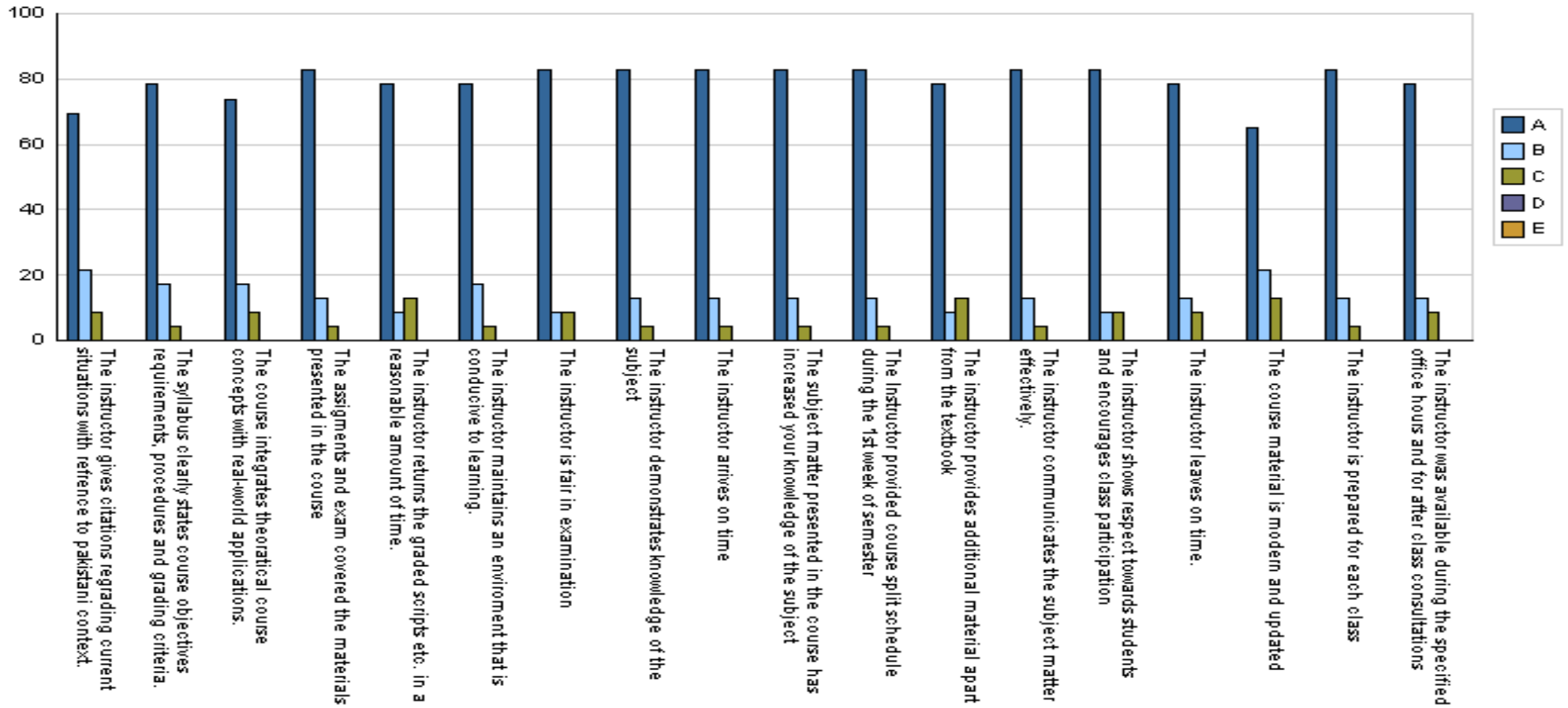
Mr. Nadeem Ahmad Khan (MGT-424, Introduction to Business Finance)

Teacher Evaluation Graph

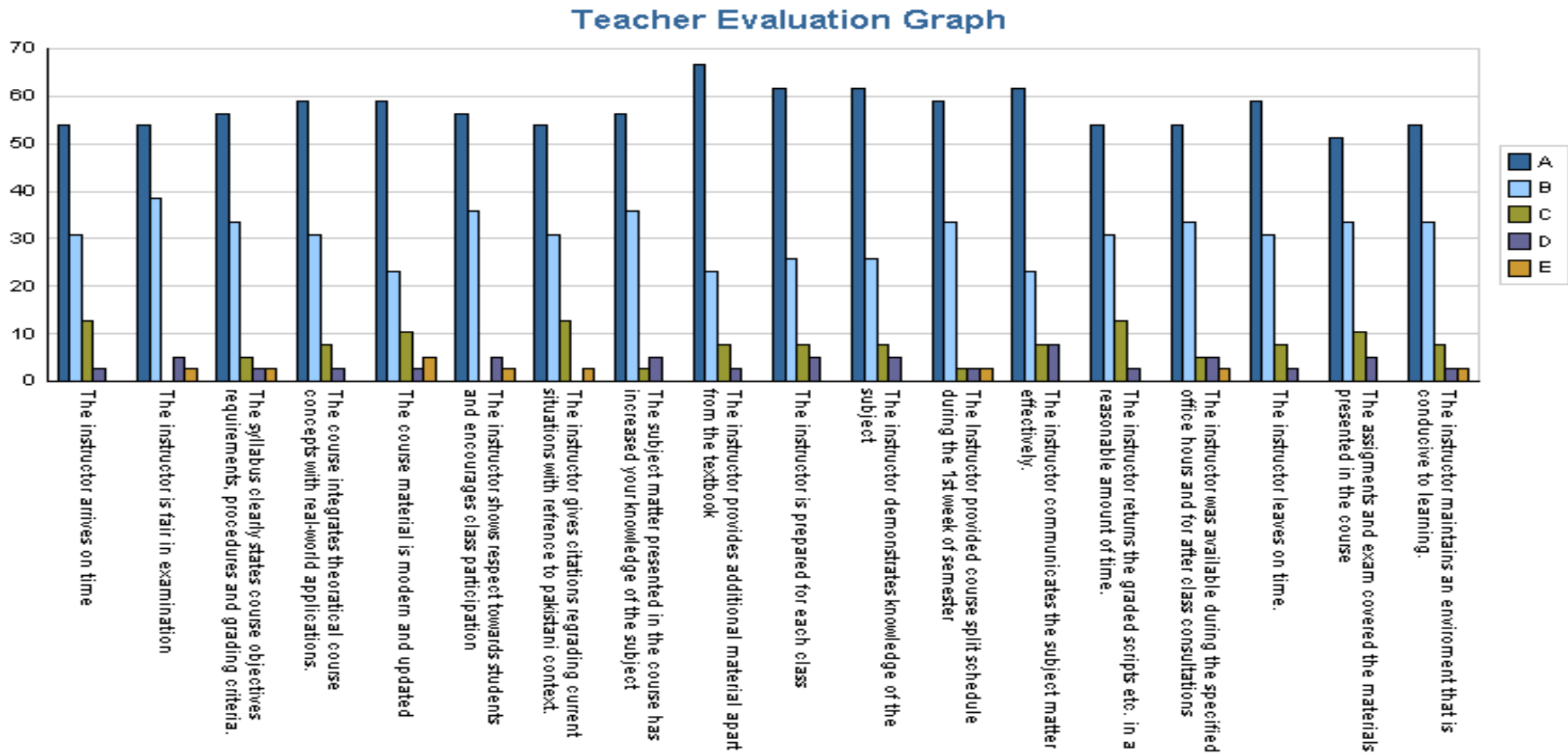


GENERAL COMMENTS: Students looked content with the teacher in most quality dimensions, although there is potential for improvement in quality criteria such as material upgrading, respect for students, timely return of graded materials, and grading fairness..

Teacher Evaluation Graph



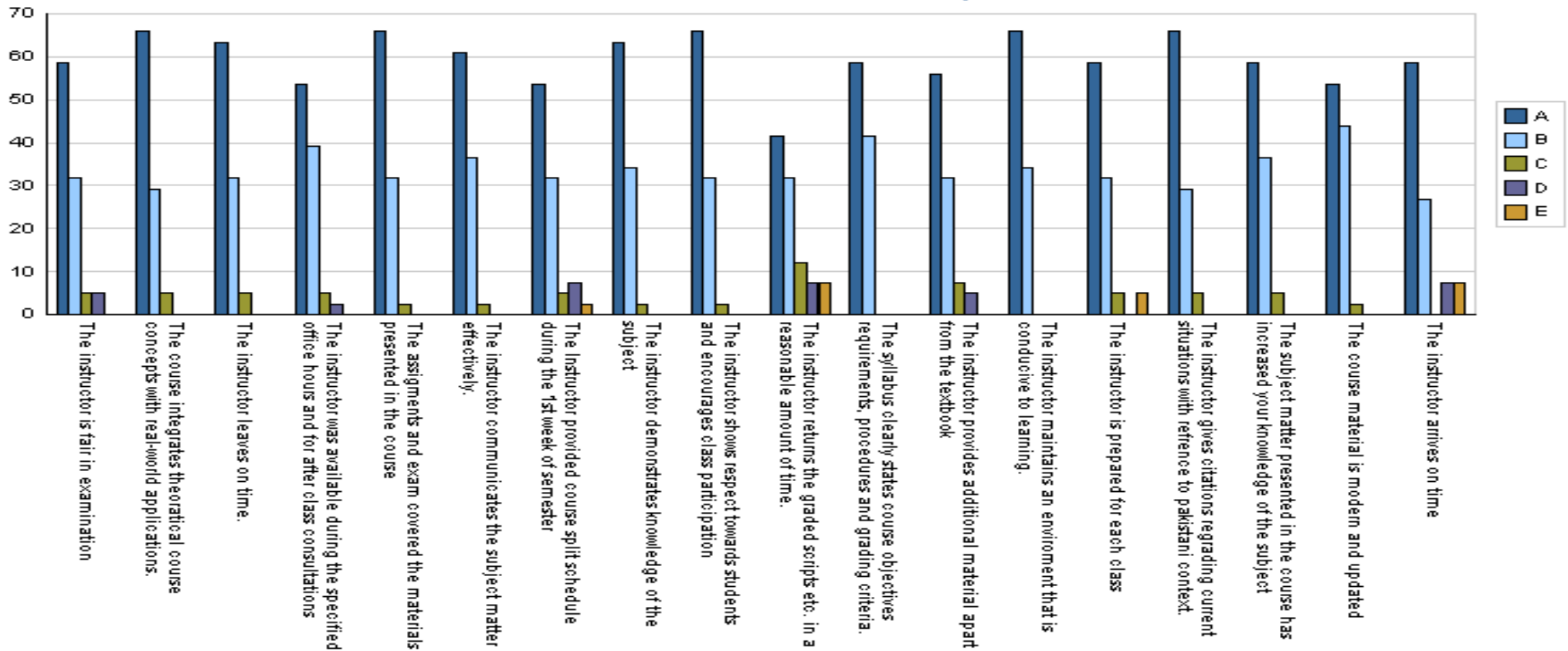
GENERAL COMMENTS: The students seemed satisfied with the teacher's abilities to teach in general, although the teacher could improve in a few areas, such as updating the topics and providing citations from the Pakistani context when teaching.



GENERAL COMMENTS The students felt content with the teacher's ability to teach in general, yet there were a few areas where the teacher might improve, such as updating the themes and offering citations from the Pakistani context while teaching.

Mr.Kashif Mehmood (MGT-411, Introduction To Management)

Teacher Evaluation Graph



GENERAL COMMENTS: The teacher seems to be quite enthused about the subject. He was punctual, arriving and departing on schedule, and integrating theoretical concepts with real-world applications. However, there is a need to enhance how course objectives are communicated early in the course to keep students engaged to listen and attend sessions, as well as submit the graded script on time.

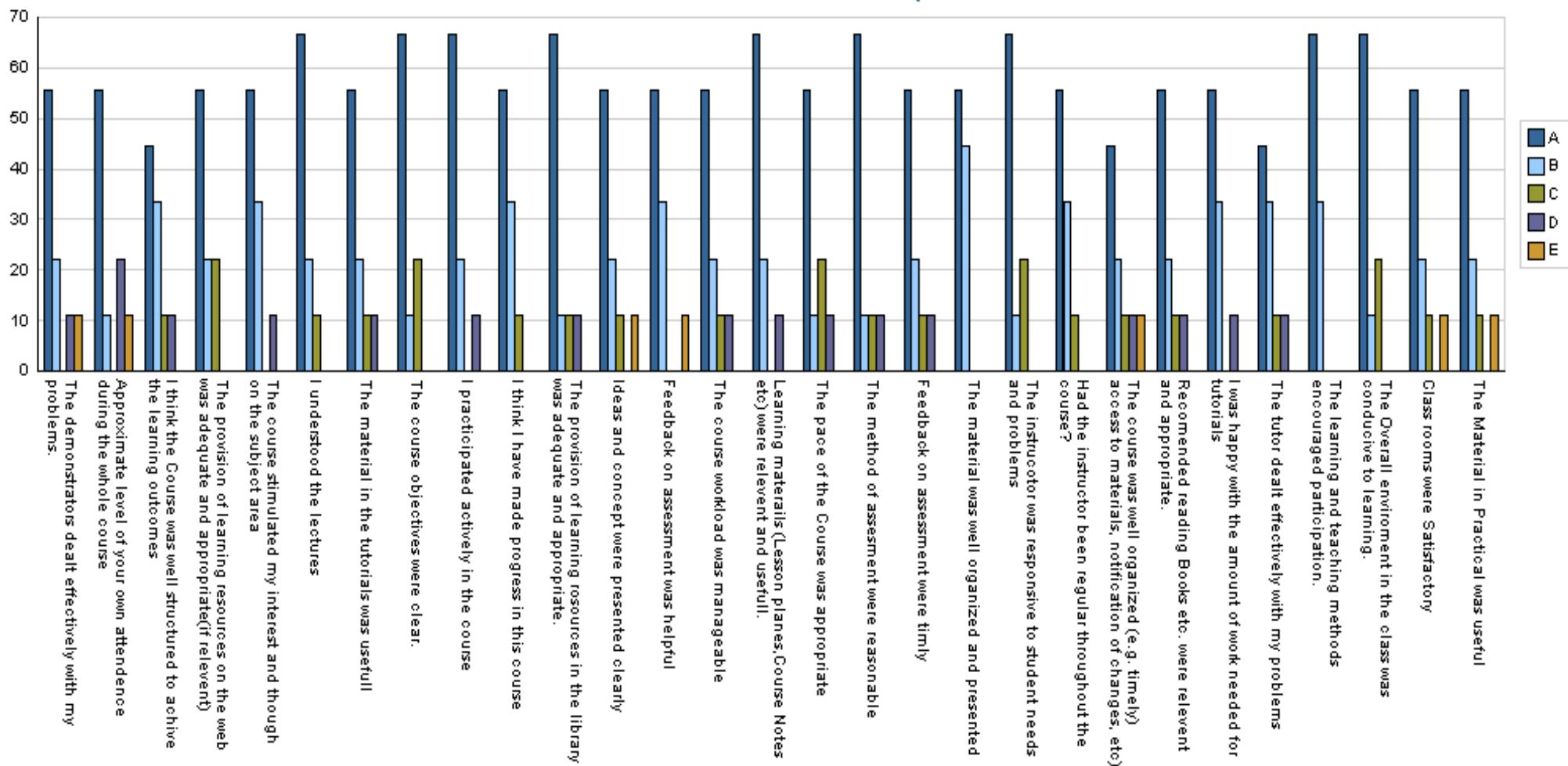
Student course evaluation (Semester III)

The courses of the respective teachers were also evaluated as per Proforma 1. Overall Comparative evaluation and detailed evaluation for each course is given below. Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher's performance and each bar extends to a maximum value of 100%. Bar "A" shows highly satisfactory evaluation by students and Bar "E" shows highly dissatisfied feedback.

Sr. No.	Course Code	Semester III	Cr. Hrs.
1	MGT-513	Corporate Law	3(3-0)
2	MGT-405	Business Communication-II	3(3-0)
3	MGT-424	Introduction to Business Finance	3(3-0)
4	MGT-427	Advanced Accounting-I	3(3-0)
5	MGT-351	Introduction to Marketing	3(3-0)
6	MGT-411	Introduction to Management	3(3-0)

Corporate Law (MGT-513, Mr.Amir Mehtab)

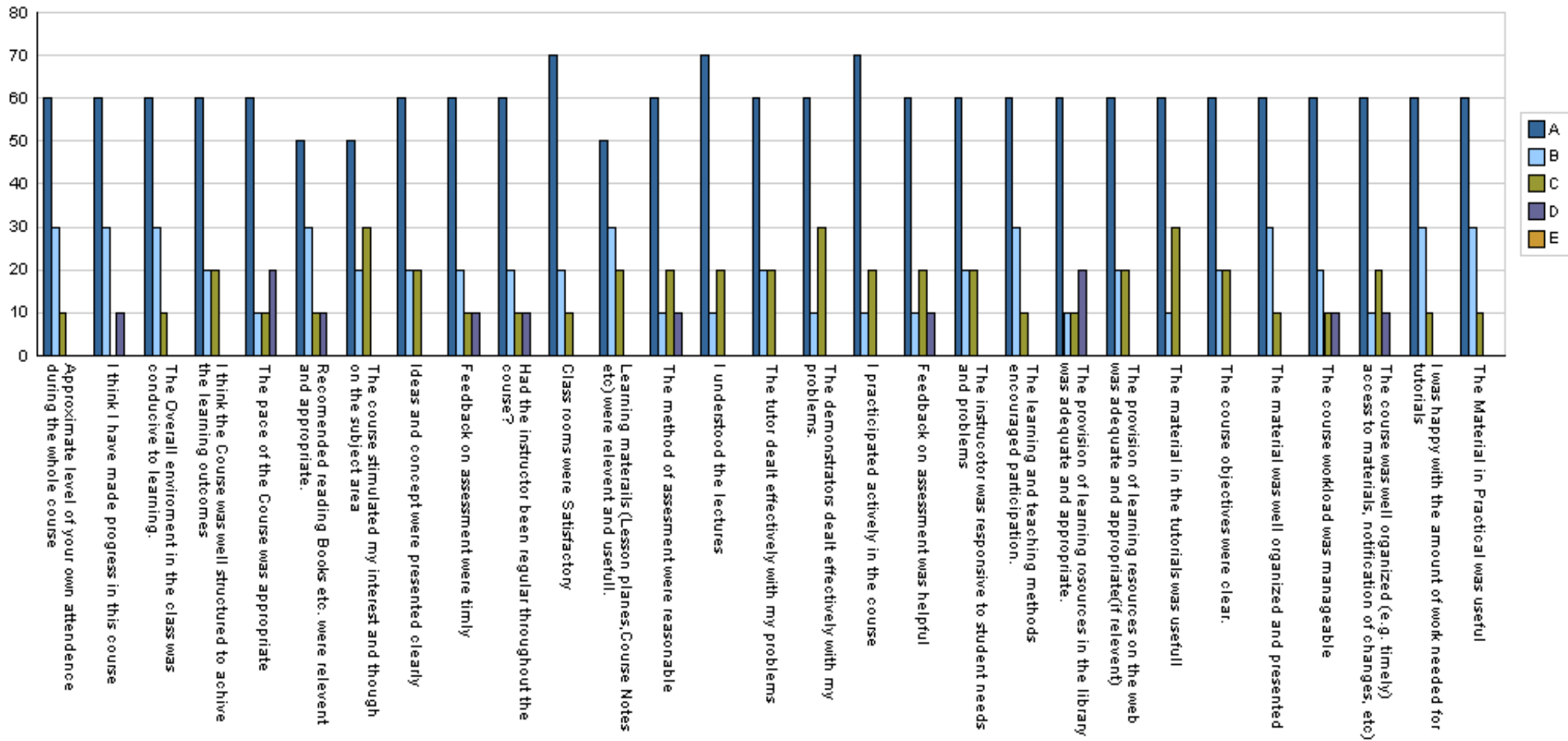
Course Evaluation Graph



GENERAL COMMENTS: On the whole, the evaluation is positive in all aspects.

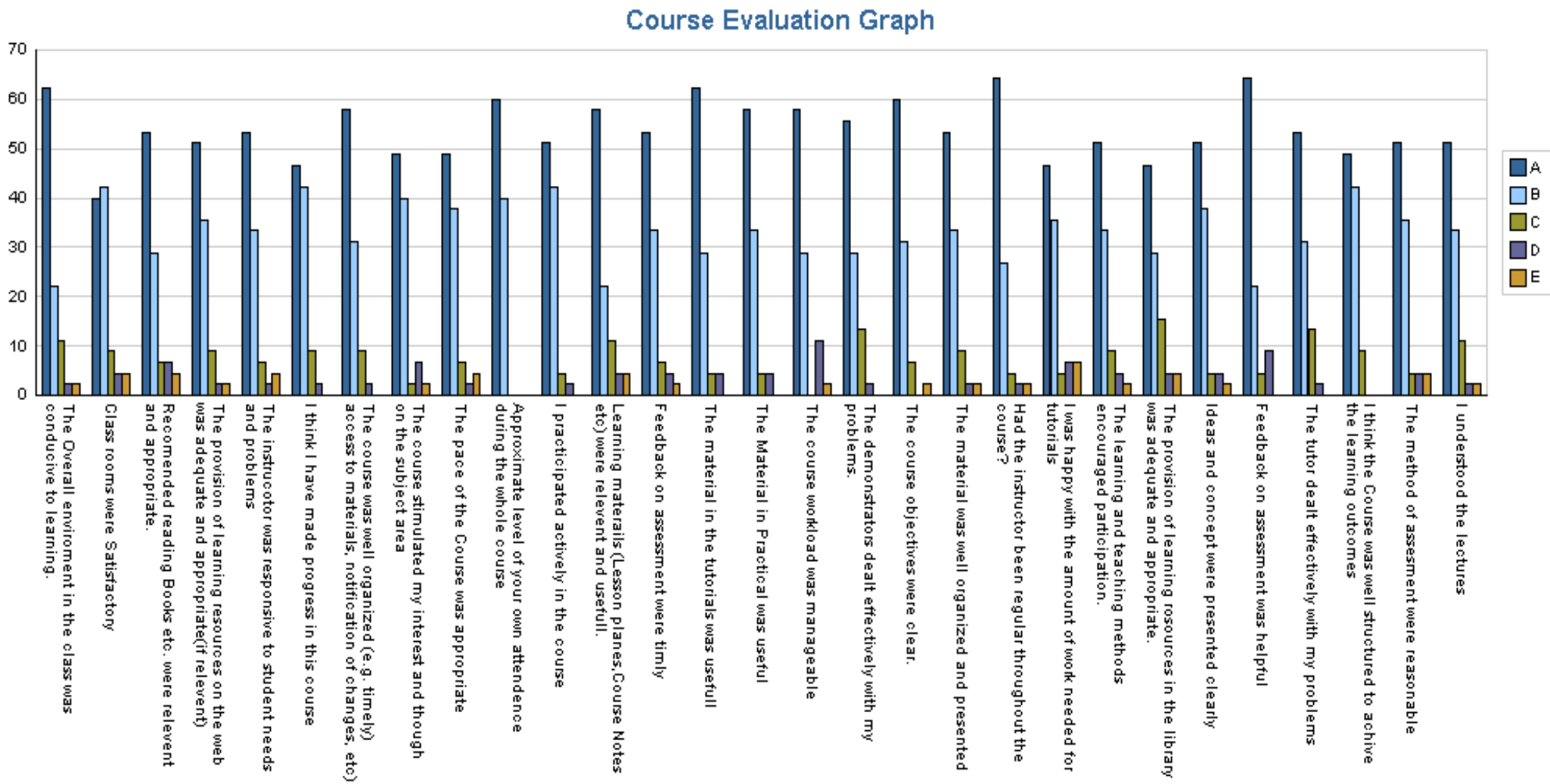
Business Communication II (MGT-405, Mr Atta Rasool)

Course Evaluation Graph



GENERAL COMMENTS: The course was highly rated, and it received top marks in all areas of quality, including delivery, learning materials, and course content structure. The students were attentive and engaged during the lectures.

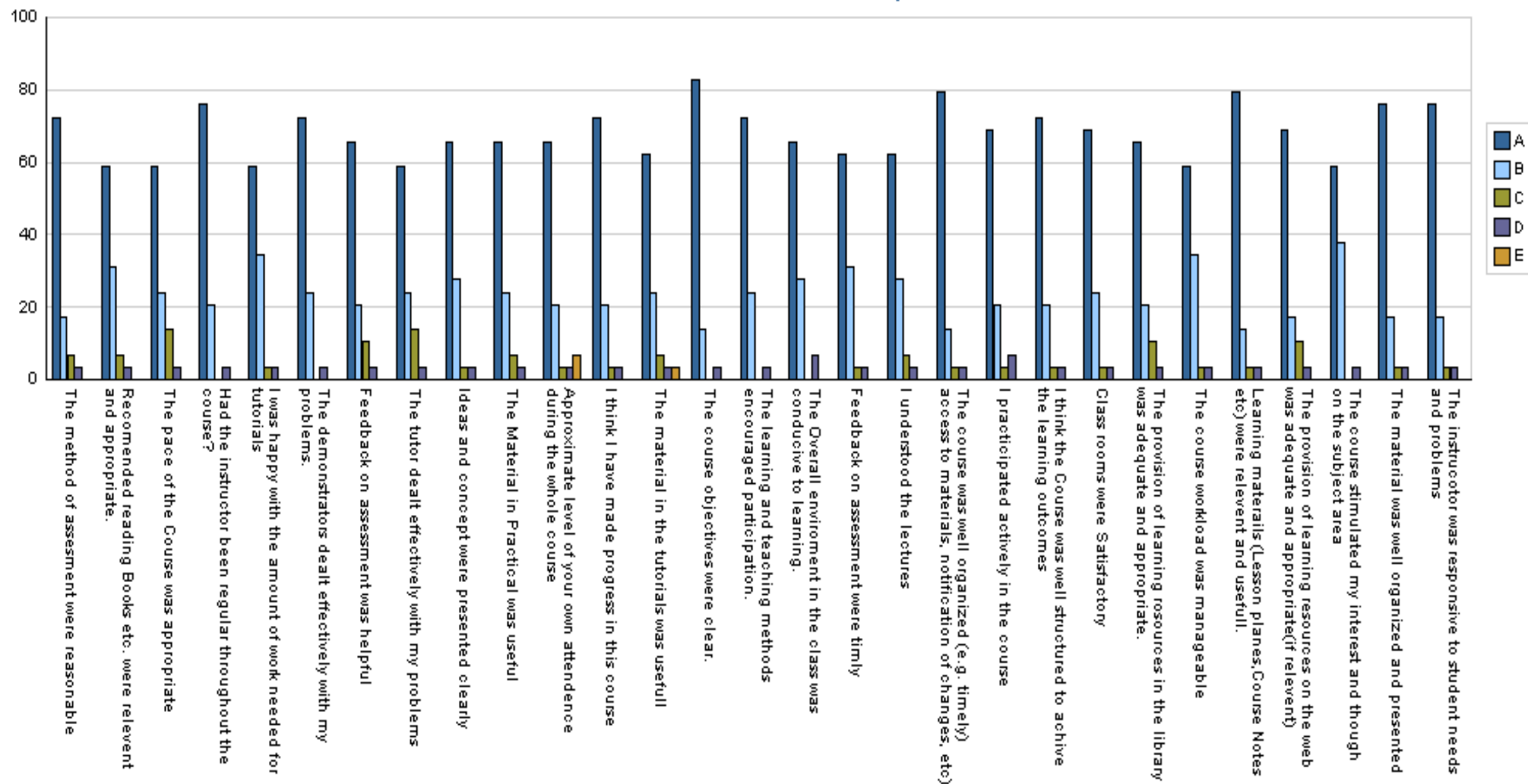
Introduction to Business Finance (MGT-424, Mr. Nadeem Ahmad Khan)



GENERAL COMMENTS: The course appeared to be well-designed in every way, including assessment techniques that were good, learning tools and course content that were timely and well-organized, and feedback on graded material that was valuable. This all contributed to a better grasp of the lectures.

Advanced Accounting-I (MGT-427, Mr. Sohail Rizwan)

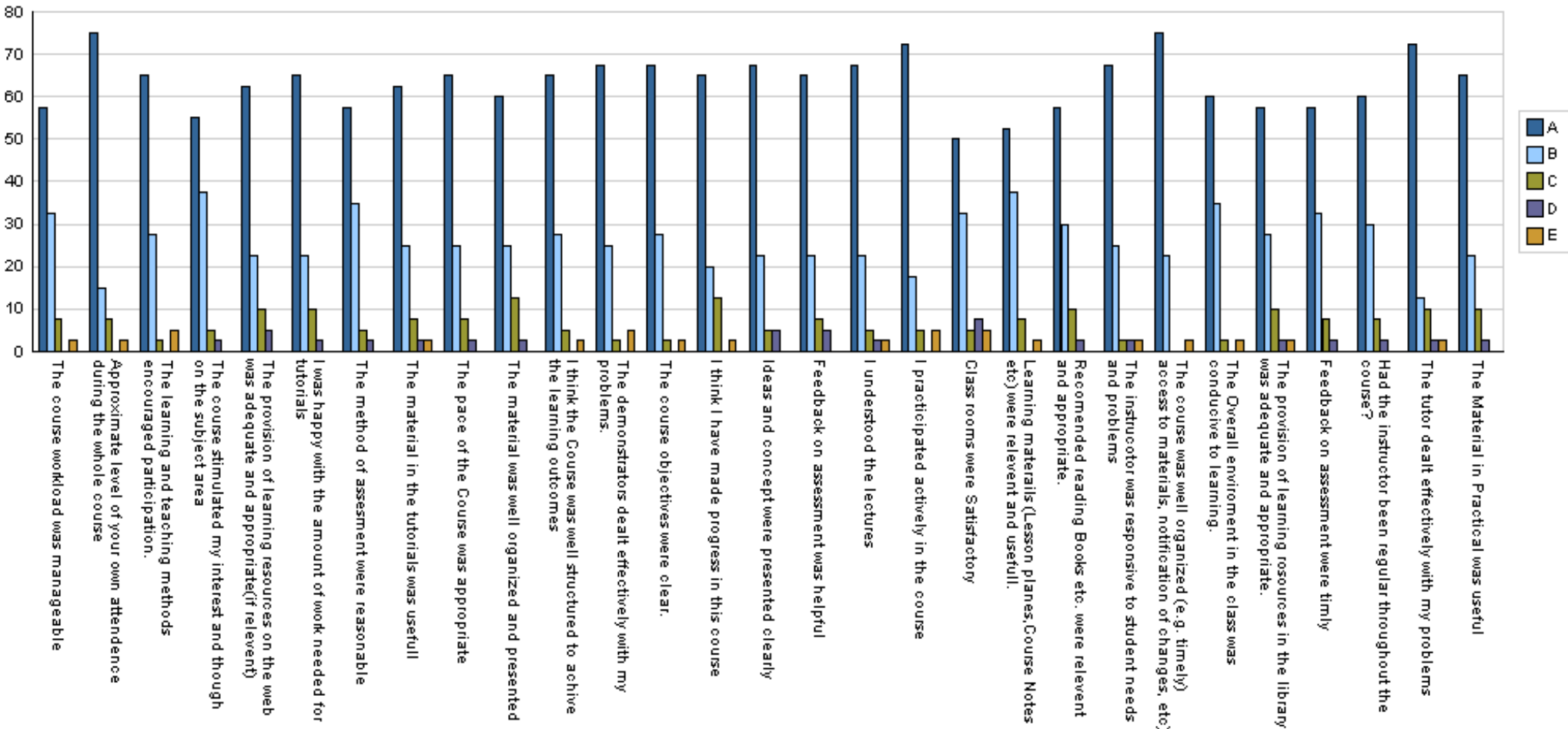
Course Evaluation Graph



GENERAL COMMENTS: The course evaluation appears to be acceptable. The availability of learning resources, the quality of delivery, and the methods of evaluation appeared to be appropriate, the course objectives were clear, and the teacher was present throughout the semester.

Introduction To Marketing-(MGT-351, Dr. Maroof Ajmal)

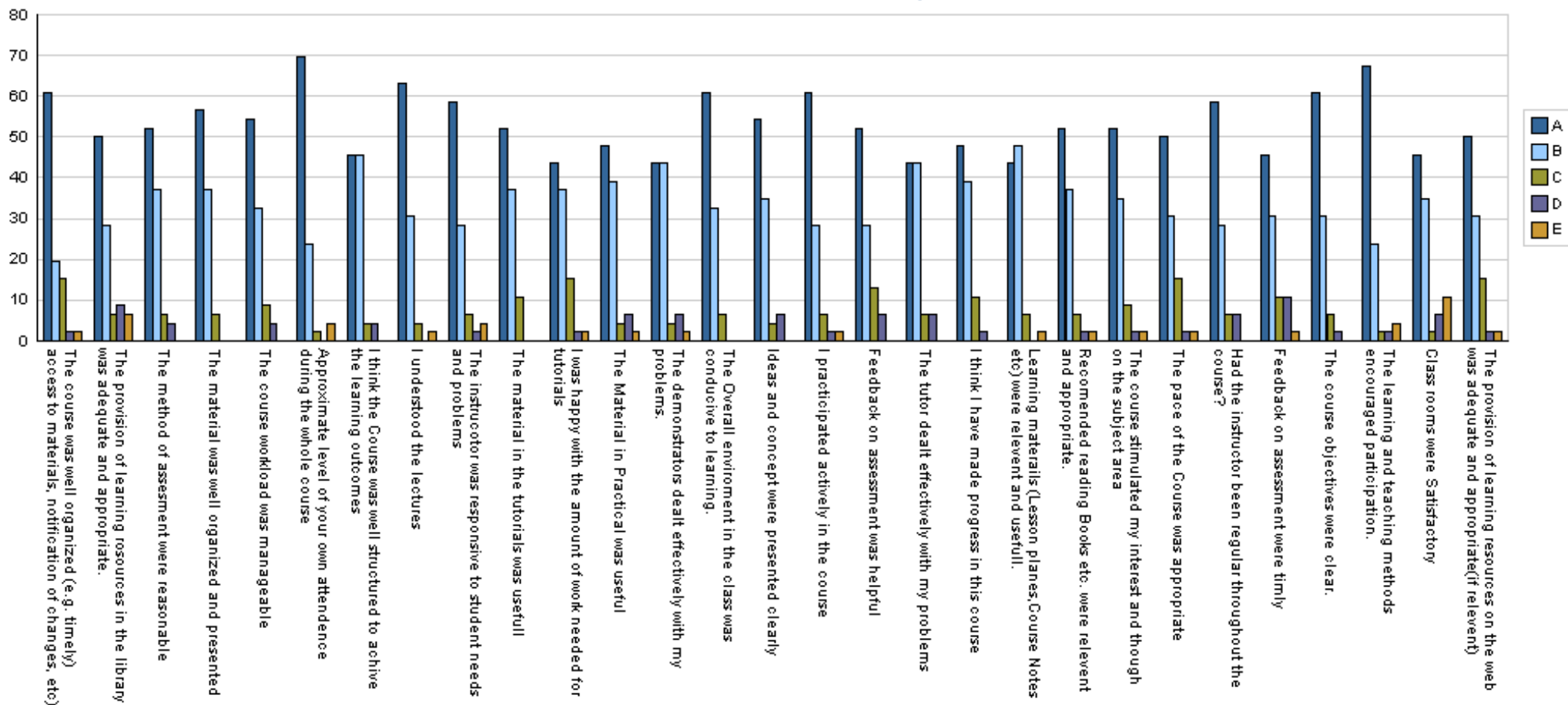
Course Evaluation Graph



GENERAL COMMENTS: In all quality criteria, the rating is satisfactory.

Introduction to Management (MGT-411, Mr. Kashif Mehmood)

Course Evaluation Graph



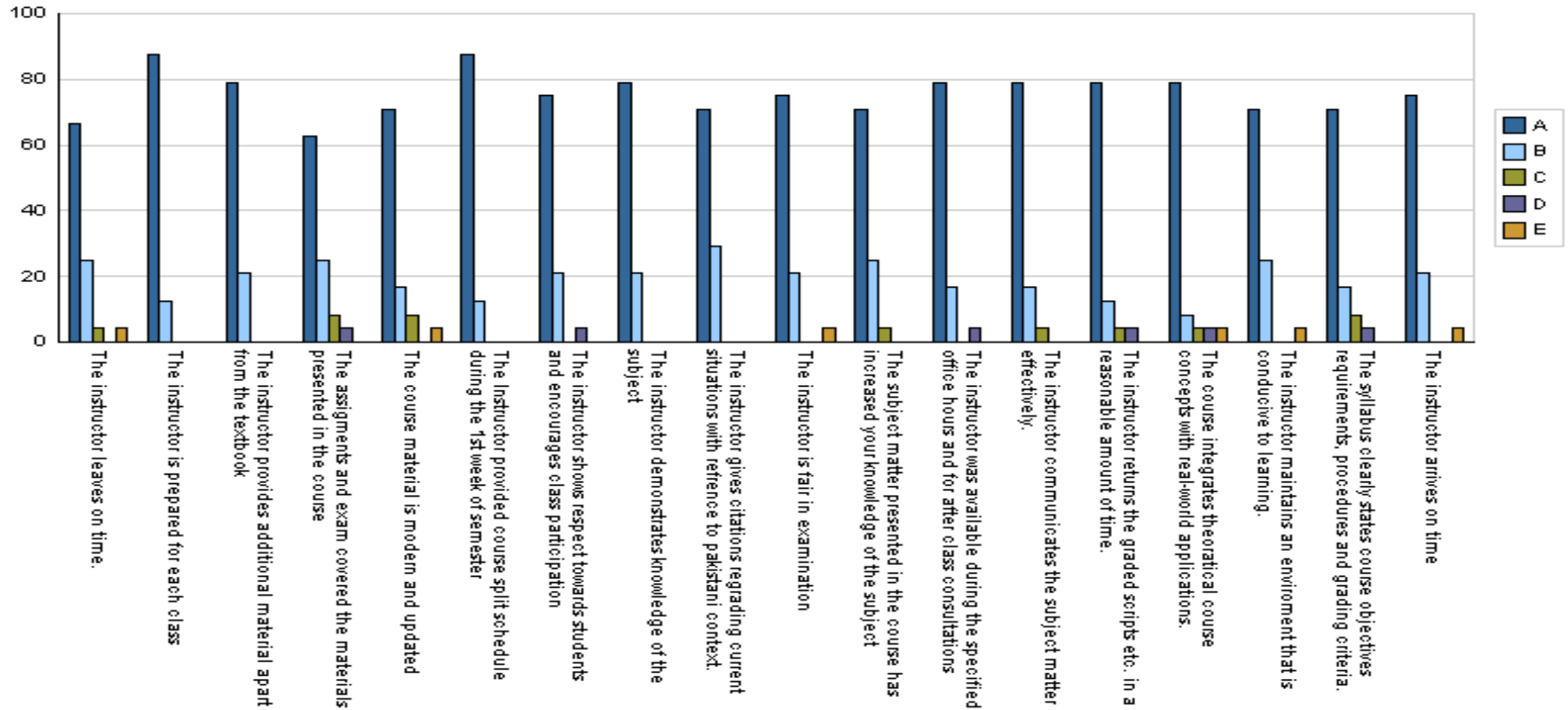
GENERAL COMMENTS: On average, the course evaluation was fairly positive, particularly in terms of learning materials and assessment techniques, teaching methodology, and learning atmosphere, all of which contributed to students' developing interest in the topic.

TEACHER EVALUATION (SPRING SEMESTER 2019)

IV SEMESTER

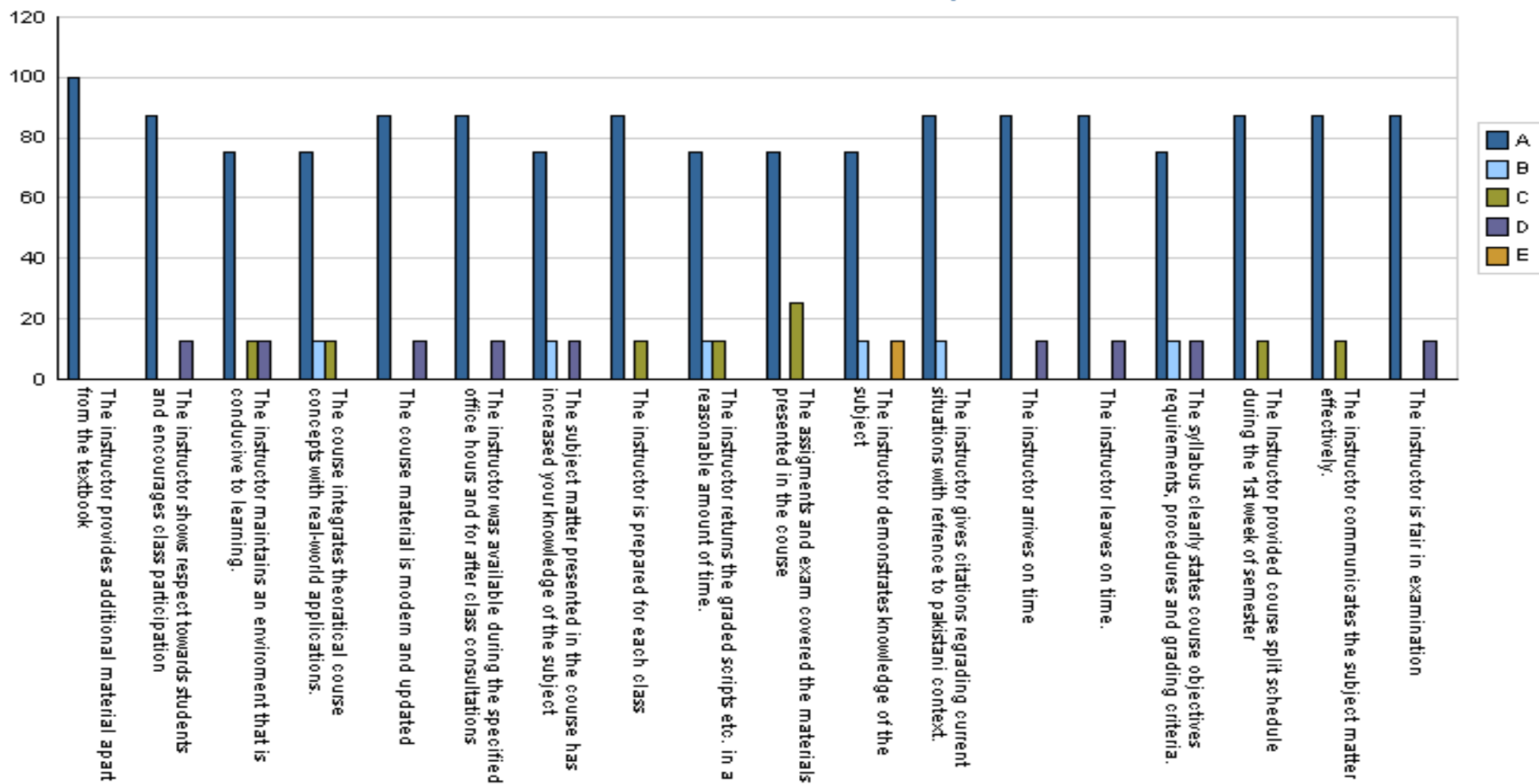
Sr. No.	Course Code	Semester IV	Teacher's Name
1	MGT-423	Cost Accounting	Mr. Aleem Akhtar
2	MGT-428	Advanced Accounting-II	Mr. Basharat Ahmad
3	MGT-512	Introduction to Organizational Behavior	Ms.Shahrish
4	MGT-595	Statistical Inferences	Mr.Zahid Hussain
5	MGT-429	Economics Issues in Pakistan	Mr.Tauseef Nisar
6	MGT-526	Money and banking	Mr.Abid Nazeer

Teacher Evaluation Graph

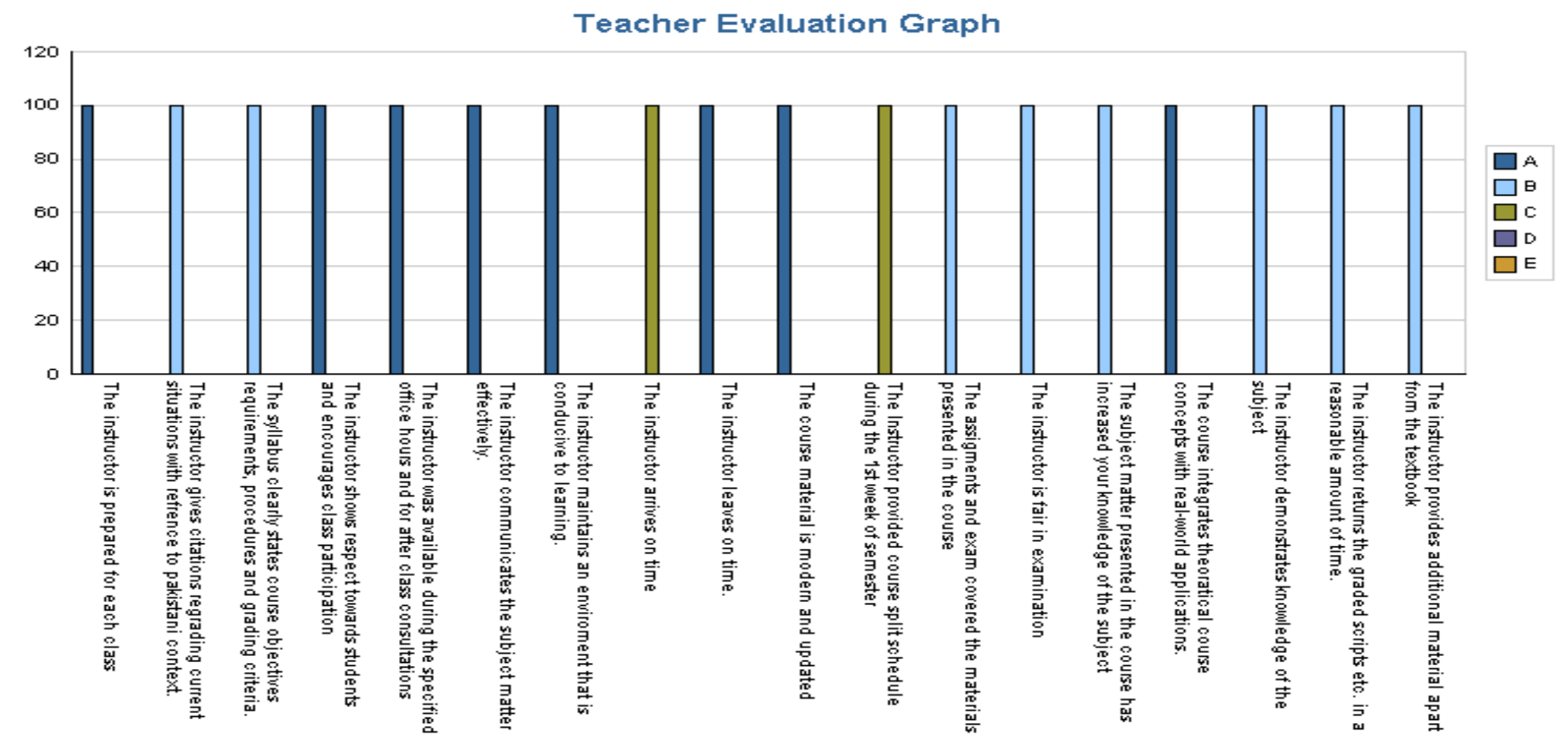


GENERAL COMMENTS: Although the teacher demonstrated subject knowledge, maintained a learning-friendly environment, provided citations with a Pakistani context, and returned graded scripts in a timely manner, students' feedback suggests that the teacher should leave class on time and the exams should cover the topics discussed in class.

Teacher Evaluation Graph

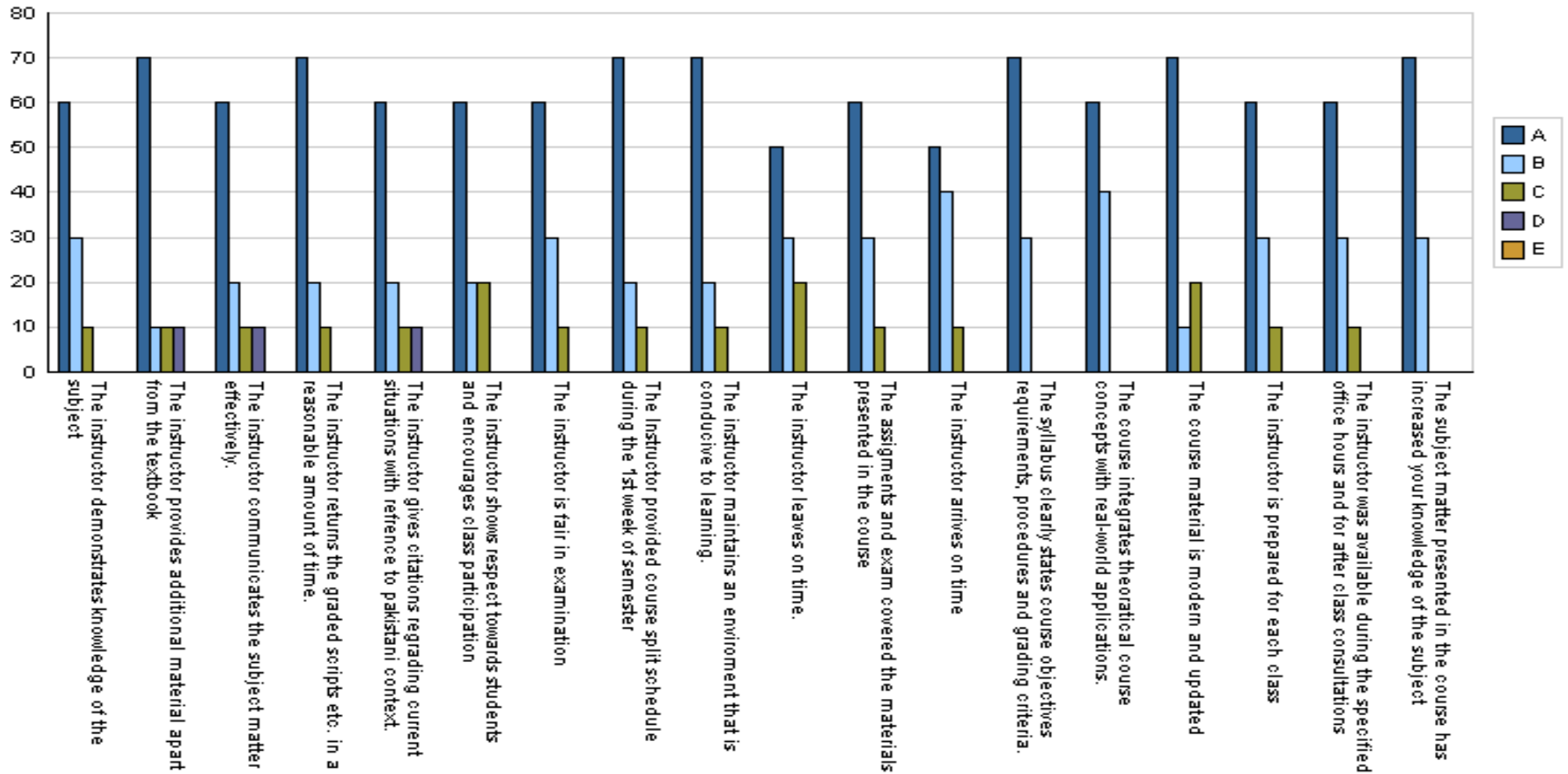


GENERAL COMMENTS: The evaluation indicates that the instructor has given an acceptable performance in all quality areas. Students, in particular, praised the teacher's ability to effectively explain subject matter, as well as his timeliness, availability during office hours, and clarity of course objectives. However, the instructor must create a more favourable learning atmosphere in the classroom, state course objectives before presenting content, and tie things to the Pakistani context..



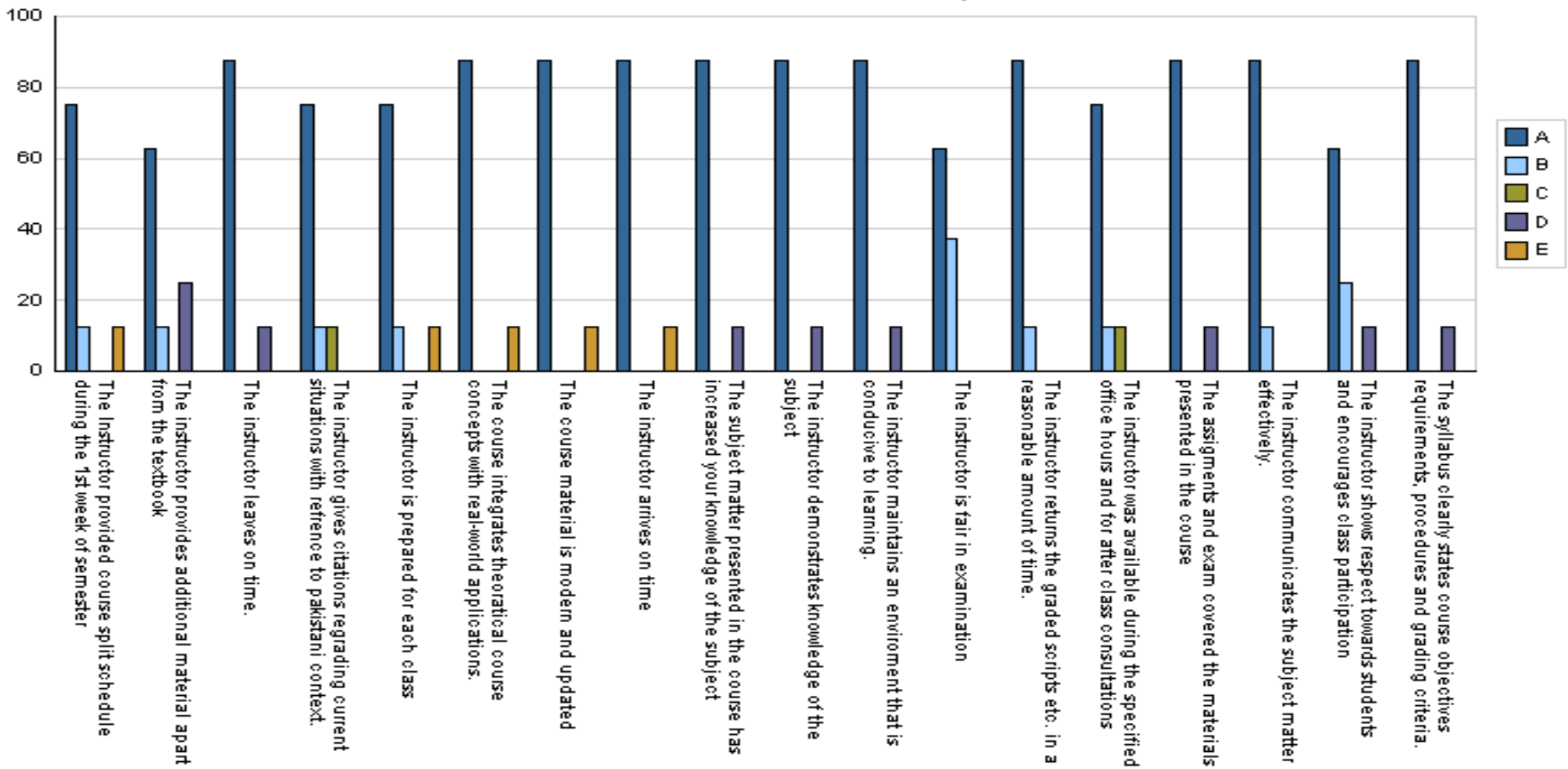
GENERAL COMMENTS: The teacher demonstrated knowledge of the subject, gave citations regarding the current situations with reference to Pakistan, showed respect towards the students, was fair in examination. However, the evaluation suggests that course could have been improved had the instructor been punctual in arriving and leaving the class and provided the course split on time.

Teacher Evaluation Graph



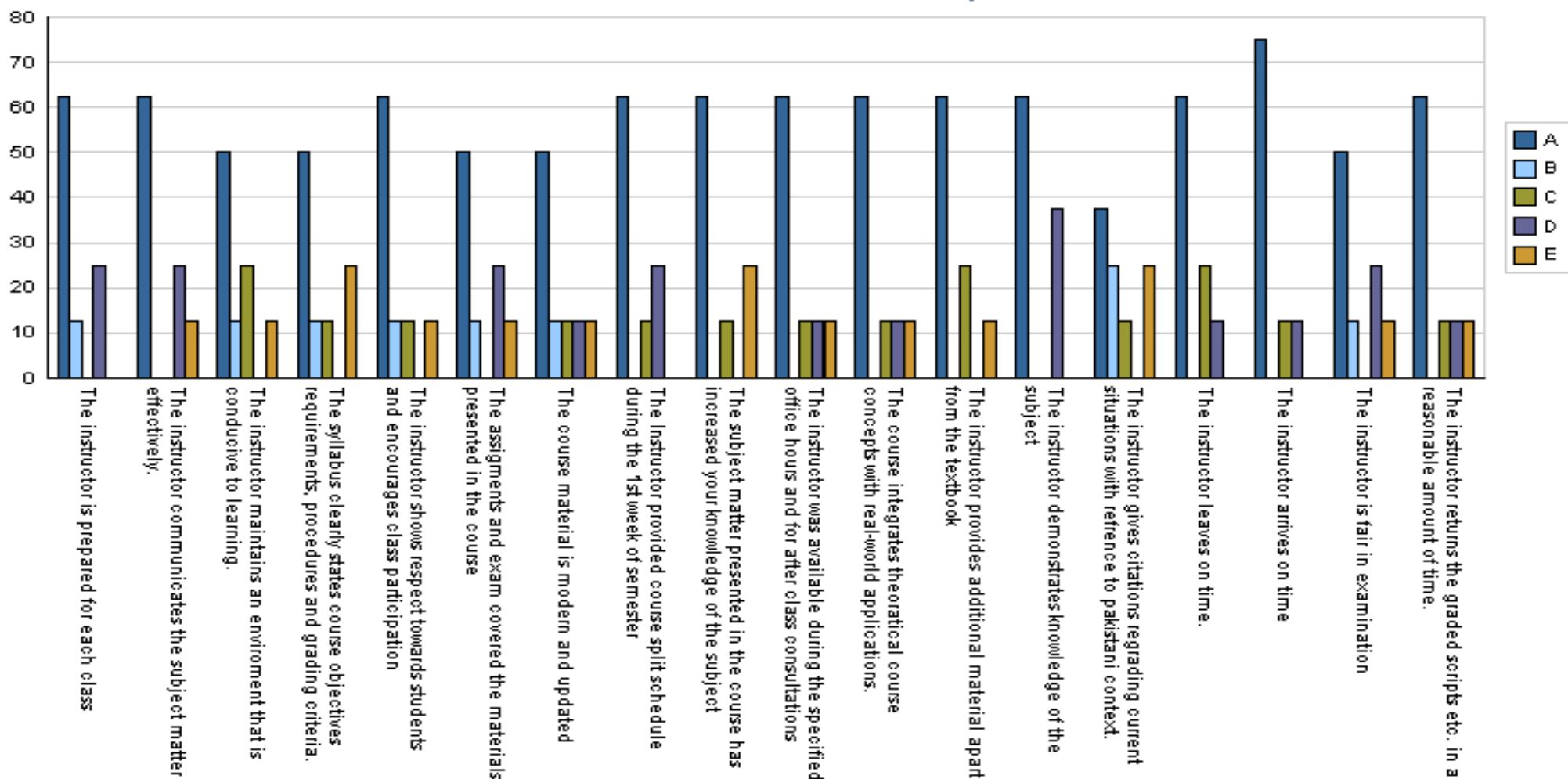
GENERAL COMMENTS: The students rated the teacher highly in every quality category. However, the teacher stayed in class longer than expected, and the assignments and tests were unrelated to the class topics.

Teacher Evaluation Graph



GENERAL COMMENTS: Throughout the course, the teacher's performance was generally excellent. The course goals were clear, the teacher was on time, displayed topic expertise, and lecture preparation was adequate. However, the instructor should treat the student with more respect.

Teacher Evaluation Graph



GENERAL COMMENTS: The rating means that the instructor has given an acceptable performance in all quality areas. Students, in particular, praised the teacher's ability to effectively explain subject matter, as well as his timeliness, availability during office hours, and clarity of course objectives. However, it is necessary to provide citations for current events in Pakistani context and to be fair in marking.

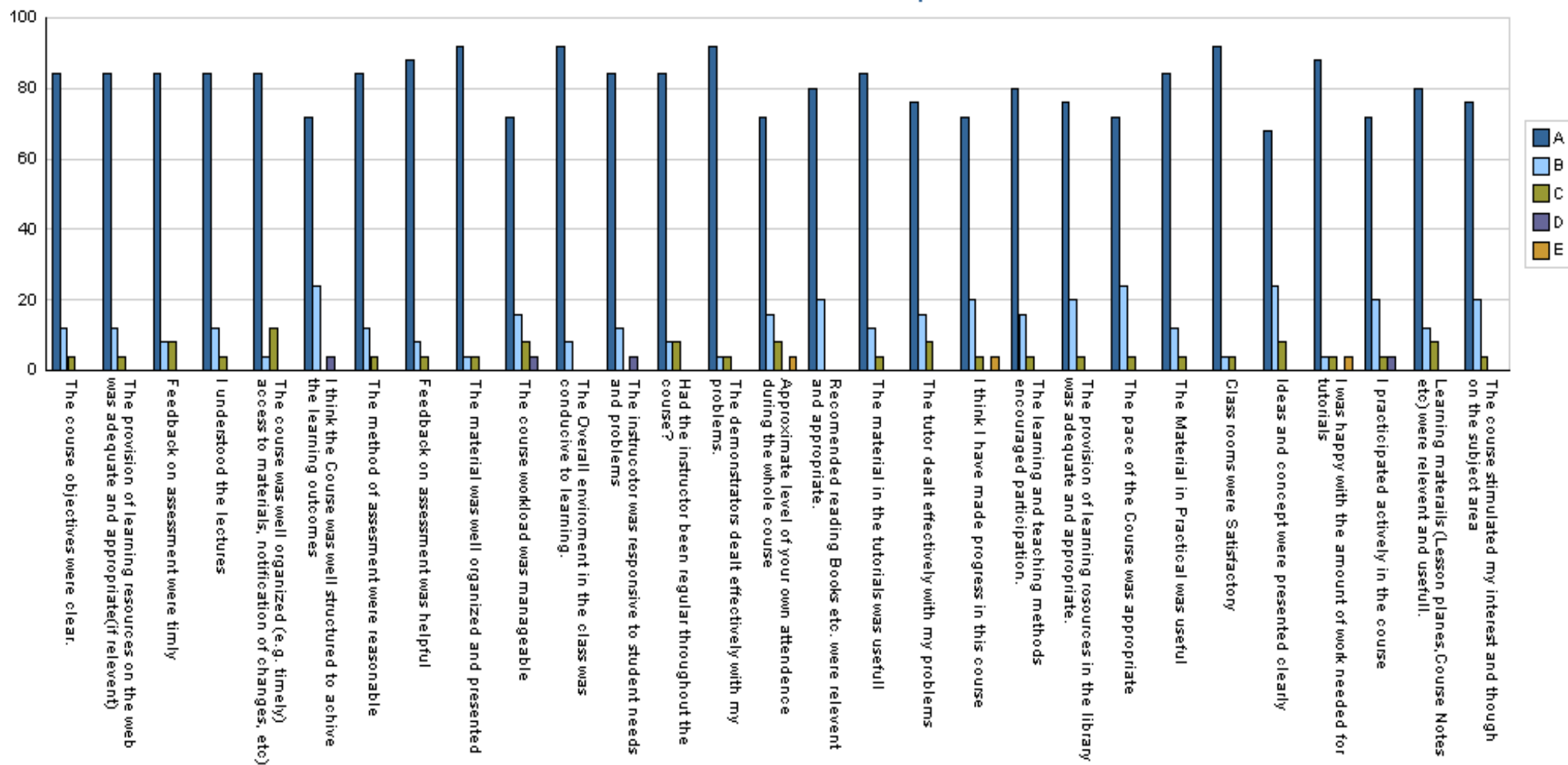
Student course evaluation (Semester IV)

The courses of the respective teachers were also evaluated as per Proforma 1. Overall Comparative evaluation and detailed evaluation for each course is given below. Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher's performance and each bar extends to a maximum value of 100%. Bar "A" shows highly satisfactory evaluation by students and Bar "E" shows highly dissatisfied feedback.

Sr. No.	Course Code	Semester IV	Cr. Hrs.
1	MGT-423	Cost Accounting	3(3-0)
2	MGT-428	Advanced Accounting-II	3(3-0)
3	MGT-512	Introduction to Organizational Behavior	3(3-0)
4	MGT-595	Statistical Inferences	3(3-0)
5	MGT-429	Economics Issues in Pakistan	3(3-0)
6	MGT-526	Money and banking	3(3-0)

Cost Accounting (MGT-423, Mr. Aleem Akhtar)

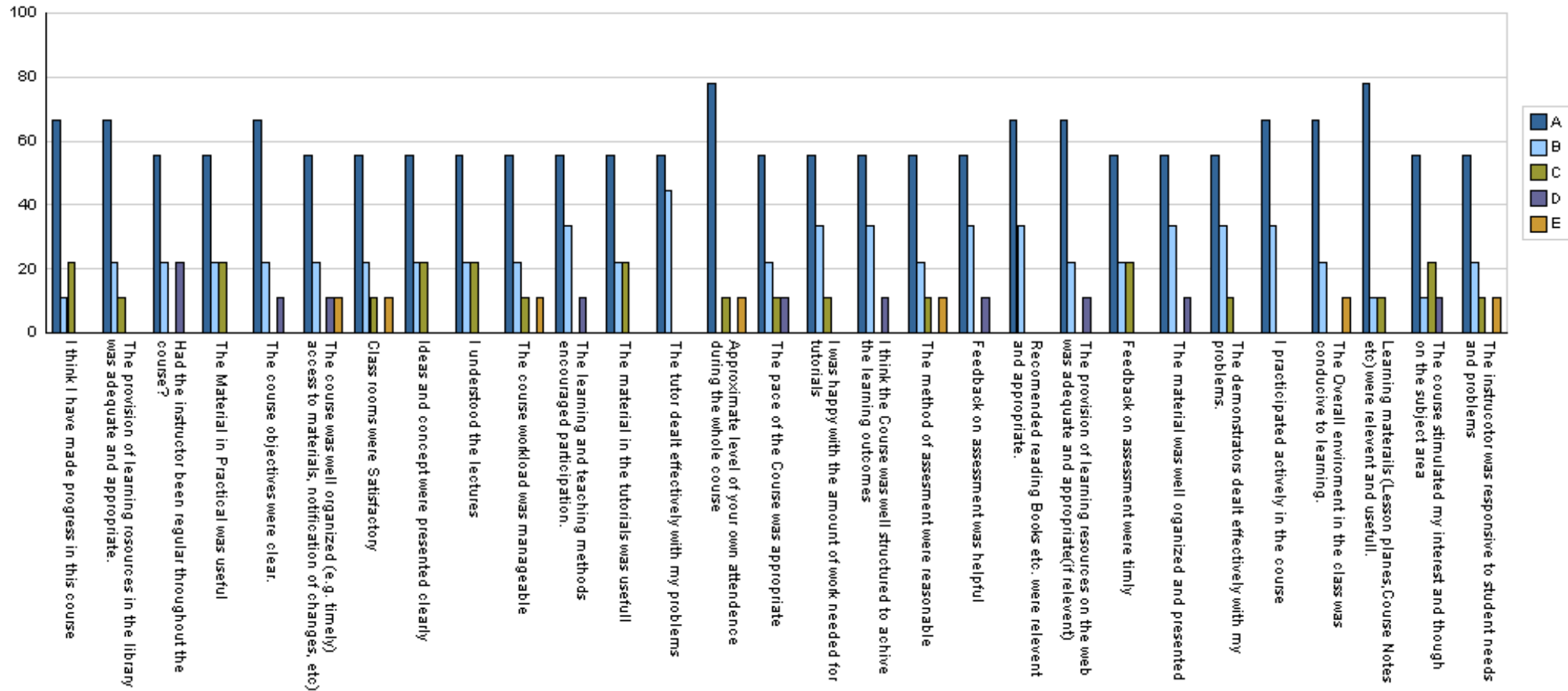
Course Evaluation Graph



GENERAL COMMENTS The course was acceptable on the whole. The topic demonstrations were successful, reading resources were easily available in the library and on the internet, the general classroom setting was favourable to learning, the course objectives were clear, and the course sparked students' interest in the subject area.

Advanced accounting II (MGT-428, Mr. Basharat Ahmad)

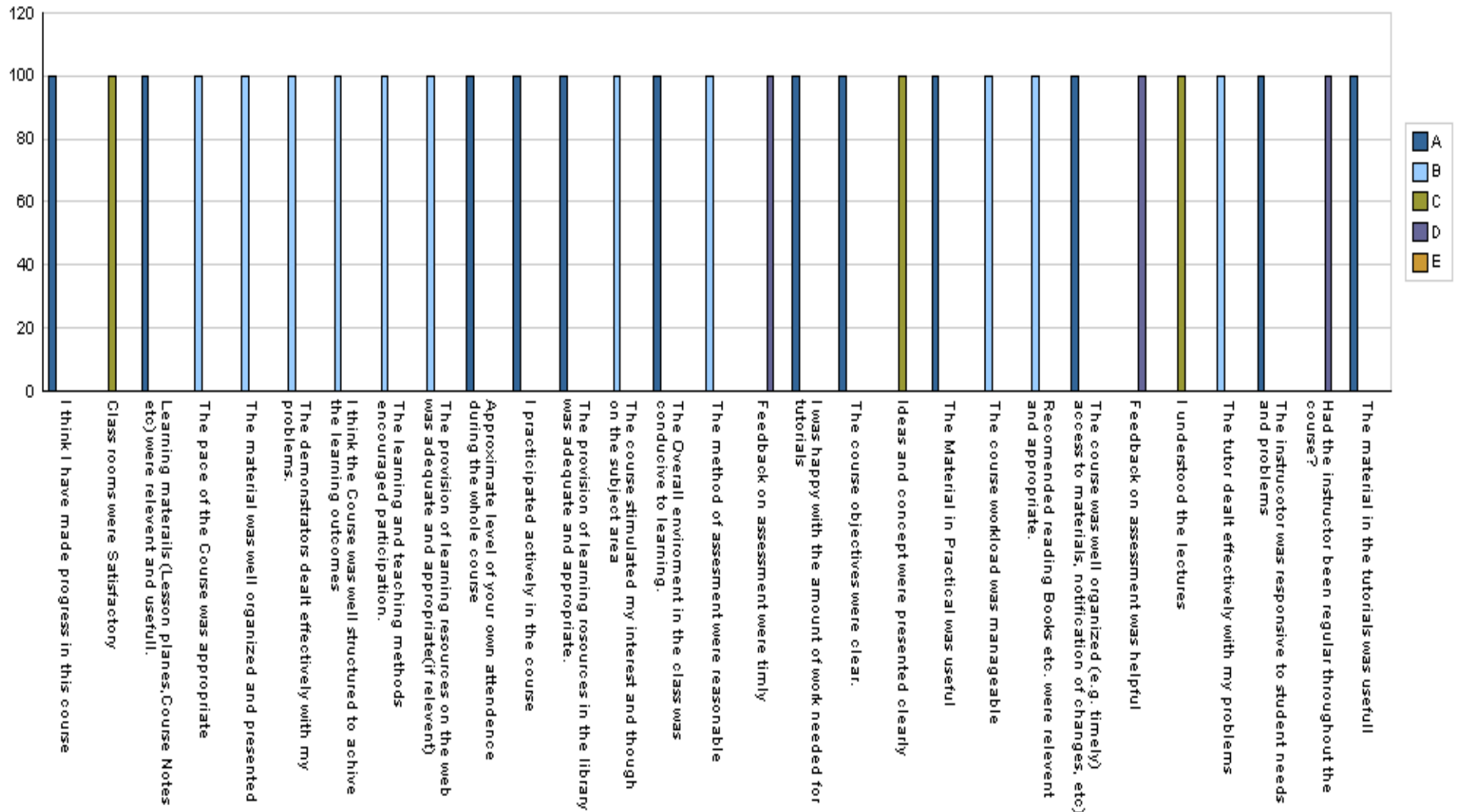
Course Evaluation Graph



GENERAL COMMENTS: On the whole, the evaluation is positive. The course was well-organized, with excellent reading materials. The assessment procedures and responses were both beneficial and timely. Students improved their understanding of the material.

Introduction to organizational behavior (MGT-512, Ms. Shahrish)

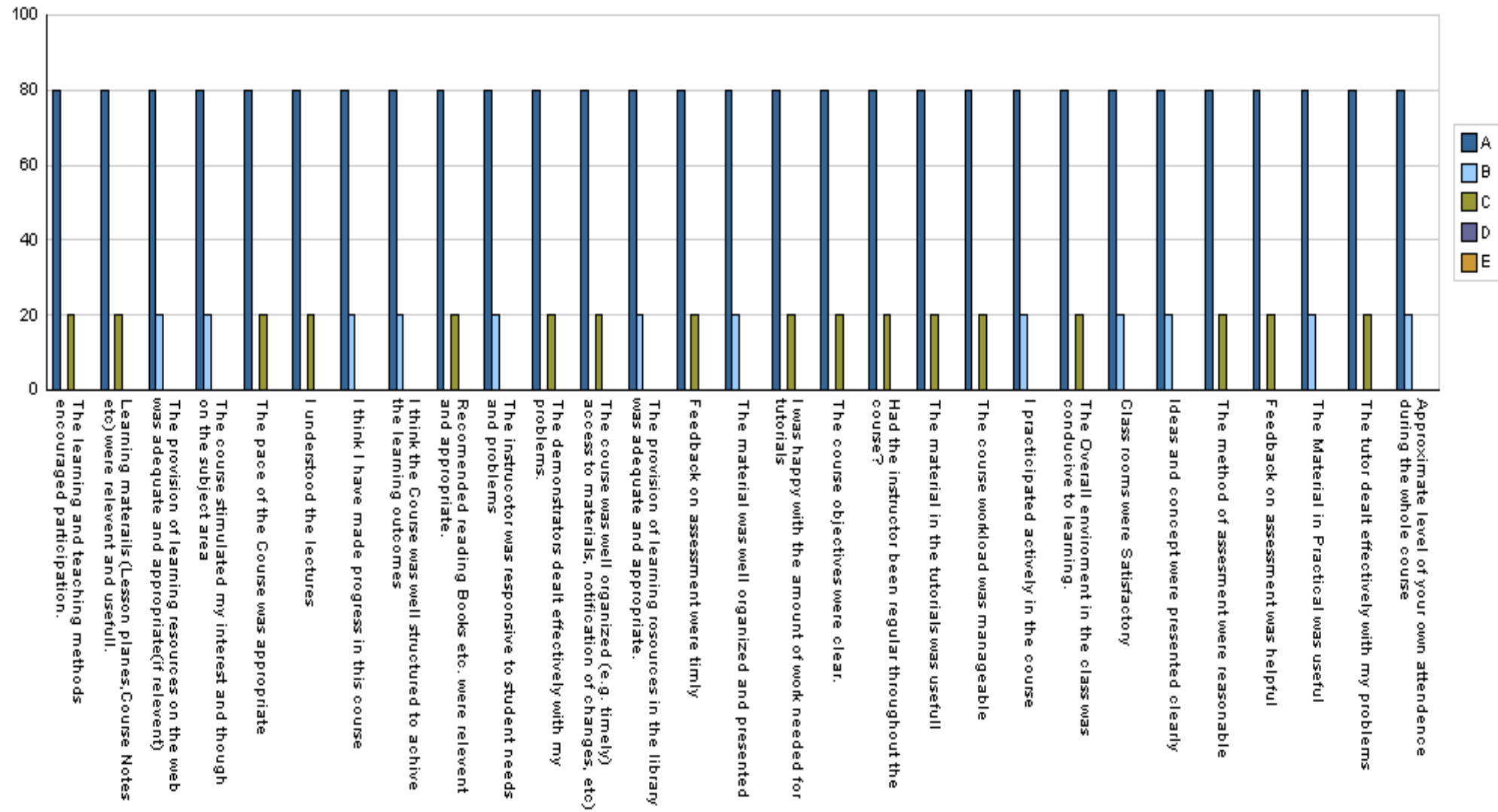
Course Evaluation Graph



GENERAL COMMENTS: The students are satisfied with all the quality dimensions of the course. However the presentation of ideas and concepts could still be improved. Feedback on graded material was not returned on time.

Statistical inference (MGT-595, Mr. Zahid Hussain)

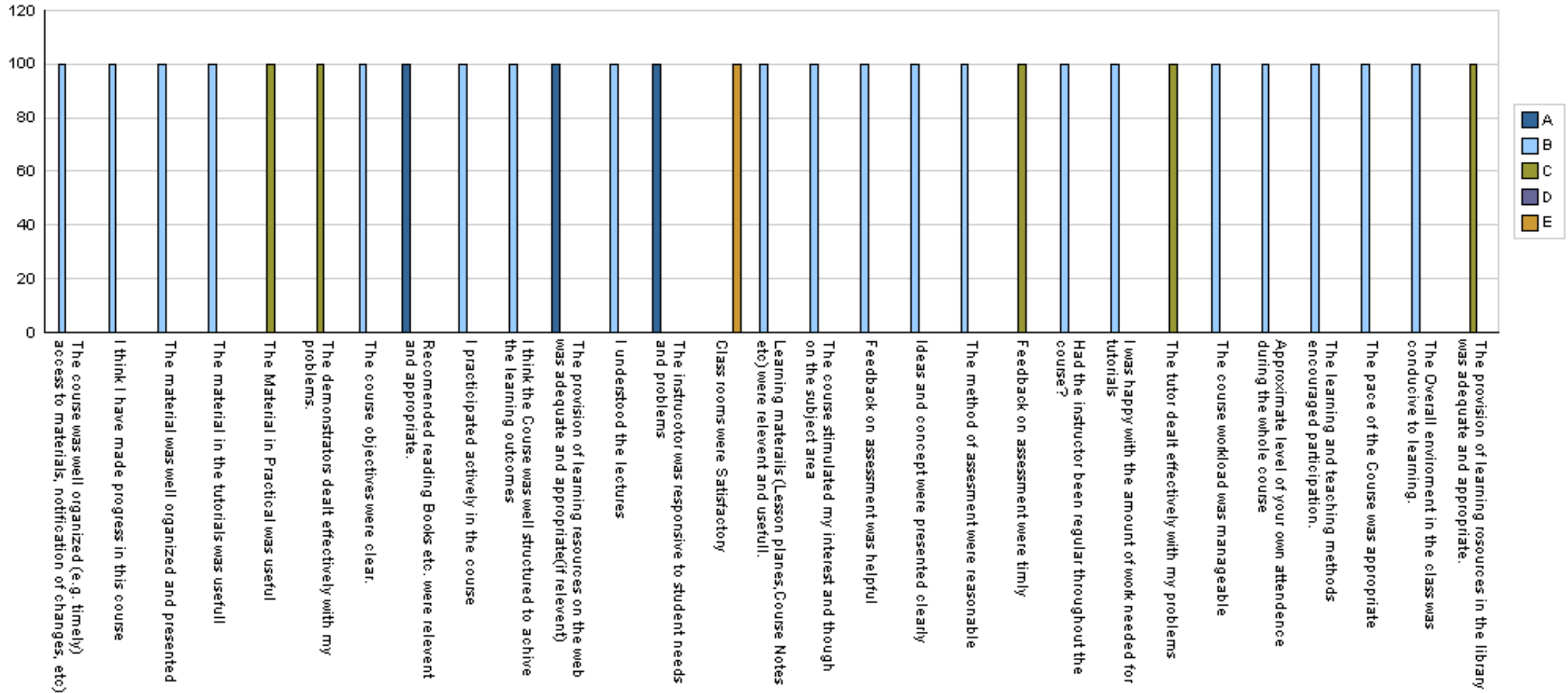
Course Evaluation Graph



GENERAL COMMENTS: All of the course's quality characteristics have been met by the students.

Economics issues of Pakistan (MGT-429, Mr. Touseef Nasir)

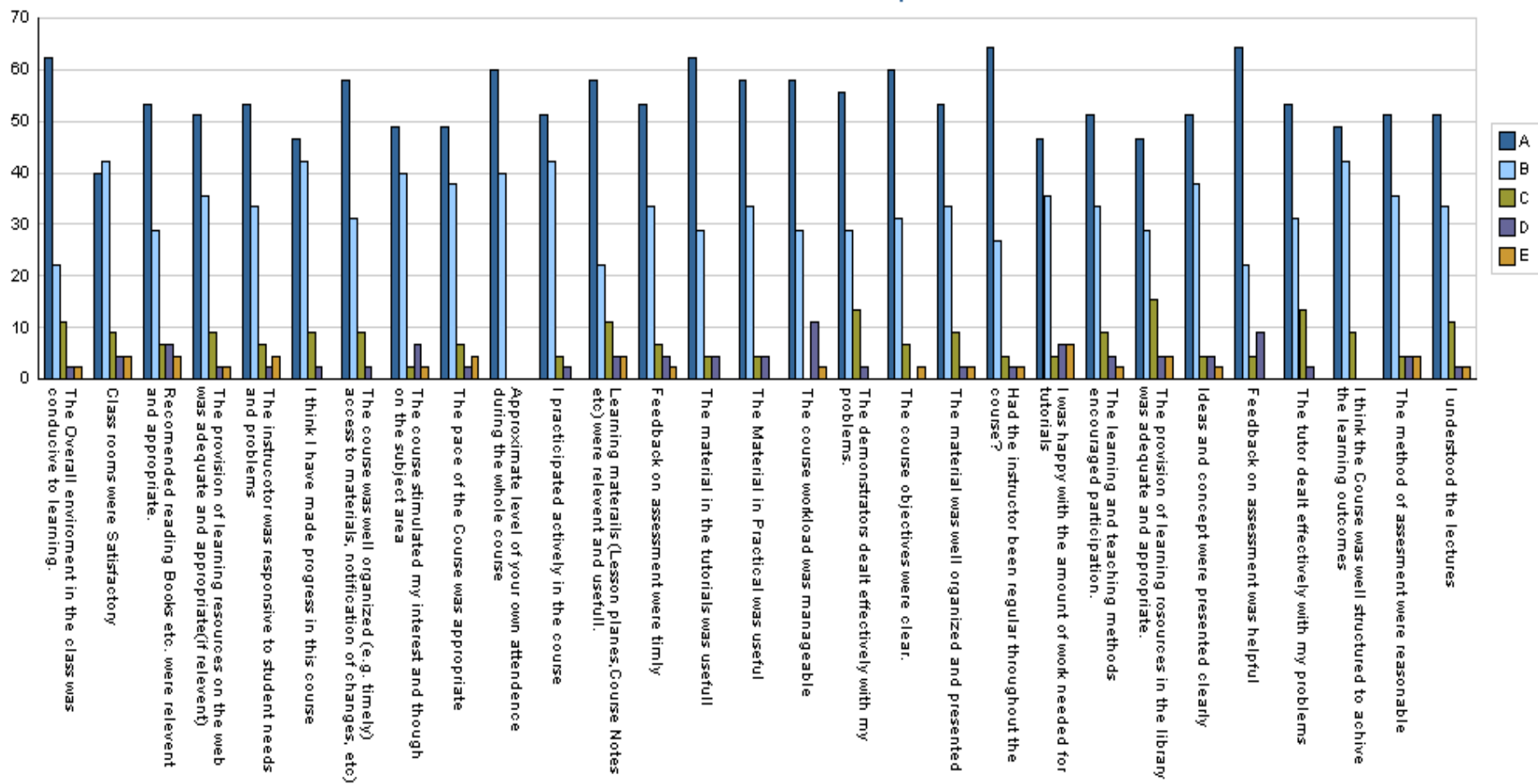
Course Evaluation Graph



GENERAL COMMENTS: students seem quite content in most of the quality parameters. However, in their opinion the class environment could have been improved, feedback could have been more timely and more learning materials could have been provided in library.

Money and Banking (MGT-526, Mr. Abid Nazeer)

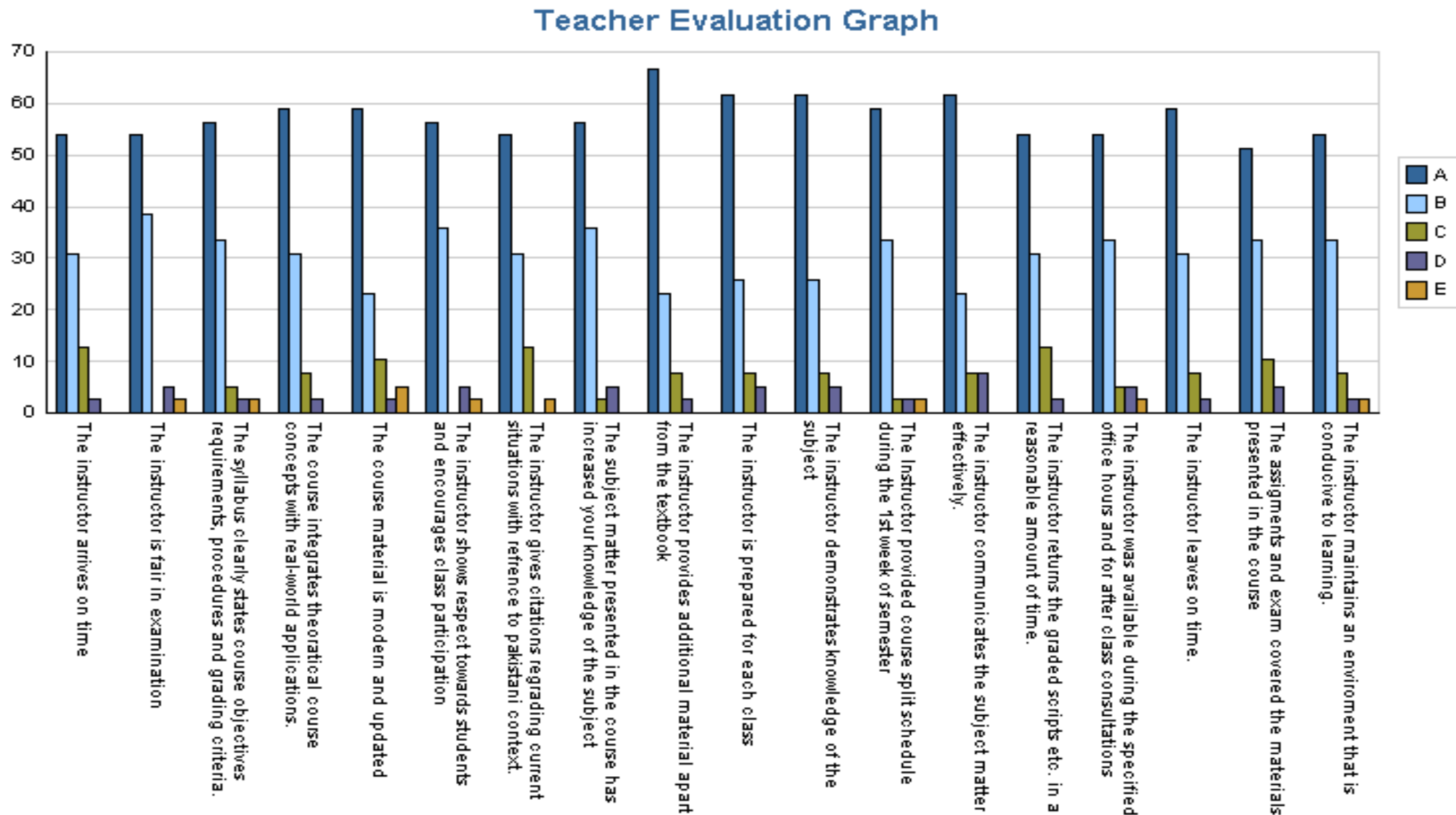
Course Evaluation Graph



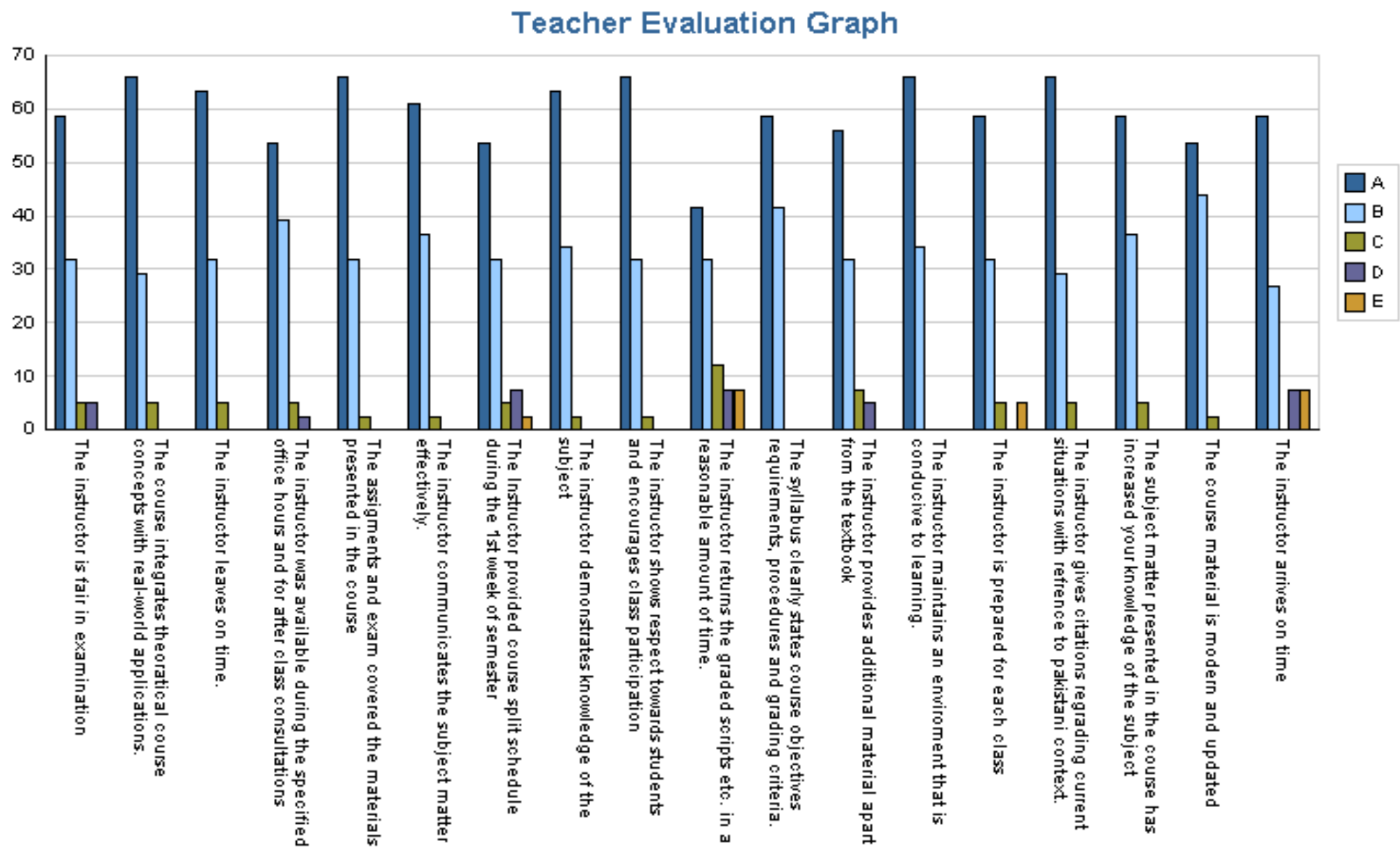
GENERAL COMMENTS: the course seemed quite well in all aspects i-e assessment methods were satisfactory, learning resources and course content were available on time and organized, feedback on graded material was useful. This all helped to better understandings of the lectures.

Table 7a: Teacher's Evaluation for 5th Semester

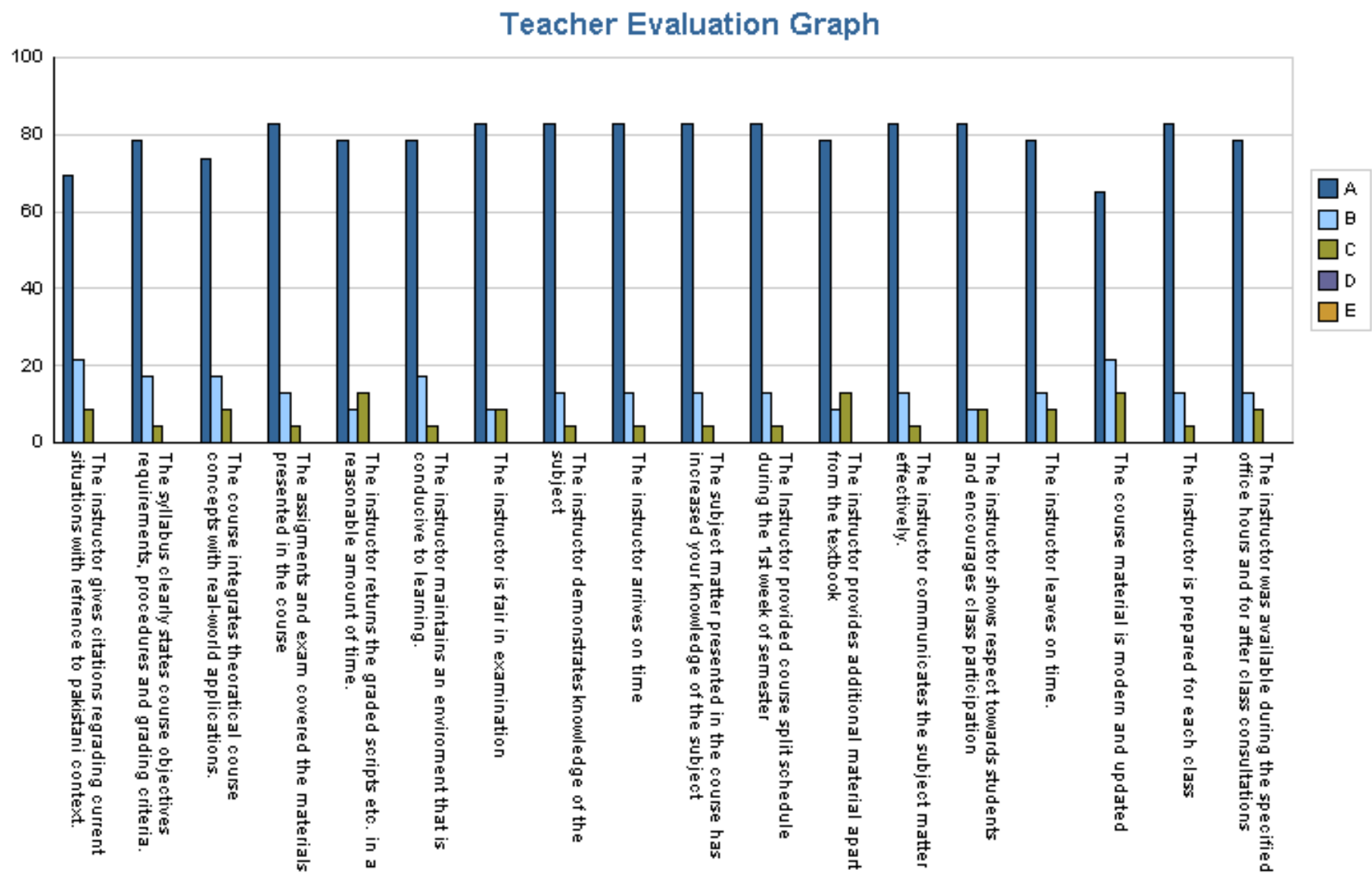
Sr. No.	Course Code	Semester V	Teacher's Name
1	MGT-502	Principles of Auditing	Ms. Anum Shafique
2	MGT-407	Ethics in Business	Mr. Muhammad Jamil
3	MGT-504	Managerial Accounting	Mr. Ammar Asghar
4	MGT-452	Introduction to Marketing Management	Dr. Zia ur Rehman
5	MGT-515	Introduction to Human Resource Management	Dr. Muhammad Razzaq Athar
6	MGT-525	Introduction to Financial Management	Dr. Bushra Zulfiqar



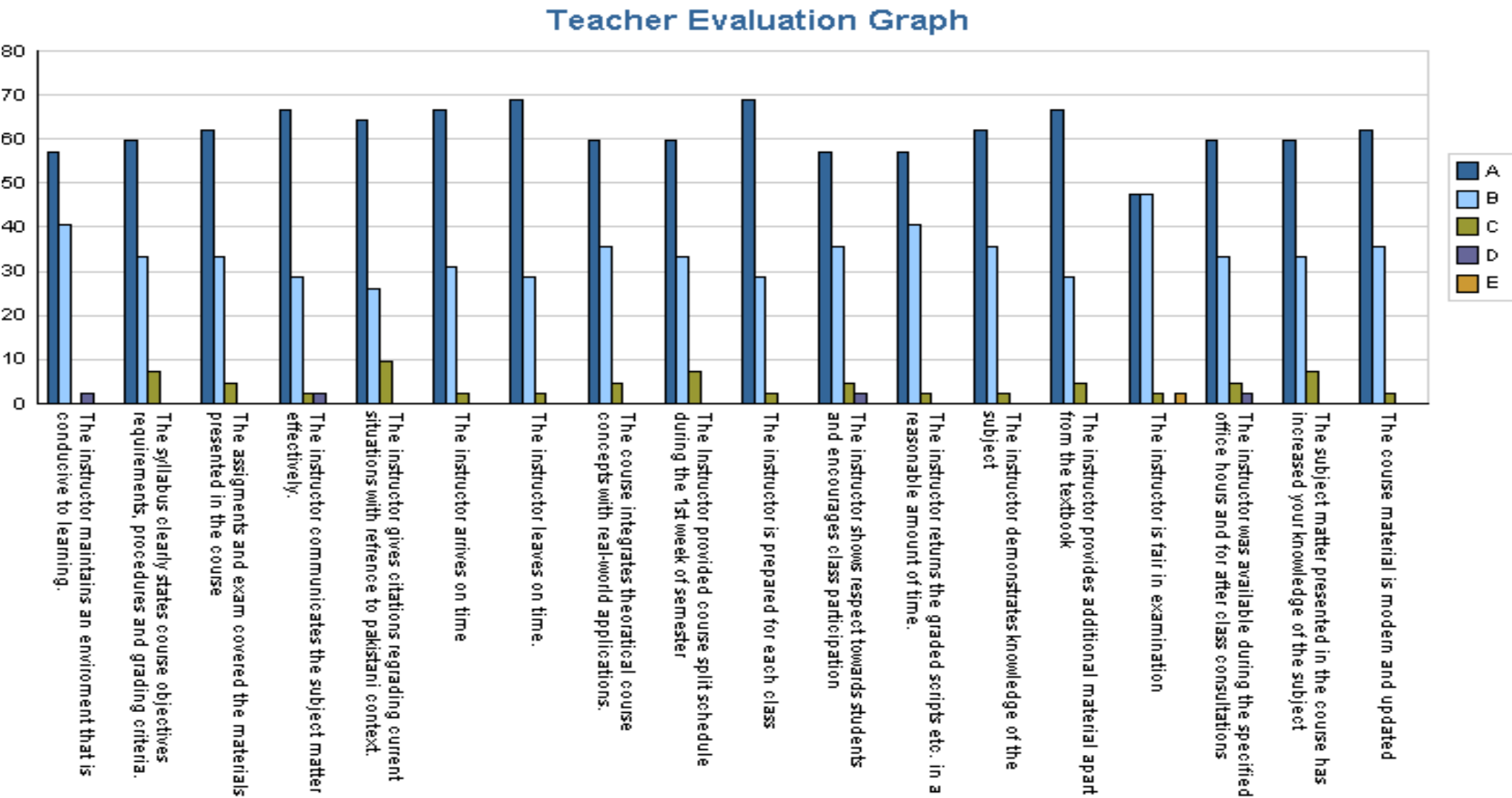
GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.



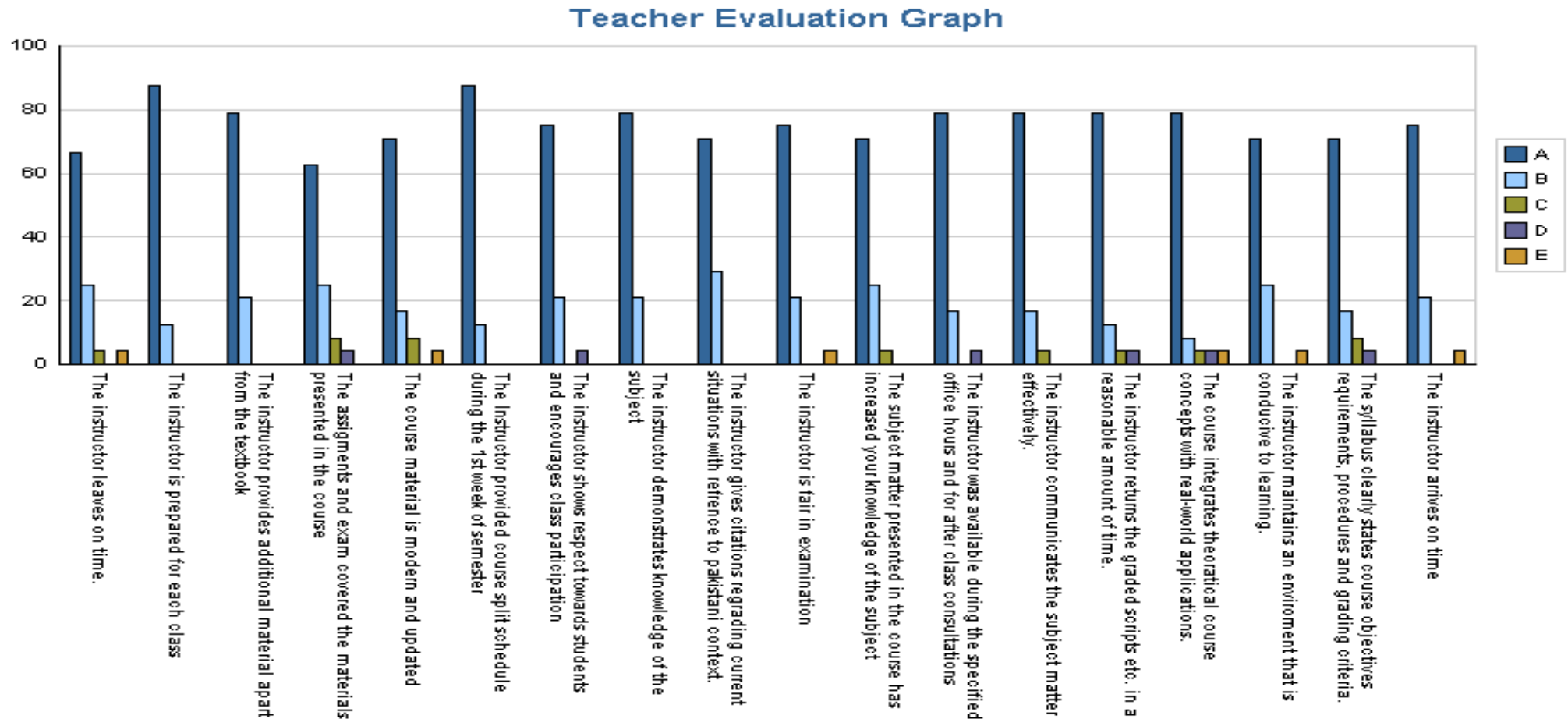
GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.



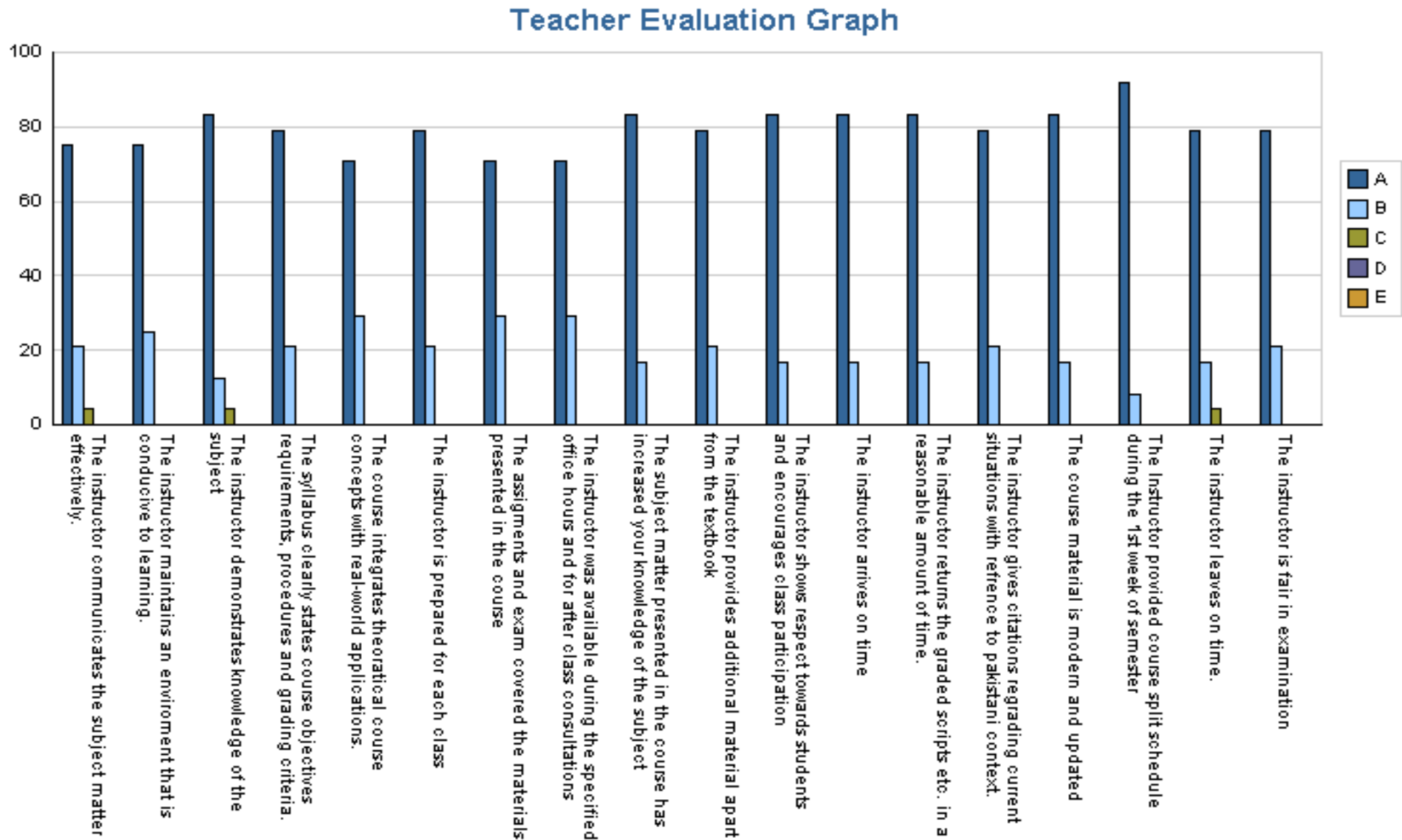
GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.



GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.



GENERAL COMMENTS: The students were found to be quite satisfied with instructor. According to survey results the teacher demonstrated the knowledge of the subject, kept a learning conducive environment, gave citations with reference to Pakistani context and returned graded script in reasonable time. However, students' evaluation suggests that the teacher should leave the class on time and the exams should present the contents discussed in class.



GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.

Student course evaluation BS Commerce 5th Semester

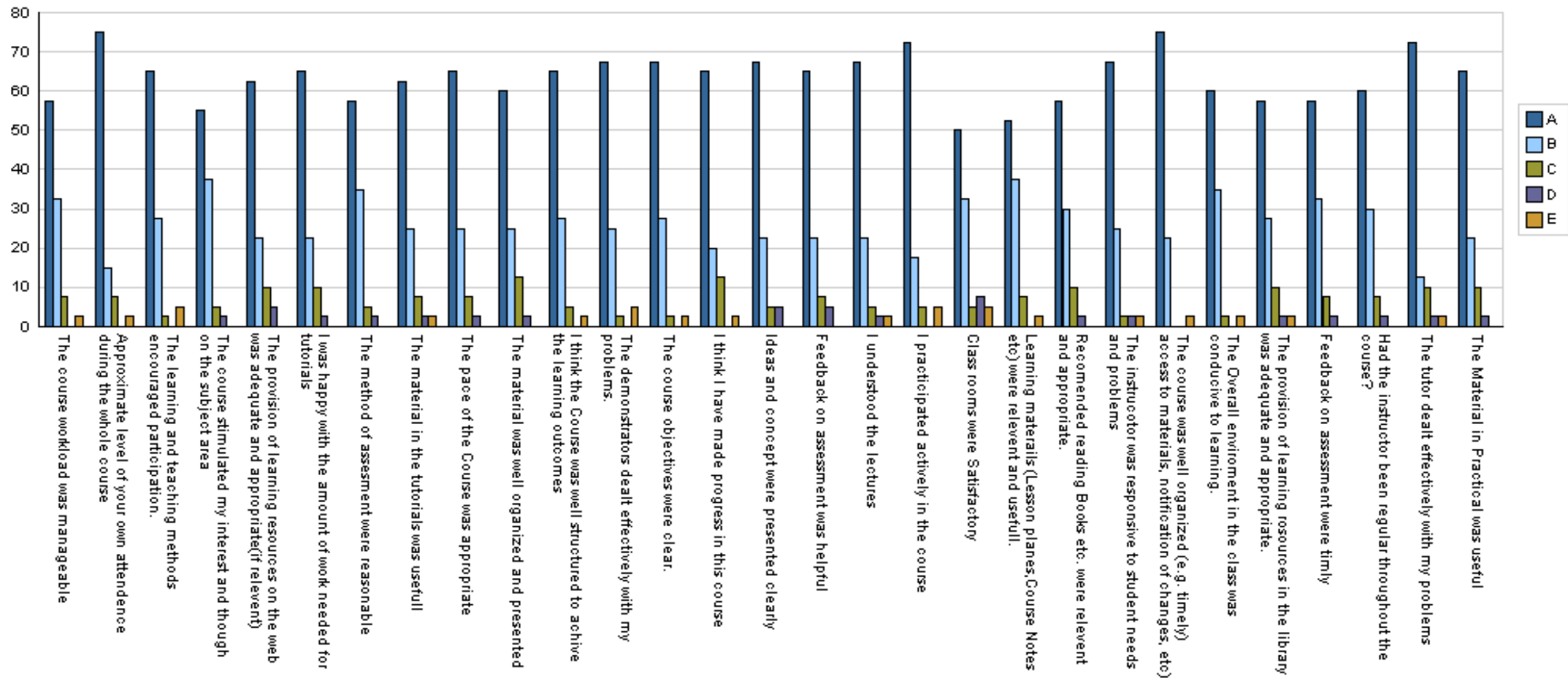
The courses of the respective teachers were also evaluated as per Proforma 1. Overall Comparative evaluation and detailed evaluation for each course is given below. Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher's performance and each bar extends to a maximum value of 100%. Bar "A" shows highly satisfactory evaluation by students and Bar "E" shows highly dissatisfied feedback.

Table 7b: Student Course Evaluation for 5th Semester

Sr. No.	Course Code	Semester V	Teacher's Name
1	MGT-502	Principles of Auditing	Ms. Anum Shafique
2	MGT-407	Ethics in Business	Mr. Muhammad Jamil
3	MGT-504	Managerial Accounting	Mr. Ammar Asghar
4	MGT-452	Introduction to Marketing Management	Dr. Zia ur Rehman
5	MGT-515	Introduction to Human Resource Management	Dr. Muhammad Razzaq Athar
6	MGT-525	Introduction to Financial Management	Dr. Bushra Zulfiqar

Principles of Auditing (MGT-502, Ms. Anum Shafique)

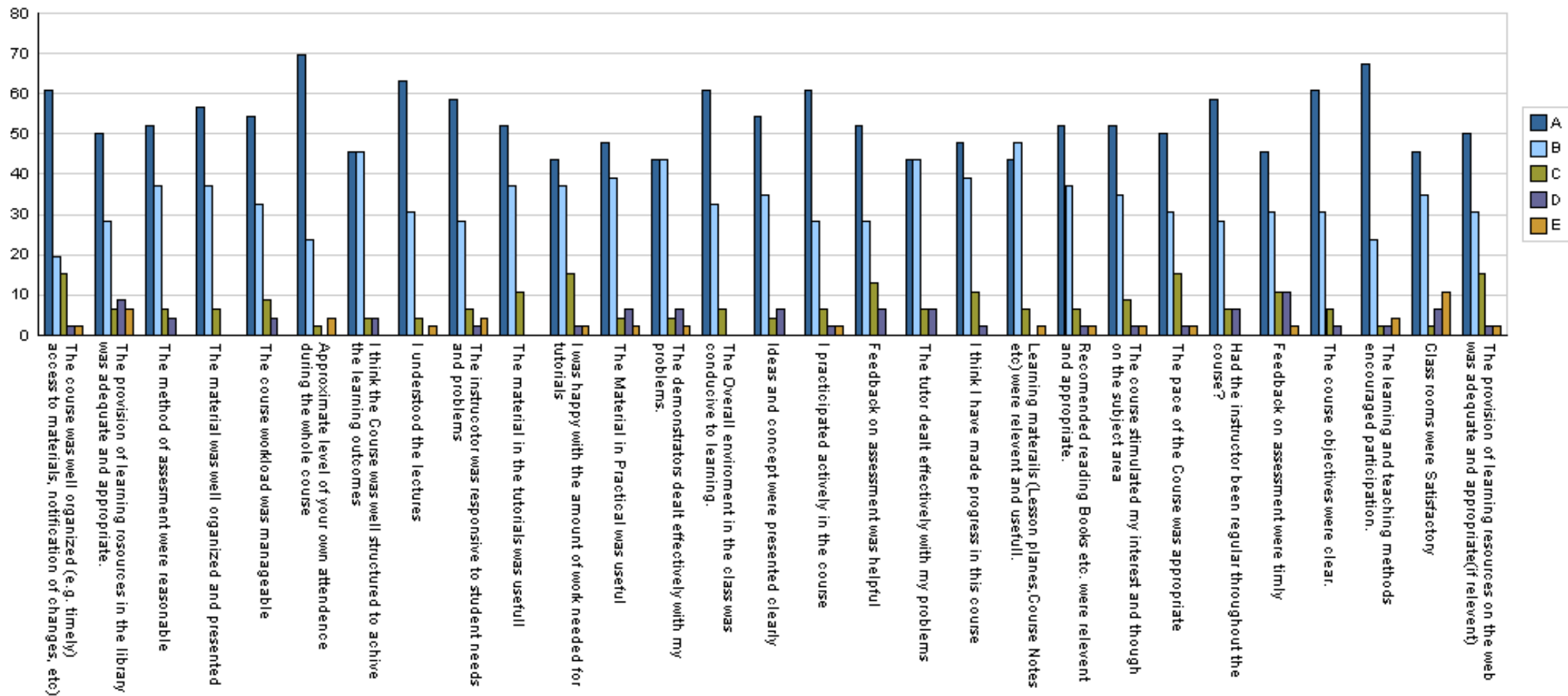
Course Evaluation Graph



GENERAL COMMENTS: The evaluation is fairly satisfactory in all quality aspects. Especially the learning resources and assessment methods were quite adequate.

Ethics in Business (MGT-407, Mr. M. Jamil)

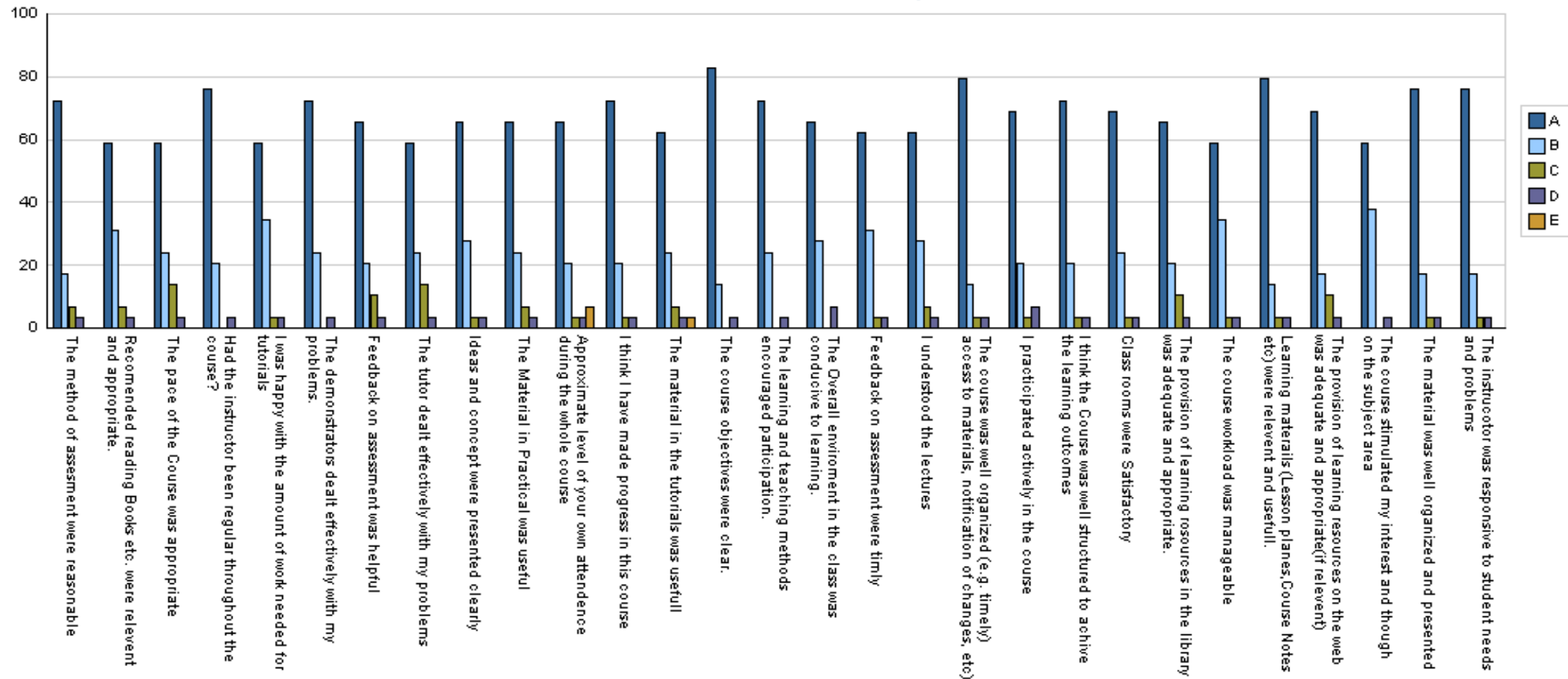
Course Evaluation Graph



GENERAL COMMENTS: On average the course evaluation is quite satisfactory. Especially, teaching methodology was good, the environment was conducive to learning and it all contributed to develop interest in students regarding the subject.

Managerial Accounting (MGT-504, Mr. Ammar Asghar)

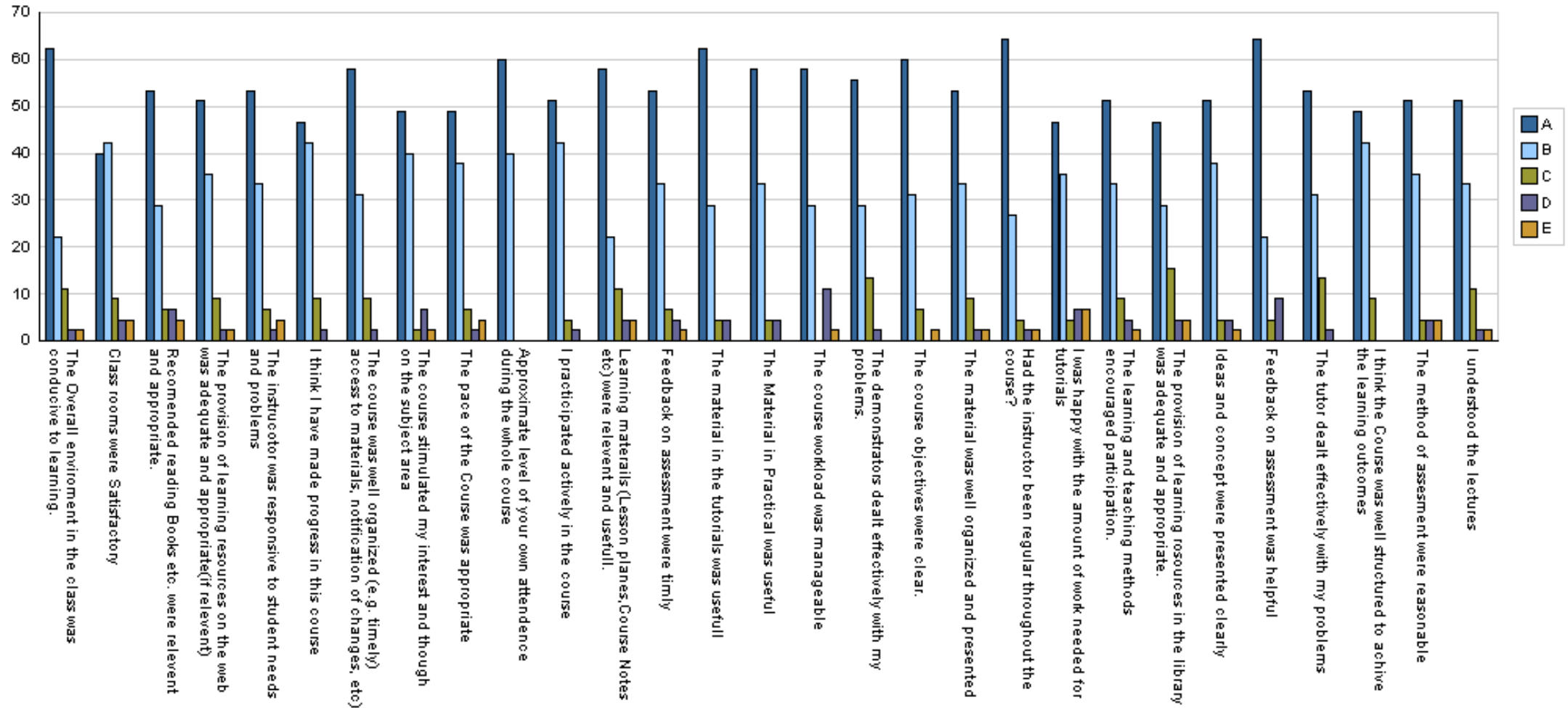
Course Evaluation Graph



GENERAL COMMENTS: The course evaluation seems satisfactory. The survey reported the instructor was regular thorough out the semester. There was availability of learning resources. Students were also found to be satisfied with quality of delivery, assessment methods and course objectives.

Introduction to Marketing Management (MGT-452, Dr. Zia ur Rehman)

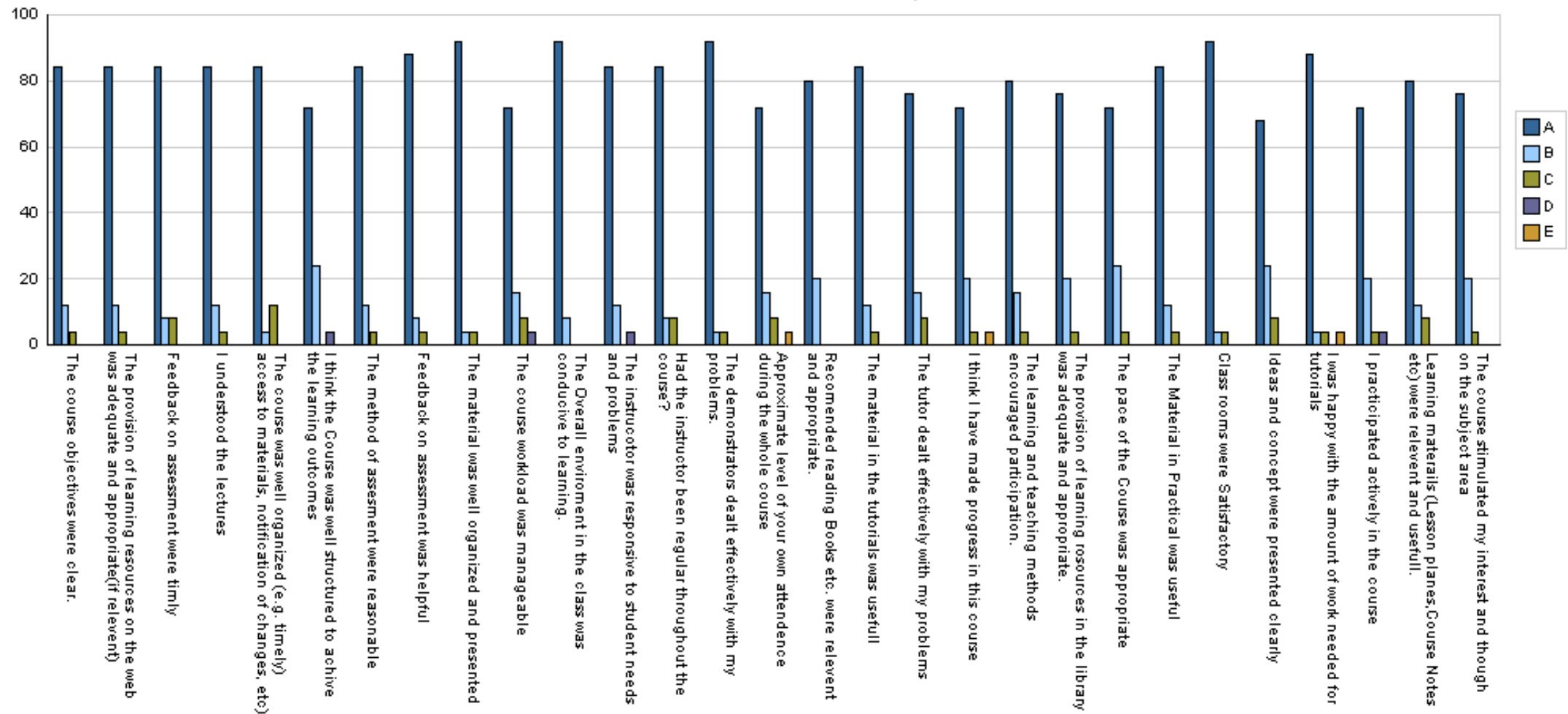
Course Evaluation Graph



GENERAL COMMENTS: the students were quite satisfied with all aspects including assessment methods, learning resources, course content. Also, feedback on graded material was useful. This all helped to better understandings of the lectures.

Introduction to HRM (MGT-515, Dr. M. Razzaq Ather)

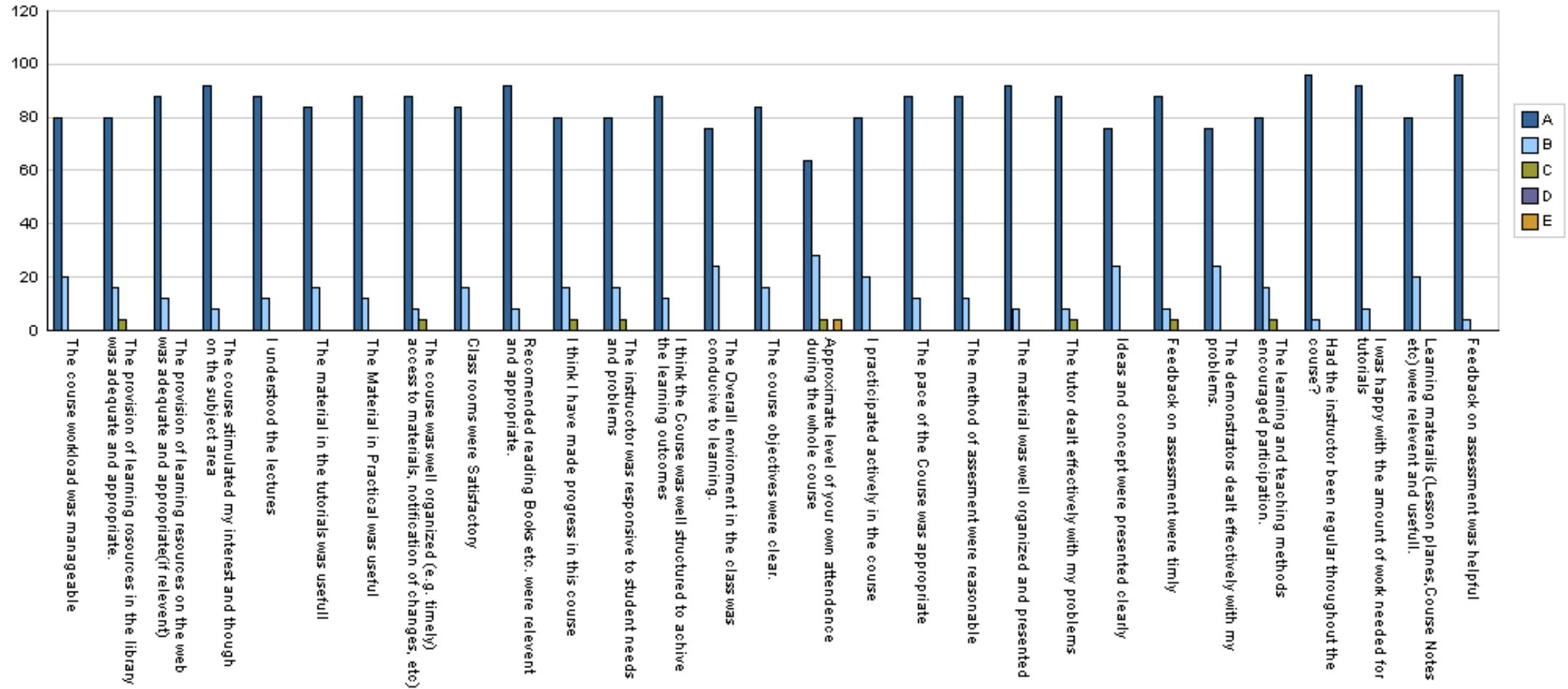
Course Evaluation Graph



GENERAL COMMENTS: On average the course was satisfactory. The survey reported that demonstration on topics were effective, reading resources were readily available in library and on internet. Also, the overall class room environment was conducive to learning, the course objectives were clear and thus the course stimulated the interest of students in the subject area.

Introduction to Financial Management (MGT-525, Dr. Bushra Zulfiqar)

Course Evaluation Graph



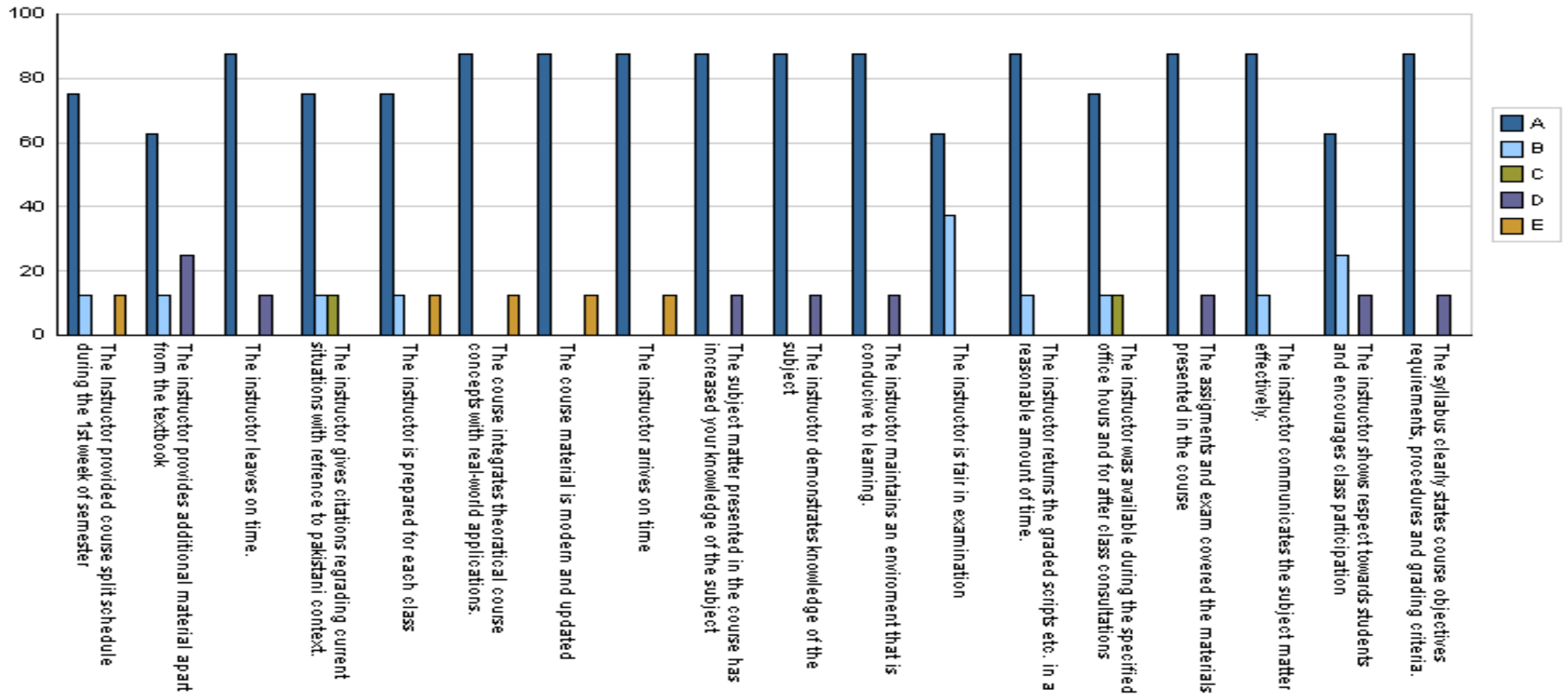
GENERAL COMMENTS: The students seem content in all the aspects of course quality. Especially, the overall class room environment was conducive to learning, and the course objectives were clear.

Teacher's Evaluation 6th Semester

Table 8a: Teacher's Evaluation for 6th Semester

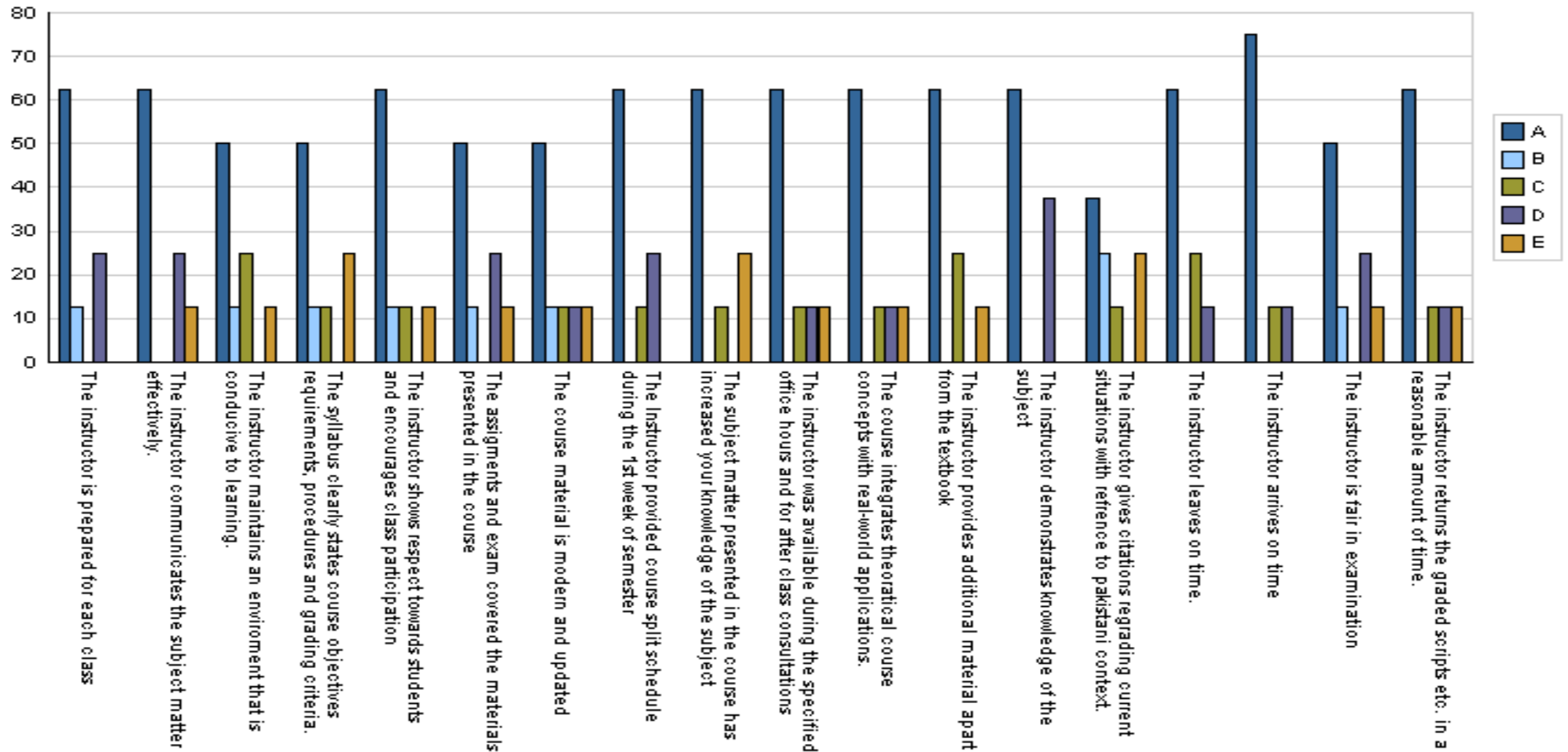
Sr. No.	Course Code	Semester VI	Teacher's Name
1	MGT-594	Introduction to Logic	Mr. Taimoor Ahmed
2	MGT-602	Business Taxation	Dr. Ayaz Ul Haq
3	MGT-580	Strategic Management	Mr. Kashif Mehmood
4	MGT-527	E-Accounting	Mr. Abdul Wahid
5	MGT-617	Entrepreneurship	Dr. Maroof Ajmal
6	MGT-493	Business Research Methods	Dr. Razzaq Athar

Teacher Evaluation Graph

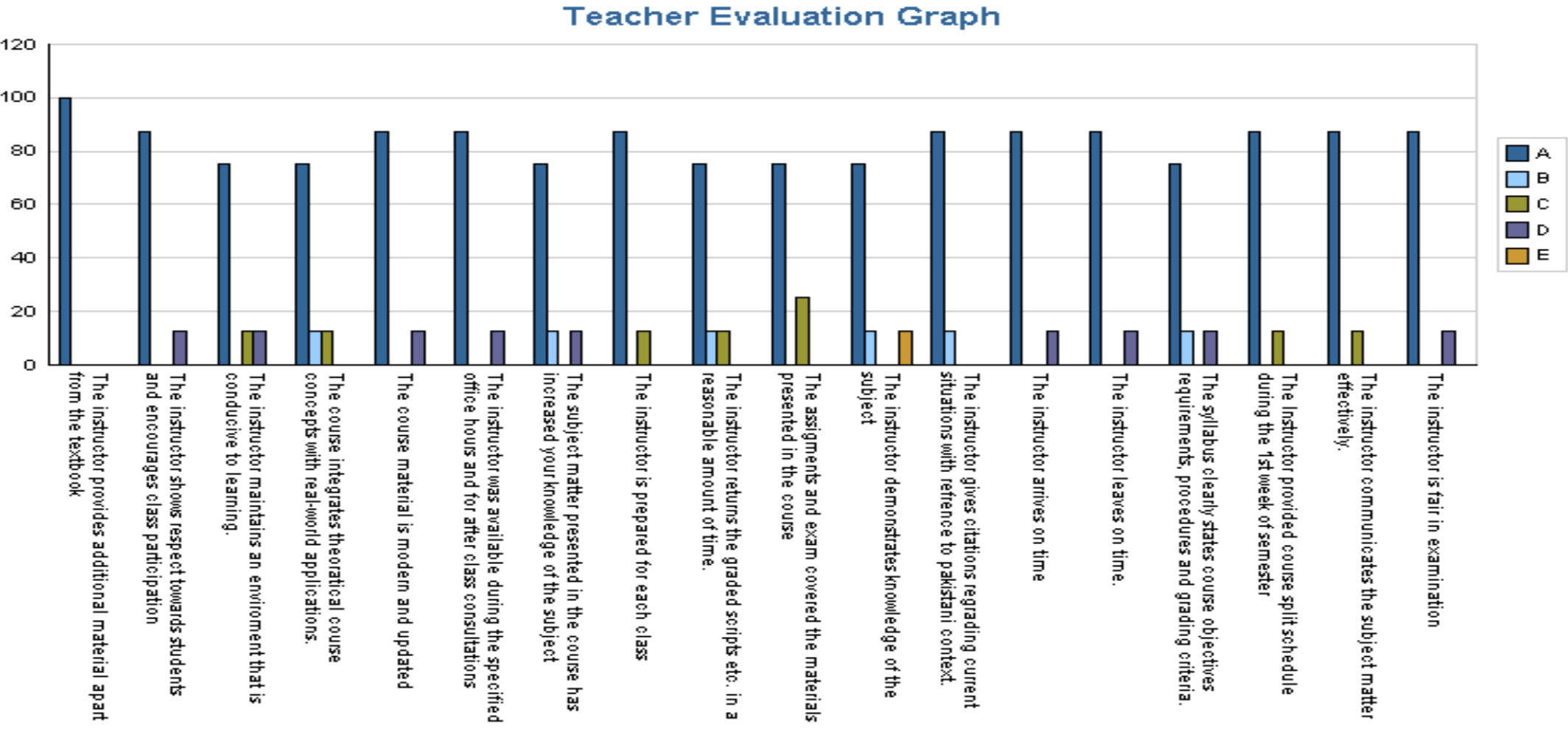


GENERAL COMMENTS: In general, teacher's performance was satisfactory during the course. The course objectives were clear, the teacher was punctual, and demonstrated knowledge of the subject. However, the teacher could have shown more respect towards the students.

Teacher Evaluation Graph

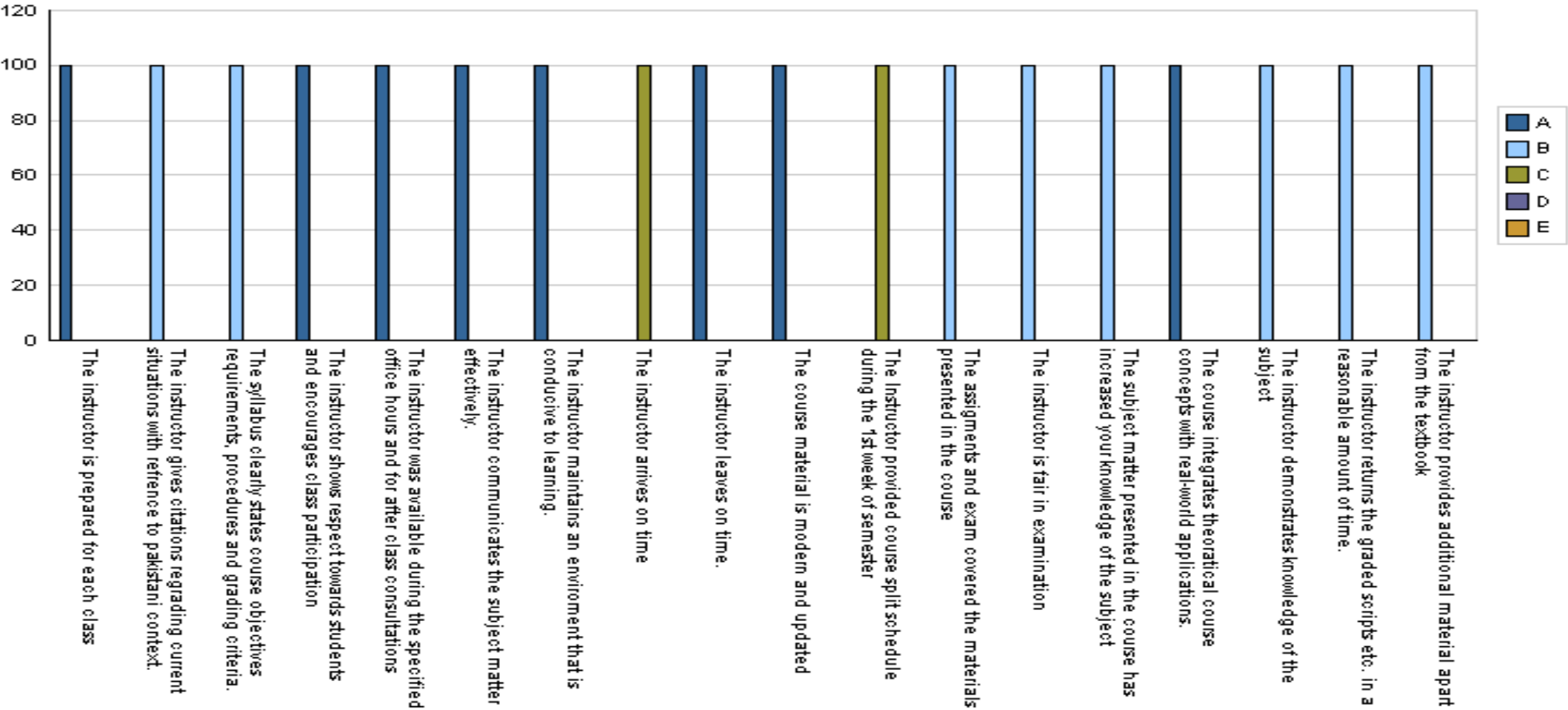


GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.



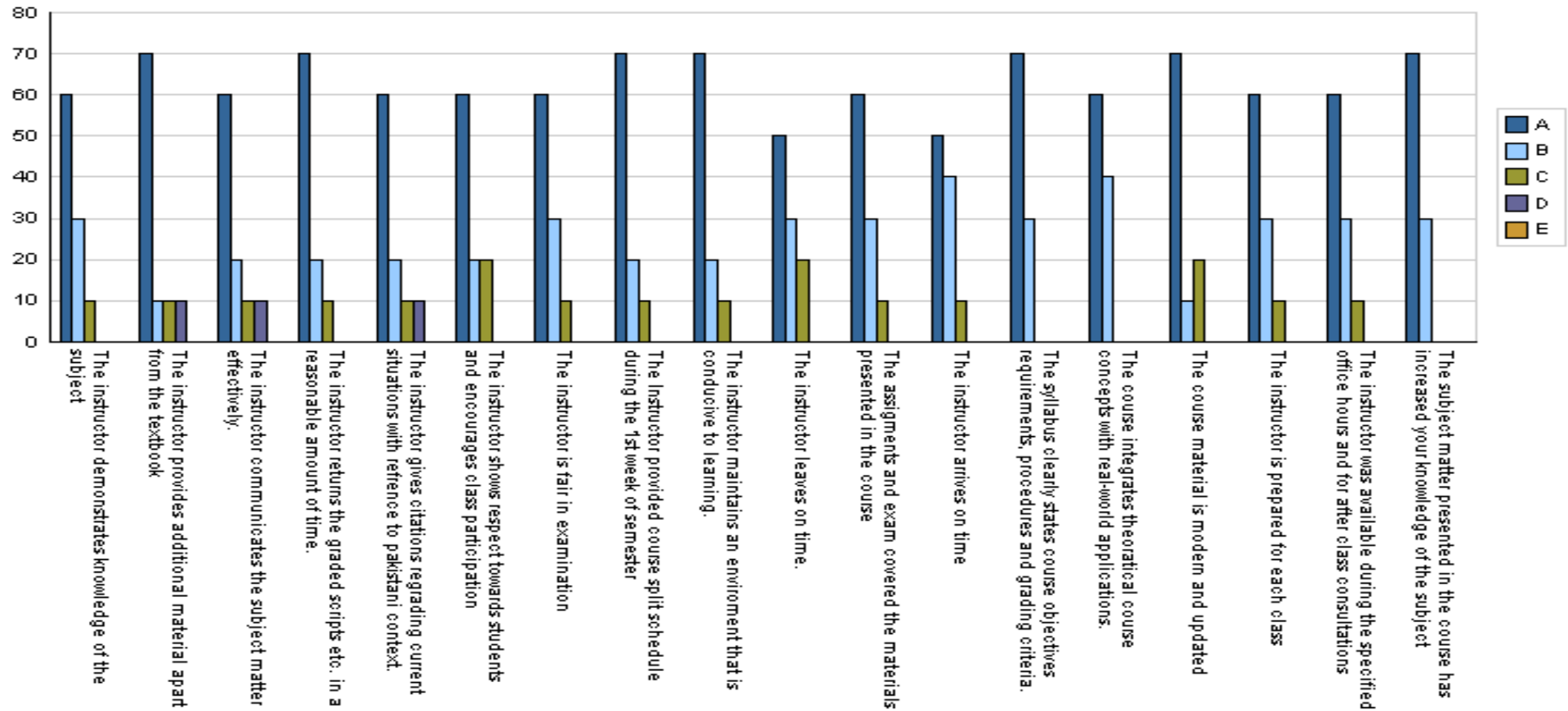
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher’s ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. But the teacher needs to make the class environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context.

Teacher Evaluation Graph

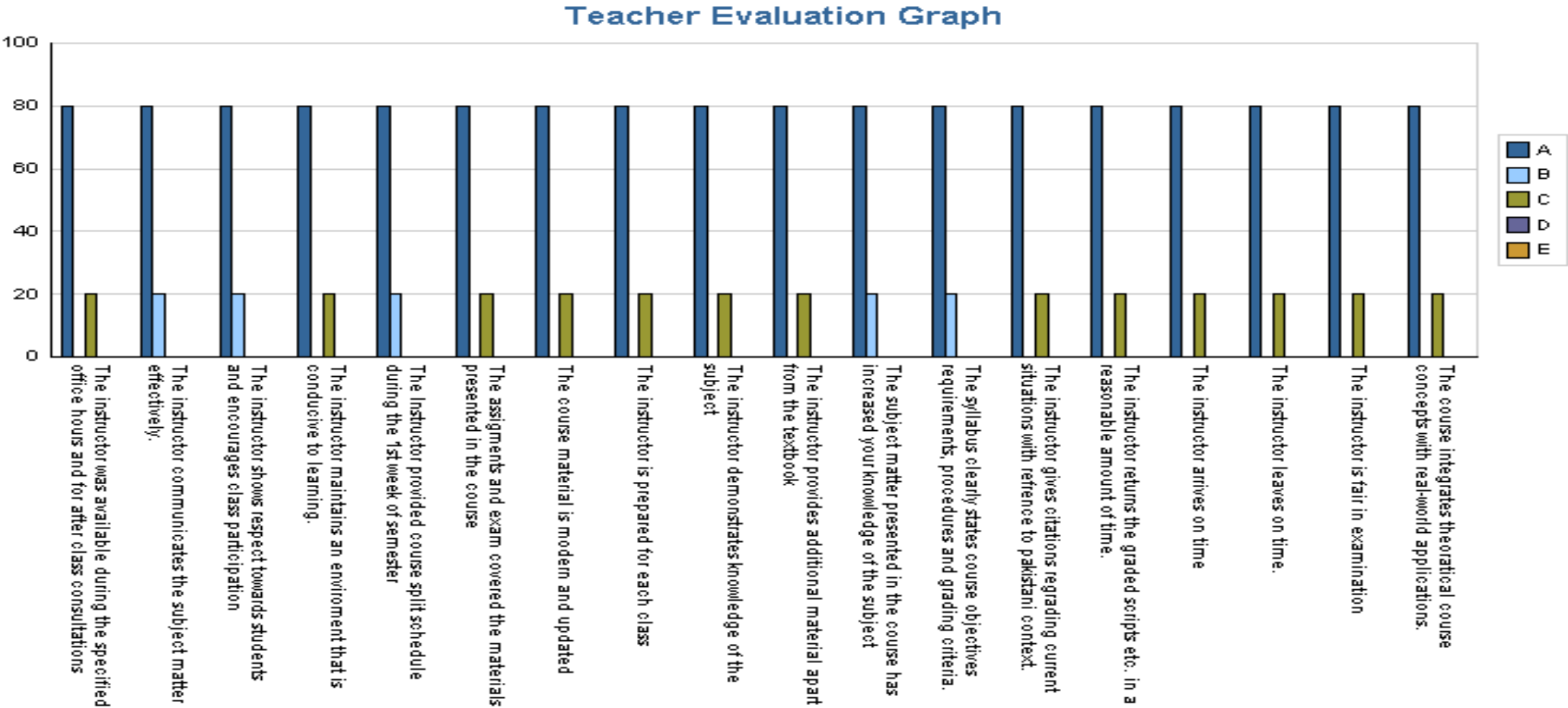


GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.

Teacher Evaluation Graph



GENERAL COMMENTS: The students were quite satisfied with the instructor, however, the course could have been made more interesting by providing local examples to students related to topics covered.



GENERAL COMMENTS: the overall evaluation of the teacher is quite satisfactory. The teacher scored good in criteria like punctuality, integrating Pakistani context in course, maintaining learning-conducive environment and fairness in examination.

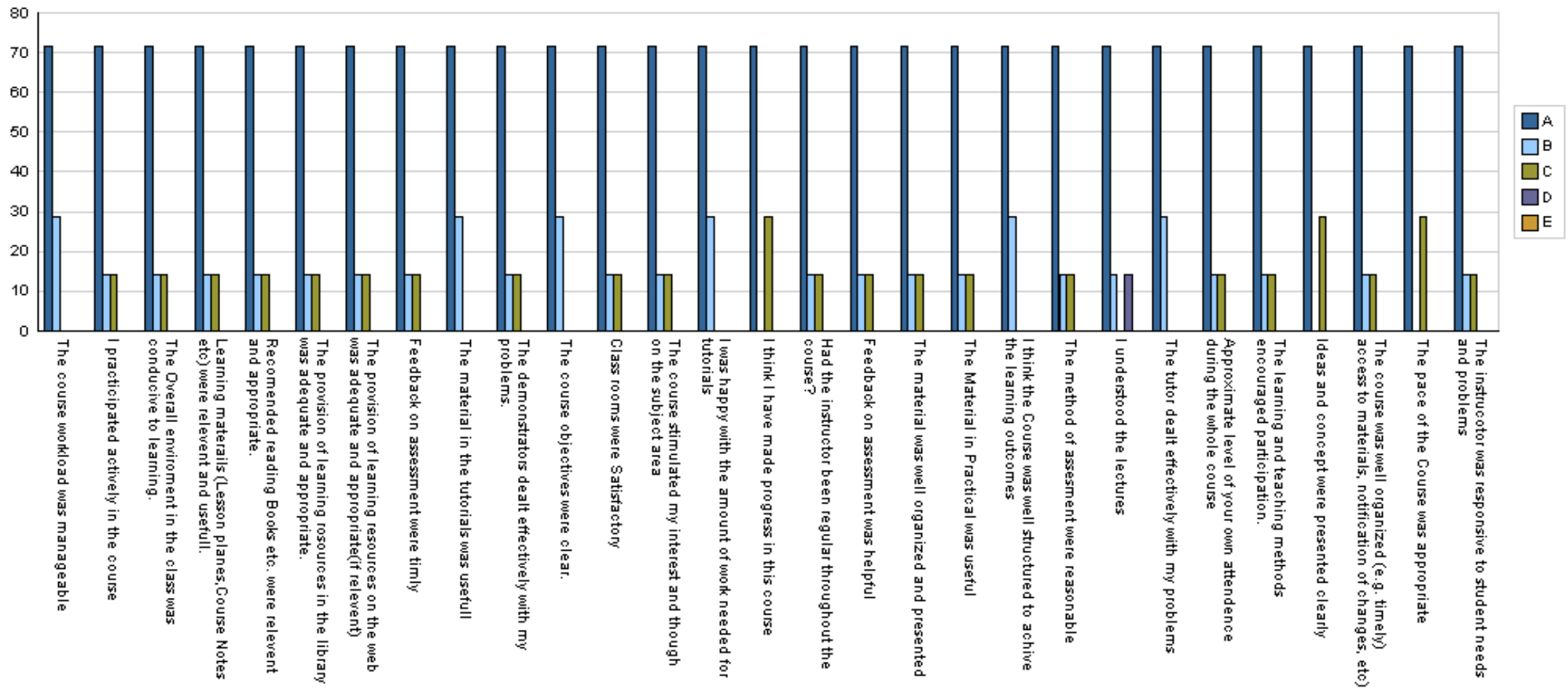
Students Course Evaluation 6th Semester

Table 8b: Course Evaluation for 6th Semester

Sr. No.	Course Code	Semester VI	Teacher's Name
1	MGT-594	Introduction to Logic	Mr. Taimoor Ahmed
2	MGT-602	Business Taxation	Dr. Ayaz Ul Haq
3	MGT-580	Strategic Management	Mr. Kashif Mehmood
4	MGT-527	E-Accounting	Mr. Abdul Wahid
5	MGT-617	Entrepreneurship	Dr. Maroof Ajmal
6	MGT-493	Business Research Methods	Dr. Razzaq Athar

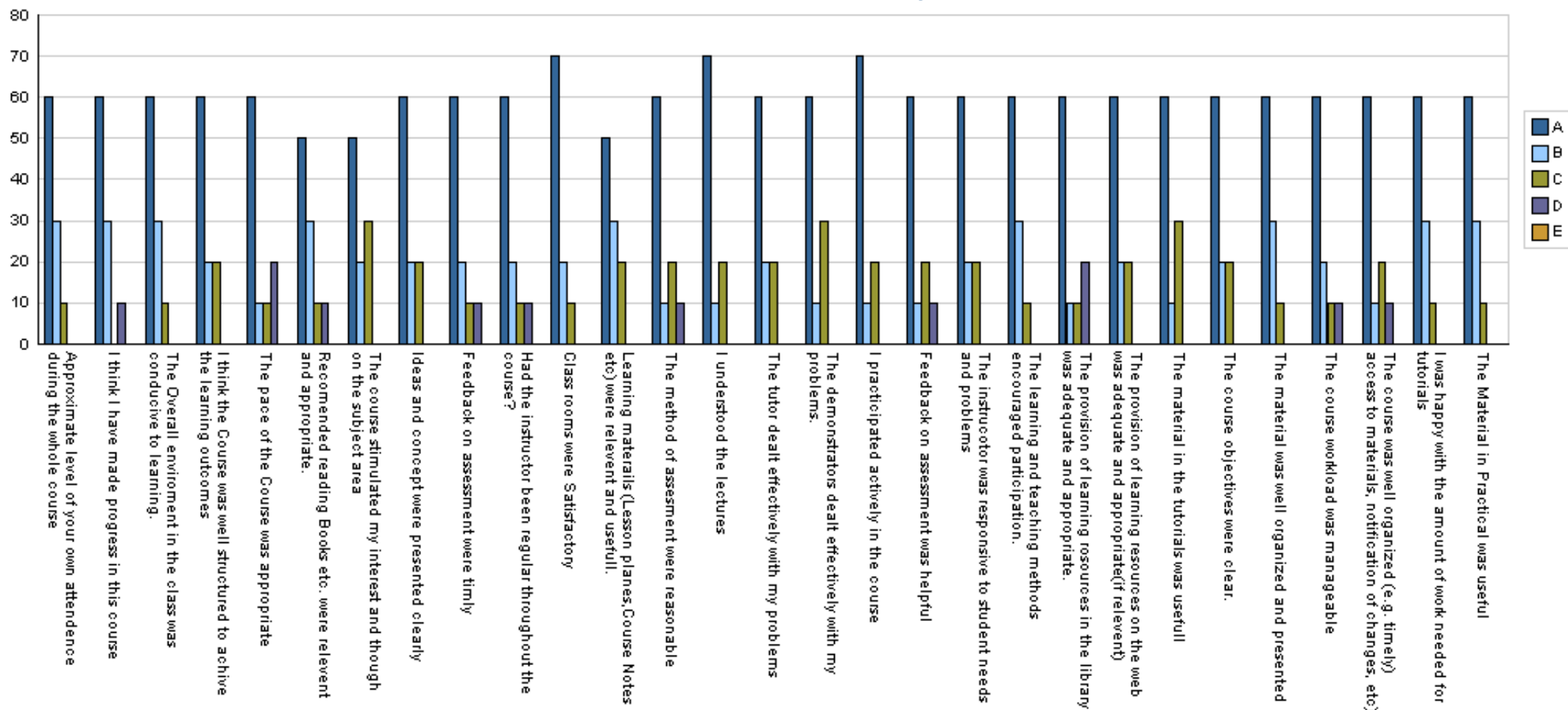
Introduction to Logic (MGT-594, Mr. Taimoor Ahmed)

Course Evaluation Graph



GENERAL COMMENTS: On average the evaluation is highly satisfactory. The assessment methods and feedback on assessment was helpful and timely. Students made intellectual progress in the subject.

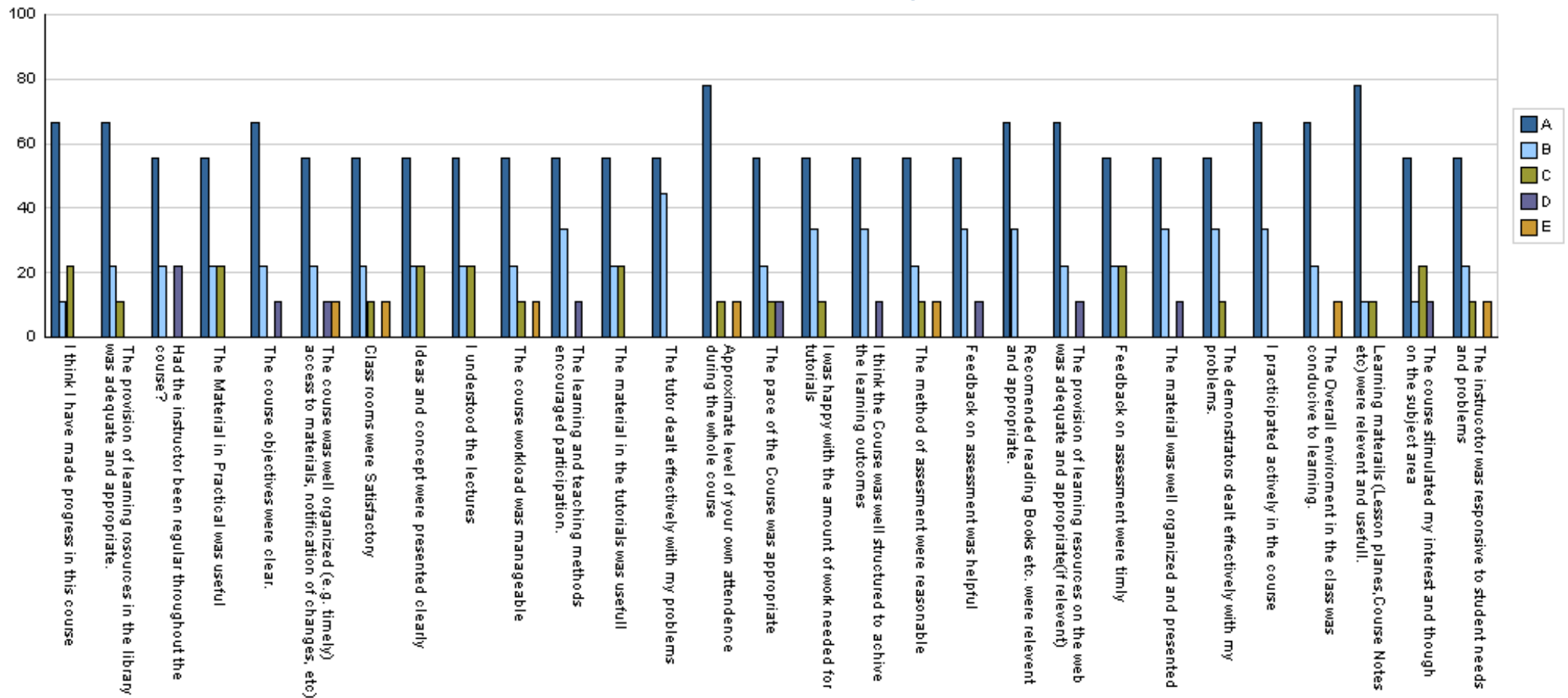
Course Evaluation Graph



GENERAL COMMENTS: the course evaluation was highly satisfactory and the course scored good in all quality aspects especially quality of delivery, learning resources and course content organization. The course made students to participate actively in the class room.

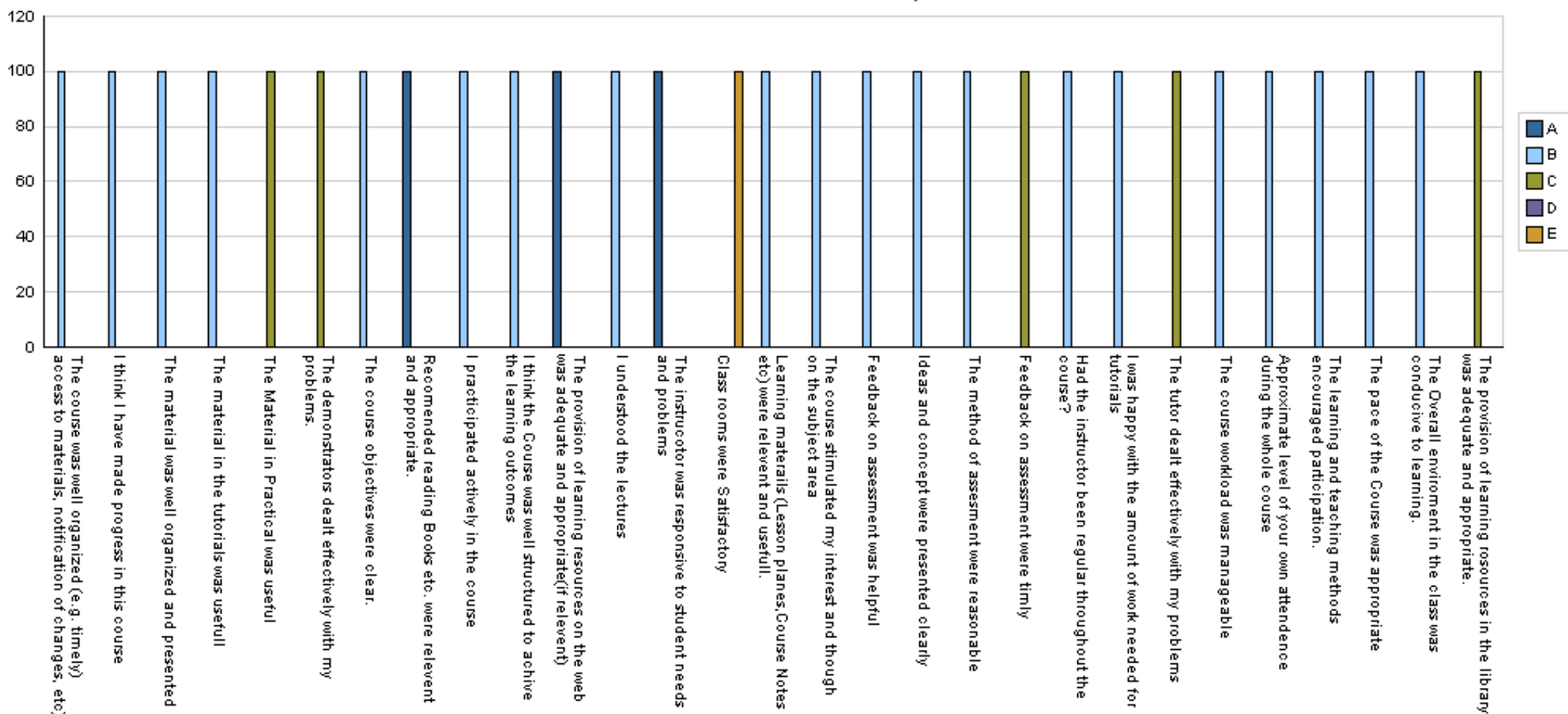
Strategic Management (MGT-580, Mr. Kashif Mehmood)

Course Evaluation Graph



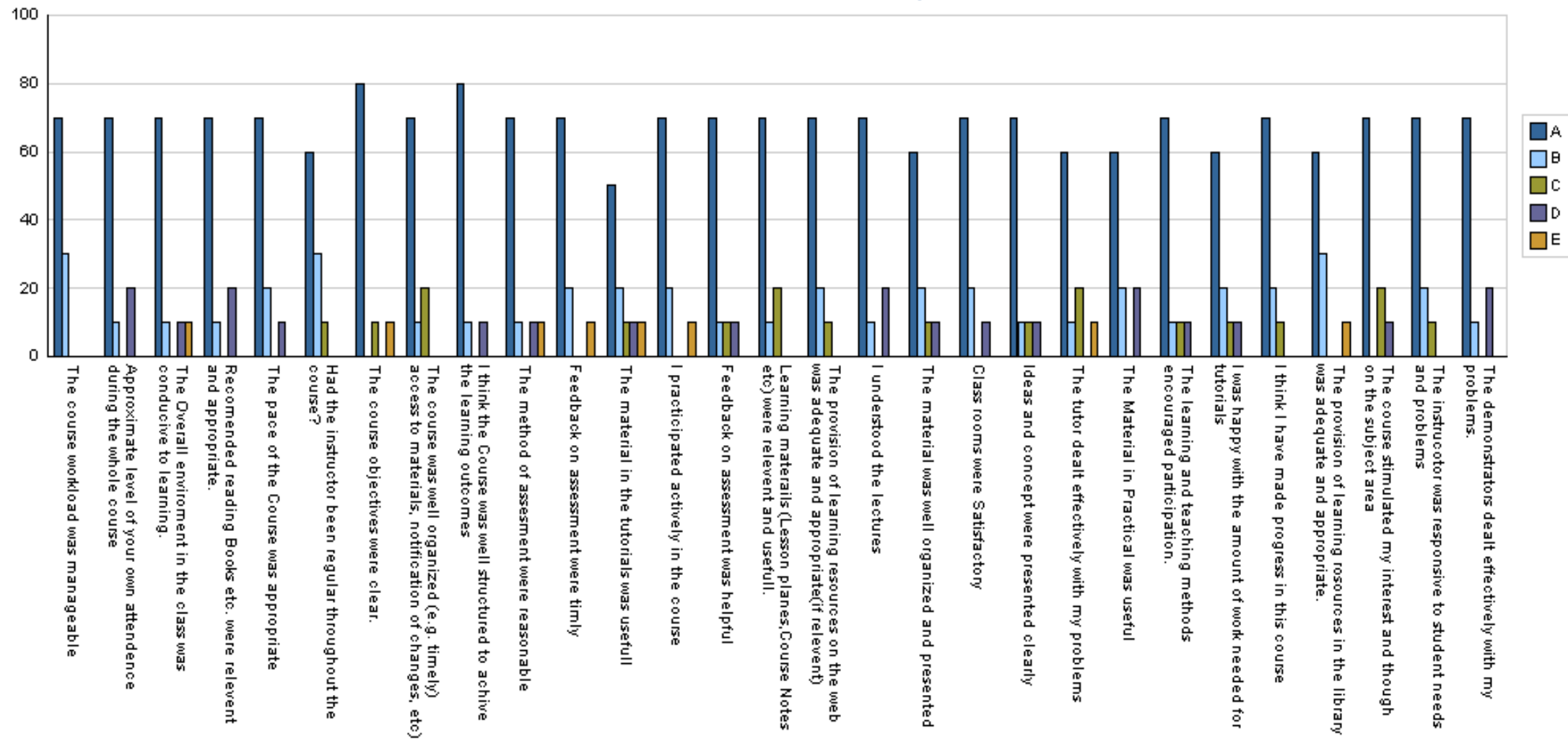
GENERAL COMMENTS: on average the evaluation is satisfactory. The course was well organized and reading materials were very helpful. The assessment methods and feedback on assessment was helpful and timely. Students made intellectual progress in the subject.

Course Evaluation Graph



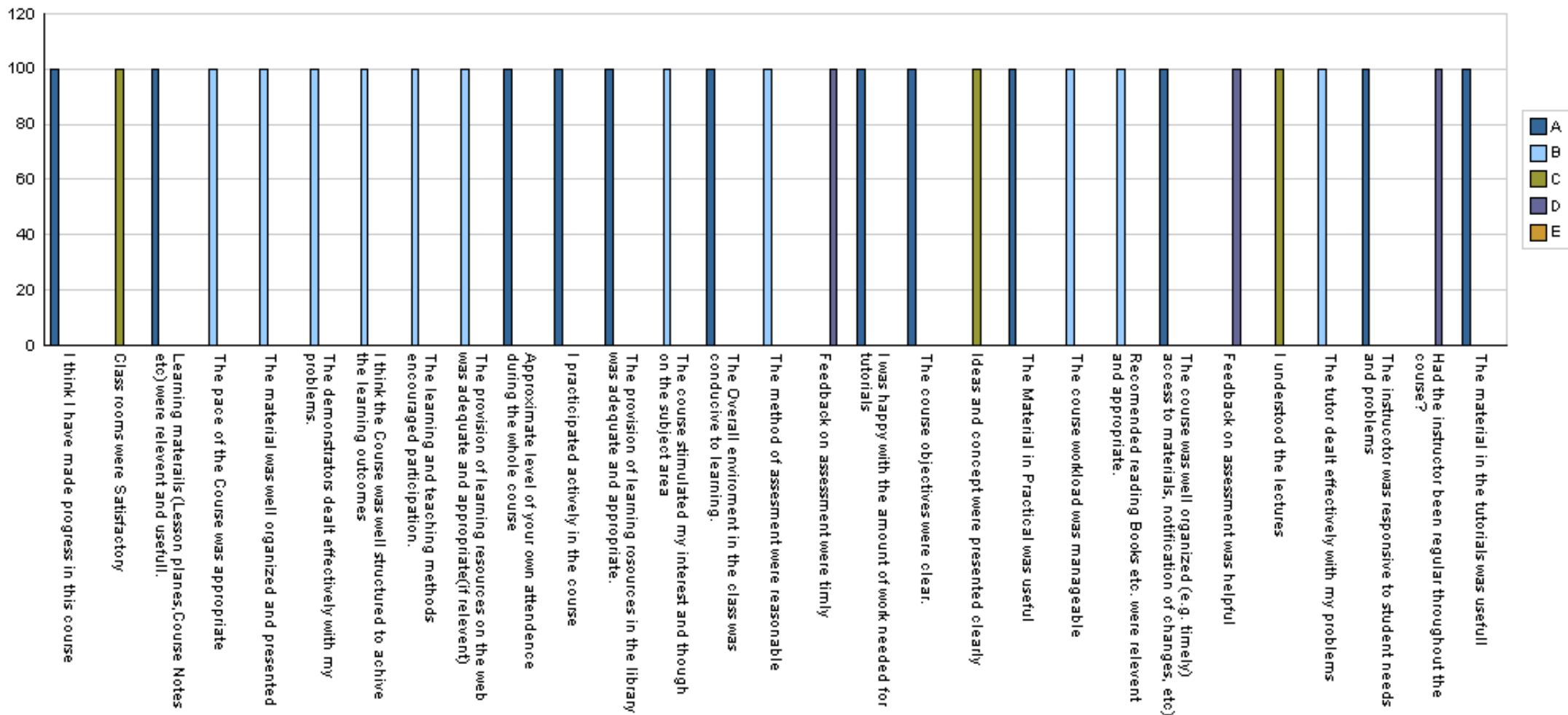
GENERAL COMMENTS: students seem quite content in most of the quality parameters. However, in their opinion the class environment could have been improved, feedback could have been more timely and more learning materials could have been provided in library.

Course Evaluation Graph



GENERAL COMMENTS: The overall course evaluation is highly satisfactory. The course material was well organized and met the learning objectives, the feedback on assessment was timely, the teacher met effectively with the students' problems, adequate learning material was available on the web and library. All this helped to stimulate the interest of the students in the subject and make progress.

Course Evaluation Graph



GENERAL COMMENTS: the students are satisfied with all the quality dimensions of the course. However, the presentation of ideas and concepts could still be improved. Feedback on graded material was not returned on time.

Standard 1-4: The department must assess its overall performance periodically using quantifiable measures.

Faculty members' research activities indicate that they were working on research publications during **fall-18 to spring-20**(Detail is given in Annexure 1).

We also have research project of 3 credit hours compulsory for each student which reflects that research culture is being inculcated among faculty and students at the institute.

Table 3: Present performance measures for research activities

Faculty	Publication	Others (Conference proceedings)	Projects
Dr.Muhammad Razzaq Athar	4	Nil	Nil
Dr. Bushra Zulfiqar	4	Nil	Nil
Dr. Ahmed Imran Hunjra	22	Nil	1
Mr. Kashif Saeed	-	Nil	nil
Dr Farida Faisal	-	Nil	Nil
Mr. Shuja Ilyas	-	Nil	Nil
Dr Afsheen Fatima	4	Nil	Nil
Dr Zia ur Rehman	6	Nil	Nil
Dr Maroof Ajmal	3	Nil	1
Dr Asif Zaheer	2	Nil	Nil
Ammar Ashar	-	Nil	Nil
Osman Alvi	-	Nil	Nil
Anum Shafique	-	Nil	Nil
Sidra Akhtar	-	Nil	Nil
Aleem Akhtar	-	Nil	Nil
Total	45		

Major Future Improvement Plans

- To impart quality education using audio visual aids along with provision of latest literature, cases, journals, books, reviews and access to digital library
- To develop business graduates who meet future challenges.
- To emphasize research on specific industrial problems of national as well as international importance.
- Overall enhancement of knowledge and skills of faculty members in relation to the latest global advancements in this discipline through exchange programs, short training and collaborative research projects within and outside Pakistan.

CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

Degree Title: BS Commerce (Hons.)

Purpose: The curriculum design process takes into account feedback from the employers of our students, need assessment of the industry, the trends in business education at other institutes and expert opinion. A committee of learned professors, subject-matter specialists and experts from other universities and research organizations from Pakistan help in the development of all the courses for degree program. When and if needed, curriculum for BS Commerce program is revised or updated. At department level, Board of Faculty, (which comprises of senior faculty members from UIMS and industry and other educational institutes) is responsible for updating the curriculum. This body is authorized to formulate syllabus and course content. The director of the Institute chairs the meetings of this body. The curriculum is then submitted to the University Academic Council for approval. All the changes, modifications, additions and deletions with respect of the curriculum must be approved by the academic council before they are adopted for implementation.

Credit Hour Requirements:

A student must complete 141 credit hours in 4 academic years/8 semesters (minimum length of a semester is 14 teaching weeks).

Degree Plan:

Students are admitted on open merit based on their previous academic record and an entry test. The minimum duration of studies is 8 semesters (4 academic years) and maximum 12 semesters (6 academic years).

Pre-requisites: minimum academic requirements

- A person holding intermediate certificate A-Level or equivalent certificate from any recognized institute with at least second division (or minimum of 45 % marks) is eligible for admission to BS Commerce Program.
- Admission is given on open merit basis; based on academic achievement.

Degree requirements

On the whole a student has to study 141 credit hours. In first four semesters, students study core courses. After the completion of four semesters, students choose a major. In the next four semesters 6 courses (18 credit hours) in the chosen major are taught along with some core courses. Students are also required to undergo an internship at some organizations of good repute and size to have a practical exposure. Degrees are awarded after successful completion of the required number of credit hours (courses) followed by internship report, research project and oral presentations.

Minimum Grade Point Average (GPA) for obtaining the degree is 2.50. To remain on the roll of the university a student is required to maintain the following minimum Cumulative Grade Point Average (CGPA) in each semester.

Semester CGPA	
First	0.75
Second	1.00
Third	1.25
Fourth	1.50
Fifth	1.75
Sixth	2.00
Seventh	2.25
Eighth	2.50

Examination and Weightage

a) Theory

In theory paper, students' evaluation is done by mid-term examination, assignments/quizzes and final examination. The final examination is compulsory. A student who misses the mid-term examination is not allowed any make-up examination and is awarded zero marks in that examination. In case a student does not appear in the final examination of a course, he/she is deemed to have failed in that course. In theory, weightage to each component of examination is as prescribed hereunder:

Mid Term Examination	30%
Assignment & Quizes	20%
Final Examination	50%

b) Practical

For practical examination (if applicable) 100% weightage (for the practical part) is given to the practical examination in the final.

Eligibility for Examination

A student is eligible to sit in the final examination provided that he/she has attended not less than 75 % of the classes in theory and practical, separately. The minimum pass marks for each course are 40% for BS Commerce (Hons).

Scheme of studies and course contents of BS Commerce

Scheme of studies BS Commerce (Hons.) is given in the table below. Detailed course contents of undergraduate scheme of studies is given in Annexure 2.

SCHEME OF STUDIES FOR BS COMMERCE 4-YEAR PROGRAMME**(Curriculum course requirement)****Total Credit Hours 141**

Semester	Course Number	Core Courses	Elective Courses	Supportive Courses
1	6	01	00	05
2	6	02	01	03
3	6	03	01	02
4	6	03	02	01
5				
6				
Total/Credit Hour	24	09	04	11
Minimum Requirements	24	09	04	11

1st SEMESTER:

Sr. No.	Course Code	Semester I	Cr. Hrs.
1	IS-302	Islamic Studies/Ethics	2(2-0)
2	ENG-301	Functional English	3(3-0)
3	MGT-310	Introduction to Business	3(3-0)
4	MGT-321	Fundamentals of Accounting	3(3-0)
5	MGT-371	Micro Economics	3(3-0)
6	MGT-391	Business Mathematics	3(3-0)
7	MGT-304	Social Psychology & Self Development	3(3-0)

II SEMESTER

Sr. No.	Course Code	Semester II	Cr. Hrs.
1	SSH-302	Pakistan Studies	2(2-0)
2	MGT-404	Business Communication-I	3(3-0)
3	MGT-341	IT in Business - 1	3(3-0)
4	MGT-322	Financial Accounting	3(3-0)

5	MGT-372	Macro Economics	3(3-0)
6	MGT-392	Business Statistics	3(3-0)

III SEMESTER

Sr. No.	Course Code	Semester III	Cr. Hrs.
1	MGT-423	Corporate Law	3(3-0)
2	MGT-405	Business Communication-II	3(3-0)
3	MGT-424	Introduction to Business Finance	3(3-0)
4	MGT-427	Advanced Accounting-I	3(3-0)
5	MGT-351	Introduction to Marketing	3(3-0)
6	MGT-411	Introduction to Management	3(3-0)

IV SEMESTER

Sr. No.	Course Code	Semester IV	Cr. Hrs.
1	MGT-423	Cost Accounting	3(3-0)
2	MGT-428	Advanced Accounting-II	3(3-0)
3	MGT-512	Introduction to Organizational Behavior	3(3-0)
4	MGT-595	Statistical Inferences	3(3-0)
5	MGT-493	Money and Banking	3(3-0)
6	MGT-477	Economic Issues in Pakistan	3(3-0)

V- SEMESTER

Sr. No.	Course Code	Semester V	Cr. Hrs.
1	MGT-504	Managerial Accounting	3(3-0)
2	MGT-515	Introduction to HRM	3(3-0)
3	MGT-525	Financial Management	3(3-0)
4	MGT-502	Principles of Auditing	3(3-0)
5	MGT-452	Marketing Management	3(3-0)
6	MGT-407	Ethics in Business	3(3-0)

VI- SEMESTER

Sr. No.	Course Code	Semester VI	Cr. Hrs.
1	MGT-594	Introduction to Logic	3(3-0)
2	MGT-602	Business Taxation	3(3-0)
3	MGT-580	Strategic Management	3(3-0)
4	MGT-595	Managerial Accounting	3(3-0)
5	MGT-617	Entrepreneurship	3(3-0)
6	MGT-526	Money & Banking	3(3-0)

VII SEMESTER

Sr. No.		Semester VII	Cr. Hrs.
1	MGT-698	Internship	3(3-0)
2	MGT-574	International Business	3(3-0)
4		Elective-I	3(3-0)
5		Elective-II	3(3-0)
6		Elective-III	3(3-0)

VIII SEMESTER

Sr. No.		Semester VIII	Cr. Hrs.
1	MGT-600	Corporate Governance	3(3-0)
2	MGT-699	Research Project	3(3-0)
3		Elective-I	3(3-0)
4		Elective-II	3(3-0)
5		Elective-III	3(3-0)

SPECIALIZATIONS COURSES

Auditing & Taxation

(6 Courses – 2 from each segment)

AUDITING

S. No	Course No.	Course Title	Credit Hours
1.	MGT-620	Auditing and Assurance	3(3-0)
2.	MGT-621	Forensic and Investigation Auditing	3(3-0)
3.	MGT-622	Internal Control System, Information Systems and Compliance	3(3-0)
4.	MGT-623	Performance Audit and Evaluation	3(3-0)

Taxation

S. No	Course No.	Course Title	Credit Hours
1.	MGT-624	Corporate Taxation	3(3-0)
2.	MGT-625	Sales Tax, Excise Duty and Customs	3(3-0)
3.	MGT-626	Local and Provincial Laws	3(3-0)
4.	MGT-627	Global Taxation	3(3-0)

Banking and Finance

(4 Courses – 2 from each segment without overlapping)

BANKING

S. No	Course No.	Course Title	Credit Hours
1.	MGT-609	Banking Laws and Practices	3(3-0)
2.	MGT-610	Dynamics of Consumer Banking	3(3-0)
3.	MGT-611	Marketing for Financial Services	3(3-0)
4.	MGT-612	Commercial and Investment Banking	3(3-0)
5.	MGT-614	Management of Banking Operations	3(3-0)
6.	MGT-615	Central Banking and Global Banking	3(3-0)
7.	MGT-619	Marketing for Financial Services	3(3-0)

FINANCE

S. No	Course No.	Course Title	Credit Hours
1.	MGT-632	Investment & Security Analysis	3(3-0)
2.	MGT-633	Corporate Finance	3(3-0)
3.	MGT-634	Credit Management	3(3-0)
4.	MGT-635	Islamic Banking	3(3-0)
5.	MGT-637	Financial Institutions	3(3-0)
6.	MGT-638	International Finance	3(3-0)
7.	MGT-639	Money & Capital Markets	3(3-0)

Standard 2-1: The curriculum must be consistent and support the program's documented objectives.

The following table shows that the curriculum of the BS Commerce (Hons.) is consistent with its objectives

Table 5: Program Objectives Assessment

Outcomes		Objectives				
		1	2	3	4	5
	1	++	++	+++	+	+
	2	+	++	++	+	++
	3	++	++	++	++	+++
	4	++	++	+	++	++
	5	+	+	++	++	+
	6	++	++	+++	+	++

+ = Moderately Satisfactory
 ++ = Satisfactory
 +++ = Highly Satisfactory

Standard 2-2: Theoretical backgrounds, problem analysis and solution design must be stressed within the program's core material.

Table 6: Details of courses representing background theoretical, problem analysis and solution design

Elements	Courses (Codes)
Theoretical Background	MGT-351, MGT-310, MGT-592 ,MGT-473, MGT-600 ,MGT-620, MGT-644, MGT-574,MGT-615, MGT-666, MGT-668, MGT-525,MGT-407, MGT-428
Problem Analysis	MGT-321, MGT-322 , MGT-371 , MGT-611, MGT-623 ,MGT-614, MGT-616,MGT-525,MGT-407, MGT-428 MGT-669, MGT-634, MGT-633,MGT 632
Solution Design	MGT-411, MGT-452, MGT-428,MGT-473, MGT-669 , MGT-622 ,MGT-617 , MGT-512,MGT-477 MGT-609 ,MGT-612,

Standard 2-3: The curriculum must satisfy the core requirements for the program, as specified by the respective accreditation body

The curriculum does satisfy the core requirements of the program and efforts are made to add value to the program through revisions and modifications from time to time.

Standard 2-4: The curriculum must satisfy the major requirements for the program as specified by HEC, the respective accreditation body/councils.

The curriculum satisfies the basic requirements of HEC by following the structure and outlines of courses provided by HEC and with the academic council. However, efforts are being made to add value from time to time.

Standard 2-5: The curriculum must satisfy general education, arts, and professional and other discipline requirements for the program, as specified by the respective accreditation body/ council.

Information provided against standard 2-1 reflected our curriculum satisfy professional requirements needed for business professionals

Standard 2-6: Information Technology Component of the Curriculum Must Be Integrated Throughout the Program

While the curriculum was prepared, all aspects of information technology were considered and after a critical analysis, relevant aspects were integrated into the program as:

- Four computer and I.T. courses (9 credit hours) were included in the curriculum to fulfill the I.T. requirements for the students of BS Commerce.
- However, efforts are undertaken to add value from time to time.

Standard 2-7: Enhancing Oral and Written Communication Skills of the students

The 2 courses aimed at enhancing communication skills have been integrated in the curriculum of BS Commerce.

- Assignments are given to BS Commerce students on specific titles (part of the course) which are presented orally and are submitted as written report, to increase their oral and written communication skills.
- As it is important to note that in every course students have to present at least one topic of their interest or on current topic in the form of presentation with the help of multimedia and or A. V. aids.

***CRITERION 3: LABORATORIES AND
COMPUTING FACILITIES***

CRITERION 3: LABORATORIES AND COMPUTING FACILITIES

Information regarding laboratory would be covered in this section

Lab Title:	Computer Lab 1 & 2
Location and area:	University Institute of Management Science
Objectives:	It aids in teaching computer courses and supports the students in developing their IT skills.
Courses and Softwares Taught:	Computer App. IT In Business, SPSS, MS Project Management, E Accounting.
Major Apparatus/Equipment:	Computers
Safety regulations:	No specific safety regulations are there.

Standard-3.1: Laboratory manuals/documentation/instructions for experiments

Lab manual are available to help students in learning the applications of courses. Currently 70 Pcs are in working condition with latest software.

Standard-3.2: There must be support personnel for instruction and maintaining the Facility

Currently two lab attendant are available to maintain the computers and to ensure the availability of internet. Both of them do not possess technical education relating to computers. There is a need for at least one person who has some technical knowhow of networking, database administration and trouble shooting.

Standard-3.3: The University computing infrastructure and facilities must be

Computing facilities support: Available to all faculty members and students pursuing their MS and PhD programme.

Computing infrastructure: Two computing labs each 70 computers strong. Out the set total 70 computers, 50% have Intel core i3 processors and rest 50% has Intel core i5 processors.

CRITERION 4: STUDENT SUPPORT AND ADVISING

CRITERION 4: STUDENT SUPPORT AND ADVISING

The support programs for students are organized by the University which provides information about admissions, scholarship schemes, seminars and conferences. The Institute in its own capacity arranges orientation and guided tours of the institute. The Directorate Student Affairs also conducts various cultural activities and takes care of students' problems. The institute provides adequate support to students in order to complete their degrees in timely manner and advises on choice of majors as well as possible employment opportunities.

Standard-4.1: Courses must be offered with sufficient frequency and number for students to complete the program in a timely manner.

At BS Commerce level subjects/courses are in accordance with the approved curriculum while assuring the relevant HEC criteria as well. As the University has only one intake a year, the courses are offered once a year which means if a student fails in a certain course, he/she can take it only after the gap of at least one semester and in summer semester as well.

Standard-4.2: Courses in the major area of study must be structured to ensure effective interaction between students, faculty and teaching assistants.

Both theoretical and practical aspects are focused to prepare the students for upcoming challenges. Theoretical problems are explained and assignments are also given to the students whereas, for practical exposures internship program is run, study tours are organized and distinguished guest speakers are invited from the industry to keep them updated on the latest developments in the area. The internships comprises placement at an appropriate business unit where the students familiarize themselves with the work environment as well as the work requirements of 6-8 weeks. After the completion of internship, the students write a report which submitted to the internship coordinator and the students make a presentation of their work/learning. The evaluation of Internship program by students is included in Fall course evaluation.

- In the board of faculty meetings, the courses are structured and decided.
- Students are encouraged to ask questions in class and after the classes. To enhance this culture, faculty

members interact frequently among themselves and with students at the beginning of each semester.

- Effective interaction between each section of BS Commerce classes is emphasized and encouraged.

Standard-4.3: Guidance on how to complete the program must be available to all students and access to qualified advising must be available to make course decisions and career choices.

Following steps have been taken to provide guidance to the students in different ways:

- The details are provided to each candidate in print form in the shape of prospectus.
- The program structure and details are provided on the website.
- Admission office helps the students to inform about the program requirements.
- Personal interaction and communication between the teachers and the students.
- Within the University hours, students can also contact and coordinate meetings with the relevant teachers whenever they face any problem.

CRITERION 5: PROCESS CONTROL

CRITERION 5: PROCESS CONTROL

This section deals with the process of admission, registration, faculty recruitment and other such activities.

Standard-5.1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria and clearly documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

The process of admission is well established and is followed as per rules and criteria set by the University. For this purpose, an advertisement is published in the national news papers by the Registrar office.

- Admissions are done once a year in August - September.
- Admission criterion for BS Commerce is intermediate with minimum of second division; however, the admissions are awarded on competitive basis.
- Admission criteria are reviewed every year at appropriate forums before the announcement of admissions and any changes or modifications need to be approved by the academic council. Merit is based on percentage of their Inter marks.

Standard-5.2: The process by which students are registered in the program and monitoring of students progress to ensure timely completion of the program must be documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

- After the completion of admission process, the student name is forwarded to the Registrar office for proper registration in the specific program. Then the registration number is issued to the student.
- Students' evaluations are made through Mid, Final, quizzes, assignments, term projects, and presentations during the course of study.
- For each degree the process of registration is carried out once, the candidates' enrollment is done each semester, and the evaluation is made on the basis of semester results.
- Promotion of the students to the next semester is based on the fulfillment of the University criteria.

The institute follows the recruitment policy of the University which is the same as recommended by the HEC.

Standard-5.3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institution mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.

Induction of all posts is done as per rule.

- Vacant and newly created positions are advertised in the national newspapers, applications are received by the Registrar office, scrutinized by the scrutiny committee, and call letters are issued to the short-listed candidates on the basis of experience, qualification, publications and other qualities/activities as determined by the University.

- The candidates are interviewed by the University Selection Board, and principal and alternate candidates are selected.
- Selection of candidates is approved by the Syndicate for issuing orders to join within a specified period.
- Induction of new candidates depends upon the number of approved vacancies.
- Standard set by HEC are complied with.
- Every possible effort is made to retain the faculty. Although being a public sector university, it is not possible to include incentives in our reward system, but motivational techniques are used effectively.

Standard 5-4: The process and procedures used to ensure that teaching and delivery of course material to the students emphasizes active learning and that course learning outcomes are met. The process must be periodically evaluated to ensure that it is meeting its objectives.

Keeping in view the new technological changes, innovations, and industry requirements, the institute periodically revises the curriculum to maintain and provide high quality teaching.

- Introduction and inclusion of new courses in the curriculum on the basis of emergence and demand of new fields.
- The institute's library makes sure the availability of Asian editions for existing as well as updated books for taught courses. The institute's library also provides facilities of documentation and internet.
- Study material prior to the lectures, multimedia, slides and handouts are provided as supplements for most of the lectures.
- The aim and the efforts remain the same that the courses and knowledge imparted meet the objectives and outcome. The progress is regularly reviewed in the staff meetings.

Standard 5-5: The process that ensures that graduates have completed the requirements of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.

The commencement date of examination is announced by the controller of examinations. At the end of each semester, the controller office notifies results of the students. The evaluation procedure consists of quizzes, mid and final examinations, practical, assignments, reports, oral and technical presentations. The minimum pass marks for each course is 40%. The breakup and marks' distribution of each component of examination is prescribed as below:

Mid Examination	30%
Assignments	20%
Final Examination	50%

Grade points are as follows

Marks Obtained	Grade	Grade point	Remarks
80-100%	A	4	Excellent
65-79%	B	3	Good
50-64%	C	2	Satisfactory
40-49%	D	1	Pass
Below 40%	F	0	Fail

- Gold medals are awarded to the students who secure highest marks. Degrees are awarded to the students on the convocation that is held every year.

CRITERION 6: FACULTY

CRITERION 6: FACULTY

Standard 6-1: There must be enough full time faculty who are committed to the program to provide adequate coverage of the program areas/courses with continuity and stability. The interests and qualifications of all faculty members must be sufficient to teach all courses, plan, modify and update courses and curricula. All faculty members must have a level of competence that would normally be obtained through graduate work in the discipline. The

Currently there are sixteen full time faculty members (excluding the director of the institute), only one of them is on study leave.

Table 7: Faculty distribution by program areas

Program/Area of specialization	Courses in the area and average number of sections	Number of faculty members in each area	Number of faculty with PhD degree
Finance	11 courses 4 sections (3 Morning and 1 Afternoon)	9	1
Human Resource Management	8 courses 4 sections (3 Morning and 1 Afternoon)	4	3
Marketing	8 courses 4 sections	3	2

Standard 6-2: All faculty members must remain current in the discipline and sufficient time must be provided for scholarly activities and professional development. Also, effective programs for faculty development must be in place. Effective Programs for Faculty Development

- Professional training and availability of adequate research and academic facilities are provided to the faculty members according to the available resources.
- Existing facilities include mainly internet access, which is available through local area network. In addition, library facility with latest books is also available.
- Support for attending conferences can lead to enhancement of research initiatives at the university.

Standard 6-3: All faculty members should be motivated and have job satisfaction to excel in their profession.

Faculty Survey

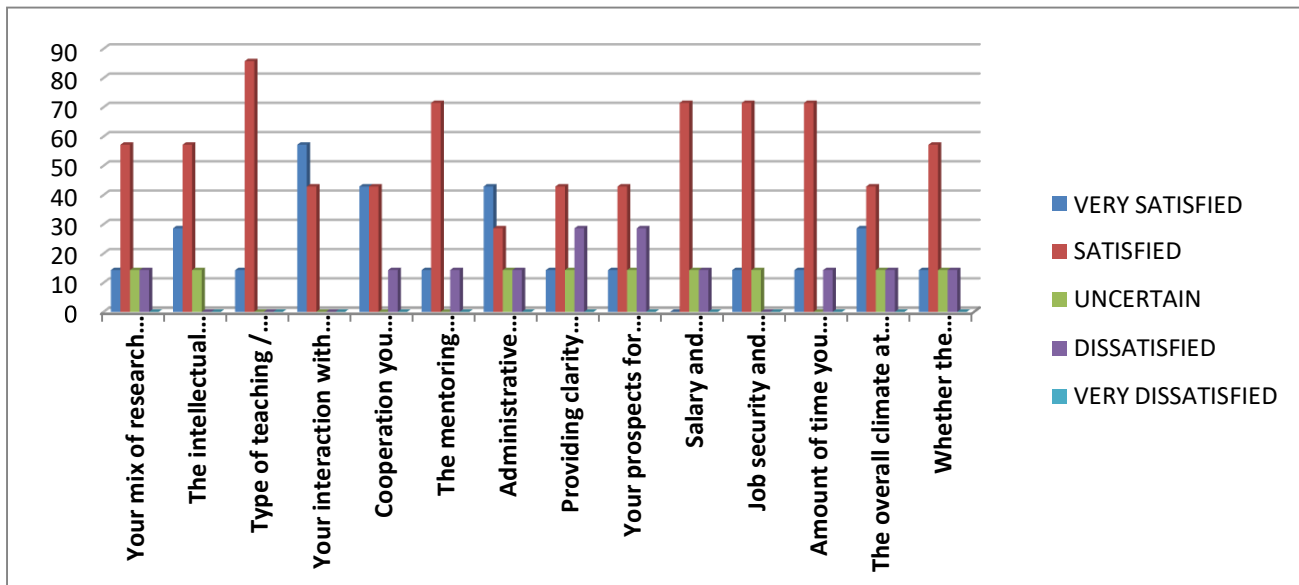
The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and jobsatisfaction:

- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty's furthereducation, working hours etc.

The survey also brought in to light the factors that can improve faculty's motivationand job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks' summer vacations
- Well equipped computing lab and library

The detailed results of the survey (**proforma-5**) are shown on the graph below. The analysis is done on a scale of 5:Very Satisfied, Satisfied, Uncertain, Dissatisfied, and Very Dissatisfied.



CRITERION 7: INSTITUTIONAL FACILITIES

CRITERION 7: INSTITUTIONAL FACILITIES

Standard- 7.1: The institution must have the infrastructure to support new trends in learning such as e-learning.

The faculty has access to internet and HEC digital library which is very helpful for the high quality education and producing research of international standard. The institute has also developed its own digital library that provides 1000-150000 online books.

However, the department has the following shortcomings/problems:

- The University policy is providing shared computers and printers to faculty, especially lecturers and assistant professors hampers the quality of teaching and other allied tasks.
- Delay in maintainace and repair are also major challenges department is facing.
- Due to low internet speed, the use of web based applications and resources become very difficult and time consuming. The internet services are not up to the mark and often do not work. The intercom is connected with the internet and the services are often breached.
- Although there is not sufficient trained supporting staff for IT based systems.

Standard- 7.2: The library must possess an up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.

The Institute's Library is technically equipped however there are limited numbers of books that can only meet basic requirements. It has 3500 books of various disciplines gradually growing but at a slow pace of about 200 to 300 books a year. The library also has a limited number of periodicals that include The Time, Pakistan and Gulf Economist, Aurora and Spider. The scholarly journals include Journal of Financial and Quantitative Analysis, Review of Financial Studies, Journal of Marketing Research, Manufacturing and Service Operations Management, and Organizational Sciences.

It's a small library in term of space and facilities with no catalogue systems. The library has one attendant and a computer assistant. Both work on alternate hours as attendants. The library staff needs to be enhanced along with catalogue system implementation and more space allocation to the library.

Standard- 7.3: Class-rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibilities.

The institute has 12 operational multimedia, which are enough to carry out teaching activity of this scale. There are two computer labs each consisting of 35 computers but the technical support is not enough to sustainably maintain whatever technical capability is possessed. Similarly, faculty offices are equipped but are in need of up-gradation.

CRITERION 8: INSTITUTIONAL SUPPORT

CRITERION 8: INSTITUTIONAL SUPPORT

The university administration has been struggling hard to strengthen all the departments, upgrade them and establish new faculties and Institutes. The university is also trying to attract highly qualified faculty.

Standard 8-1: There must be sufficient support and financial resources to attract and retain high quality faculty and provide the means for them to maintain competence as teachers and scholars.

Although the contribution in terms of revenues is considerable on part of the institute yet there are insufficient financial resources to maintain the present needs of the department. Keeping in view the programs run by the department as well as the number of student, there is a need for enhancing the building/area capacity of the institute. This enhancement shall overcome the limitations faced by the faculty for their private spacious rooms (to manage the study materials, students' meetings and research work) as well as library needs (spacious, with silence and faculty zones) and computer labs. To maintain and enhance the competences of the faculty members, opportunities for improvement in qualification and foreign trainings may be provided.

Standard 8-2: There must be an adequate number of high quality graduate students, research assistants and Ph.D. students.

For the further educational needs of our graduates, the institute also offers MS Programme and PhD as per HEC requirements.

The intake of BS Commerce (Hons.) students is once in a year. A strict merit policy is applied during admission.

Standard- 8.3: Financial resources must be provided to acquire and maintain Library holdings, laboratories and computing facilities.

Library Budget: The institute is provided with Rs. 200,000 to 300,000 per annum as library budget. **Computer Lab:** No specific budget for computer Lab is available however the institute gets about Rs. 150,000 to Rs. 300,000 for the purchase of Machinery & Equipment and an overall budget of Rs. 50,000 to 75,000 for Repair and Maintenance of the Machinery and Equipment.

Currently there are two computer labs each fitted with 35 computers. However, this facility is not adequate to cater for the needs of the student body that we have (approximately 300 students of BS Commerce are enrolled at a time). Each program offered at UIMS has courses in IT applications and additionally there are assignments, presentations and projects for which students require to work on computers. Besides many classes have 50 students and as each lab has only 35 computers they do not get a chance to work individually during a class.

Summary and conclusions

University Institute of Management Sciences (UIMS) is a constituent institute of Arid Agriculture University, Rawalpindi (PMAS – AAUR). UIMS was established in 1996 with the inception of BBA, BS Commerce, MBA and MBA (Executive) programs and the first intake of 60 students. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with the current enrollment of approximately 300 students in BS Commerce. UIMS has been short on resources throughout its life but despite all these hardships it has been growing qualitatively and quantitatively. However, now it has reached a stage where if not strengthened it may fail to sustain its achievements and start deteriorating.

UIMS is deficient in the following areas and needs to be strengthened. a) **Faculty:** The UIMS fulltime faculty consists of only 15 people that include 8 lecturers, 5 Assistant Professors and 2 Associate Professor. The fulltime faculty handles approximately 50% of the overall academic load and to take care of the rest of the load UIMS relies on the visiting faculty. In order to improve the quality of education imparted by the institute it is imperative that an extensive faculty development program be undertaken. Moreover, the incompatible remuneration packages also hamper the efforts to attract senior faculty especially in the discipline of management sciences to which some solution needs to be figured out.

b) **Infrastructure:** The infrastructural requirements of the institute need a big boost. Right now UIMS is operating in the building which was originally built as agricultural-research-labs and although renovated and restructured it is neither enough nor suited for the needs of a modern business school. Therefore, it is required that a larger customized building be constructed for the institute which has enough lecture halls equipped with modern multimedia facilities, computer labs, library, a seminar hall, space to conduct corporate trainings, a small business incubation center, office space for the faculty and staff, common area for male/female students and amenities. c) **Equipment:** Currently UIMS has two Computer Labs that house 35 core i-3 computer each and 35 are core i-5. Most of the sections of the classes at UIMS have 50 students and if a course needs lab support it is never possible to provide it to the whole of the class at a time. In all such classes 2 - 3 students share one computer for their work. Some of the courses that require active usage of computers are IT Applications for Business –I, IT Applications for Business - II (taught to all the classes), e-Commerce. This Comp-Lab support falls far short of the needs of the large student body and needs to be enhanced. There should be at least two more such labs.

The survey of graduating students (proforma – 3) suggested that the programme was effective in developing team work, independent thinking, communication skills and planning ability but it also brought into light few shortcomings. These included ineffectiveness of programme in developing analytical and problem solving skills, the contents of different courses overlapped and graduates found the programme deprived of co-curricular activities like seminars and job fairs.

The alumni survey (proforma 7) was not conducted. Since the program was initiated in 2018 and this was the first batch of this fresh program and thus only graduating students survey was conducted.

Employer survey was also not conducted since this was the very best badge.

The teacher evaluation (proforma 1) and course evaluation (proforma-10) showed mixed results for the faculty and will serve administration in better course allocation in next semesters to come.

Annexure1: List of Publications by Faculty

1. **Ahmed Imran Hunjra**, Mehmood, A., Nguyen, H. and Tayachi, T. (2020). Do Firm- Specific Risks affect the Banks' Performance? *International Journal of Emerging Markets*, (IF: 2.488, Scopus, Q2, ABS: 1 & ABDC: B, HEC: X-Category). <https://doi.org/10.1108/IJOEM-04-2020-0329>
2. **Ahmed Imran Hunjra**; Tayachi, T., Chani, M. I., Verhoeven, P. & Mehmood, A. (2020). The Moderating effect of Institutional Quality on Environmental Quality and Financial Development Nexus, *Sustainability*. 12 (09): 3805. (IF: 3.251, Scopus & Q1m HEC: W-Category). <https://doi.org/10.3390/su12093805>
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Annexure 2: Detailed course contents of BS Commerce (4-years) Degree Program

ANNEXURE 2

SCHEME OF STUDIES FOR BS COMMERCE 4-YEAR PROGRAMME

Total Credit Hours 141

SEMESTER:

Sr. No.	Course Code	Semester I	Cr. Hrs.
1	IS-302	Islamic Studies/Ethics	2(2-0)
2	ENG-301	Functional English	3(3-0)
3	MGT-310	Introduction to Business	3(3-0)
4	MGT-321	Fundamentals of Accounting	3(3-0)
5	MGT-371	Micro Economics	3(3-0)
6	MGT-391	Business Mathematics	3(3-0)
7	MGT-304	Social Psychology & Self Development	3(3-0)
Total Credit Hours			20

IS-302 **Islamic Studies/Ethics** **2(2-0)**

As per UAAR Scheme of Studies.

Note: Muslim students will enroll Islamic Studies and non-Muslim will enroll ethics.

ENG-301 **FUNCTIONAL ENGLISH** **3(3-0)**

Objectives

Enhance Business Language
Improve Presentation and Listening Skills

Course Outline

- **INTRODUCTION**
 - Basics of Grammar
 - Parts of speech, and Types and Use of Articles
 - Sentence Structure, Active and Passive Voice
 - Practice in Unified Sentence

- Analysis of phrase, clause and sentence structure
- Transitive and intransitive verbs
- Punctuation and spelling

WORD POWER

- Synonyms (Particularly Business-related Contemporary Words)
- Antonyms
- Homonyms
- One word Substitution
- Use of Prepositions
- Words often confused (Pairs of Words)
- Verbal Phrases and Idiomatic Phrases (including Phrasal Verbs)
- Phrases – types and functions, and Clauses – types and functions

COMPREHENSION

- Answers to questions on a given text

DISCUSSION

- General topics and every-day conversation (topics for discussion to be at the discretion of the teacherkeeping in view the level of students)

LISTENING

- To be improved by showing documentaries/films carefully selected by subject teachers

TRANSLATION SKILLS

- Urdu to English

PARAGRAPH WRITING

- Topics to be chosen at the discretion of the teacher

PRESENTATION SKILLS

- Introduction
- General, and Topic-specific Presentation
- Use of Technological Gadgets during Presentations

Recommended Books:

ENG-301 Functional English

a) Grammar

1. Practical English Grammar by A.J. Thomson and A.V. Martinet. Exercises 1. Third edition.Oxford University Press. 2017. ISBN 0194313492
2. Practical English Grammar by A.J. Thomson and A.V. Martinet. Exercises 2. Third edition.Oxford University Press. 2177. ISBN 0194313506

b) Writing

1. Writing. Intermediate by Marie-Christine Boutin, Suzanne Brinand and Francoise Grellet. Oxford Supplementary Skills. Fourth Impression 1993. ISBN 0 19 435405 7 Pages 20-27 and 35-41.

c) Reading/Comprehension

1. Reading. Upper Intermediate. Brain Tomlinson and Rod Ellis. Oxford Supplementary Skills. Third Impression 2012. ISBN 0 19 453402 2.

d) Speaking – Exercises and Practice of Presentation

Reference Books:

1. High School English Grammar and Composition by P.C. Wren and H. Martin
2. New Handbook of Basic Writing Skills by Cora L. Robey, Cheryl K. Jackson, Carolyn M. Melchor and Helen M. Meloney – 5th Edition
3. Understanding and Using English Grammar by Betty Schramfer Azar
4. Mastering English Grammar by S. H. Burton
5. Kennedy, X. J., Kennedy, M. D. & Holladay, S. A. ,(2017), *The Bedford Guide for CollegeWriter*, Bedford, St. Martin's
6. Burton, S. H. ,(2018), *Mastering Practical Writing*, NBF

COURSE OUTLINE

1. BUSINESS

- Scope, Importance and Functions, Entrepreneurial Qualities of a Businessman
- Business Environment and Social Responsibility
- Role of business in Economic Progress of the country
- Problems of a Business and Business Environment

2. FORMS OF BUSINESS ORGANIZATION

- Sole-proprietorship Nature, Scope, Advantages and Disadvantages
- Partnership - Classification of Partnership, Advantages and Disadvantages, Rights, Duties and Liabilities of Partners, Kinds of partners, and Dissolution of Partnership and Firm
- Joint Stock Company –Types / Classification, Formation, Memorandum of Association, Articles of Association, Prospectus, Capital Management, Meetings and Winding up Features, Merits and Demerits, Management of the Companies.

3. COOPERATIVE OWNERSHIP AND BUSINESS COMBINATIONS

- Meanings, Types of Cooperatives, Advantages and Disadvantages.
- Business Combination: Meaning, Types and Forms, Causes and Purposes, Advantages and Disadvantages.

4. ENTREPRENEURSHIP

- Meanings/Definition, Nature, Features, Scope, Pros and Cons
- Differences and Similarities between a Businessman and an Entrepreneur, Competitive Advantage of organizations having Entrepreneurial Edge
- Real World Examples, Prospects for Entrepreneurs in Pakistan, Need for Entrepreneurial Education and Activities

5. INTERMEDIATION / MIDDLEMANSHIP

- Meanings/Definition, Nature, Rationale/Theme, Features, Scope, Pros and Cons
- Differences and Similarities between a Businessman and a Middleman
- Real World Examples, Prospects for Intermediation in Pakistan, Need for Intermediation Education and Activities

6. FINANCE

- Definition, Components, Importance, Kinds and Sources
- Long Term and Short Term Financing.
- Some Important Financial Institutions and Regulatory Bodies.
- Stock Exchange and Commodity Exchange: Nature, Role and Significance.
- Risk and Risk Management: Insurance, Protection against Risks, Importance and Types of Insurance, Types of Risks.

7. MARKETING

- Process of Marketing, Definition, Functions and Scope, Approaches to the Study of Marketing.
- Marketing Mix for Physical Goods and Service Products, and Importance.
- Channels of Distribution for Consumer Good and Organizational Goods.
- Marketing Communication and Promotion, Advertising, Personal Selling, Sales Promotion, Public Relation, Packaging.

8. TRADE

- Wholesale and Retail, Meaning, Importance, Functions, Advantages and Disadvantages.
- Foreign Trade, Imports and Exports, Role in Economic Development of the Country.

9. PHYSICAL FACTORS

- Selecting Business Location, Factors Influencing Locations, Small Business, VS Large
- Purchasing and Inventory Control Coordination of Purchasing with Sales, Organization of Purchasing Department, Centralize vs. Decentralize Purchasing, Purchasing Policies and Procedure Inventory Control.

THE PERSONEL DEPARTMENT

- Employment Division, Recruiting, Placement Promotion.
- Wages and Salary Section, Analysis & Job Classification, Pay Scales.
- Training Program, Apprentice, Supervisory etc.

10. BUSINESS CYCLE, AND INFORMATION TECHNOLOGY

- Definition/Meaning, and the Existence in the real world.
- Wage Iterative Stages/Segments of Business Cycle.
- Definition/Meaning, Scope & Role of IT in Business
- E-Business, and E-Commerce, and their respective Scope & Role
- Business IT Domains/Orientations including: B2C, C2C, C2B etc.

11. OPERATING IN INTERNATIONAL/GLOBAL ENVIRONMENT

- Definition/Meaning of International / Global Operations / Business.
- Reasons, and Scope of International/Global Operations/Business.
- Environment and Challenges for International/Global Operations/Business.

Recommended Books:

- Rober C. Appleby, Modern Business Administration
- Theodore J. Sielaff & Belmont, Introduction to Business, California
- David L. Kurtz and Louis E. Boone, Contemporary Business, 14th Edition
- John W. Aberle, Business Studies, Wordsworth Publishing Company Inc.

MGT-304

**SOCIAL PSYCHOLOGY AND SELF
DEVELOPMENT**

3(3-0)

Introduction:

Course studies human behavior in its social context to reveal how one's feelings and actions can be influenced by other people. Class examines processes of human interaction and the social influences of family, membership groups, mass media, and socioeconomic class on individuals and groups. Instruction explores basic concepts and theoretical and research perspectives on social processes. Students examine elected forms of social reaction patterns, including socialization, attitudes, language acquisition, collective behavior, deviant behavior, prejudices, and violence.

- To determine how physical characteristics and non-verbal behavior affect our formation of impressions of others, and how that information is processed;
- To understand the sociological perspective of the self and how we relate to others;
- To discuss attribution theory, the internal and external causes, and its role in self-perception and the perception of others;
- To understand the emergence of attitudes, changes in attitude, and the effect of attitudes upon behavior and use as predictors of behavior;
- To discuss the emergence of prejudice, stereotypes and discrimination from the perspective of social psychology and attitudes;
- To understand the influence of physicality, similarity, familiarity and proximity on interpersonal relationships;
- To understand helping behavior through the influences of conformity, compliance, obedience and diffusion of responsibility;
- To define social psychological theories of aggression and to apply those theories;
- To understand the nature of group behavior and to demonstrate awareness of group cognition;
- To understand the effect of culture on behavior of individuals and groups.

Contents:

Principal topics will include

Social cognition, The self, Attribution and perception of others, Attitudes and attitude change, Prejudice, discrimination and stereotypes, Interpersonal attraction, Helping behavior, Aggression

Recommended Book:

- Elliot Aronson, Timothy D. Wilson, and Robin D Akert ,***Social Psychology*** (6th Edition) , (2016)
- Robert A. Baron, Nyla R. Branscombe, and Donn R. Byrne,***Social Psychology*** (12th Edition)(MyPsychLab Series)
- Saul Kassin, Steven Fein, and Hazel Rose Markus ,***Social Psychology*** (12th Edition) (MyPsychLabSeries), 2017)

Introduction:

This course is an introduction to the fundamentals of a basic accounting system including how to record business transactions, prepare financial statements and use accounting information in accordance with Generally Accepted Accounting Principles (GAAP). The course will be a theoretical and practical problem solving learning experience and will help the students develop their analytical abilities in using financial data. The successful completion of this course will require students to demonstrate an understanding of the basics of accounting and to explain how accounting can be used as a tool to assist in making business decisions. Objectives of this course are

- To introduce accounting concepts which enable students to recognize, understand and maintain different accounts of business according to the Accounting Standards, with a clear understanding of how transactions are recorded in different types of business.
- To make students understand the basic elements of double-entry accounting systems, accounting cycle, entering transactions in journals, posting to ledgers, compiling end-of-period worksheets with adjusting entries and preparation of financial reports.

Course Contents:

What is accounting, its purpose and users of financial data, Assets, Liabilities and Owner's Equity, Recording changes in financial position, Revenue, Expense, Measuring business income, Adjusting entries, Complete an accounting cycle (a sole proprietor service enterprise), Accounting for merchandising companies, Multiple step Income statement, Accounts receivable and notes receivable, Inventories and cost of goods sold, Cost Flow Assumptions, Generally accepted accounting principles

Books Recommended:

1. Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, , 12th

Edition, Mc Graw Hill Inc.2017

2. The Penguin Dictionary of Accounting, Christopher Nobes, Penguin Books
3. Business Accounting – 1, Frank Wood and Alan Sangster, 11th Edition, Pearson Education, 2018

Introduction to computer and computer systems, computer operations, software and hardware concepts, window, disk operating systems, use of different application packages i.e. Ms Word, Ms Excel, Ms Power Point, concept of networking, email, computer Security and Controls.

Books Recommended:

1. Microsoft office by Peter G. Aitken
2. Introduction to computers by Peter Norton

Real Numbers, Solutions of Equalities and Inequalities, Solutions and Applications of Inequalities, Applications, Linear Equations in More Than Two Variables & 3-Dimensional Coordinate System, Graphs of Equations and Inequalities, Mathematical Functions, Applications of Systems of Linear Equations, System of Linear Equations, Mathematics of Finance.

Books Recommended:

1. Applied Mathematics for Business, Economics, and the Social Sciences. by Frank S. Budnick.
2. Precalculus, by James Stewart, Lothar Redlin and Saleem Watson

Objectives:

To acquaint students with functions of businesses. To apprehend students about Business and Entrepreneurial traits. To make students well aware of various Legal Forms of a Business.

Course Contents:

Scope, Importance and Functions, Entrepreneurial Qualities of a Businessman

Business Organizations: form,

Sole proprietorship, Partnership - Classification of Partnership, Advantages and Disadvantages, Rights, Duties and Joint Stock Company –Types / Classification, Formation, Memorandum of Association, Articles of Association, Prospectus, Capital Management, Meetings and Winding up Features, Merits and Demerits, Management of the Companies.

Functional areas of a Business:

Long Term & Short Term Financing. Important Financial Institutions and Regulatory Bodies. Process of Marketing, Definition, Functions and Scope, Approaches to the Study of Marketing. Wholesale and Retail, Meaning, Importance, Functions, Advantages and Disadvantages.

Business Success Factors:

Selecting Business Location, Factors Influencing Locations, Small Business, VS Large Business E-

Business, and E-Commerce, and their respective Scope & Role

Business IT Domains/Orientations including: B2C, C2C, C2B etc.

Recommended Books:

1. International Business, Sanjyot Dunung, Atma Global, Saylor Foundation, 2017
2. Theodore J. Sielaff and John W. Aberle. Introduction to Business. Edition, 2nd ed. Publisher, Belmont: Wadsworth.

Reference Books:

1. Muhammad Irshad, Introduction to Business, Naveed Publication, 2017
2. Modern Business Administration: Appleby, Robert C. 1969 revised in 2008, revised in 2018

MGT-321

FUNDAMENTALS OF ACCOUNTING

3(3-0)

Objectives:

The main objective of the course Fundamentals of Accounting is to help students understand fundamental accounting concepts and principles, as well as to develop the capability to perform the basic accounting functions: the recognition, valuation, measurement and financial information reporting.

Course Contents:

What is accounting, use of financial data, Assets, Liabilities and Owner's Equity, recording changes in financial position, Revenue, Expense in business income, adjusting entries, Completing an accounting cycle (a sole proprietor service enterprise), Accounting for merchandising companies, Multiple step Income statement, Accounts receivable & notes receivable, Inventories & cost of goods sold, Cost Flow Assumptions, GAAP.

Books Recommended:

1. Ashok Sehgal (2017), "Fundamentals of Financial Accounting", Taxman's Publishers, New Delhi.
2. Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, 14th Edition, McGraw Hill Inc. 2018.

Reference Books:

1. Fundamental of Accounting: Basic Accounting Principles Simplified for Accounting Students, Donatila San Juan Pearson Education, 2019.
2. Business Accounting – 1, Frank Wood and Alan Sangster, 13th Edition, Pearson Education, 2019.

MGT-371

MICRO ECONOMICS

3(3-0)

Objectives:

A primary objective is to understand the basic concepts of microeconomics.

Course Outlines:

Supply and demand, comparative advantage, market structures, elasticity of demand and equilibrium are among the central microeconomics concepts. Supply and demand relates to the relationship between availability and demand for goods and price implications. This foundational concept contributes to understanding price elasticity, or willingness of customers to stretch with price changes. Comparative advantage is the essence of economics. It relates to the basic approach people and companies take in weighing competing options to use money or resources.

Books Recommended:

1. Principles of Microeconomics by Case and Fair (6th Edition) Prentice Hall 2018
2. Microeconomics, 19th Edition by Paul A. Samuelson; William D. Nordau's, 2018
3. Introduction to Economics by M. Saeed Nasir. Publisher: Lahore, Pakistan: Intiaz Book Depot, 2017.

MGT-391

BUSINESS MATHEMATICS

3(3-0)

Objectives:

The objective of this course is to teach the mathematical concepts and principles of multivariate calculus, vector and matrix algebra, differential equations and their applications in business and economics.

Course Outline:

The course involves concept understanding, problem formulation and solution, graphing, and computer application. It will be based on the undergraduate program of uni-variate calculus, algebra and geometry. At the end of the course, students will be able to apply their mathematical skills to various business problems for the optimal solutions. The course will begin with the review of basic notions of the undergraduate calculus: functions, continuity, limits, derivatives and anti-derivatives (integrals) with their properties and applications (demand elasticity; total costs, total revenue, total consumption, total savings and their marginal propensities; interest rates, investment and capital formation; present values of cash flows and perpetual flows; Domar's growth model, etc).

Books Recommended:

1. Applied Mathematics for Business, Economics, and the Social Sciences. Front Cover. Frank S. Budnick. McGraw-Hill, 2018.
2. Mathematics for Calculus by Lothar Redlin, Saleem Watson James Stewart. Hardcover; 6th Edition; Brooks Cole, 2018.

Reference Books:

1. Finite Mathematics with Applications, 9th Edition, Addison-Wesley, 2017. Practical Business Math Procedures, 9 Edition, 20

II SEMESTER

Sr. No.	Course Code	Semester II	Cr. Hrs.
1	SSH-302	Pakistan Studies	2(2-0)
2	MGT-404	Business Communication-I	3(3-0)
3	MGT-341	IT in Business - 1	3(3-0)
4	MGT-322	Financial Accounting	3(3-0)
5	MGT-372	Macro Economics	3(3-0)
6	MGT-392	Business Statistics	3(3-0)
7	ISO-302	Moral Foundation in Education	2(2-0)
Total Credit Hours			19

ISO-302 Moral Foundations of Education 2(2-0)

As per UAAR Scheme of Studies.

SSH-302 Pakistan Studies 2(2-0)

As per UAAR Scheme of Studies.

MGT-404 BUSINESS COMMUNICATION-1 3(3-0)

Course objectives

This part of the business communication course would serve as a basis for the business communication II course which will be offered in the preceding semester. The objective of the course is to give these students an overview of how to communicate professionally & interact with people within and outside organization.

Course contents

This course would lay down the foundations of communicating successfully in organizations; include how to interact inter-culturally & also communicating through technology. The course of business communication I would encompass solely the written part of communication, which would mainly include planning, organizing, composing & revising the business messages. Writing direct request letters, memos and other brief messages, writing routine, good news and persuasive letters, writing and responding to bad news messages will be an important aspect of this course.

Books Recommended:

1. Thill, J. V., & Bovee, C. L. (2016). Excellence in Business Communication: Pearson Education. 12th edition.

2. Murphy, H. A., Hildebrandt, H. W., & Thomas, J. P. (1997). *Effective Business Communications*: McGraw-Hill Companies. 7th edition
3. Means, T. (2009). *Business Communication*: Cengage Learning. Edition 2.
4. Guffey, M. E., & Loewy, D. (2015). *Essentials of Business Communication*: Cengage Learning. 10th edition.

Reference Books:

1. Lehman, C. M., & DuFrene, D. D. (2017). *BCOM 7*. Nelson Education.
2. Chaturvedi, P. D. (2017). *Business Communication: Concepts, Cases and Applications* (for Chaudhary Charan Singh University). Pearson Education India.
3. Das, I. S. (2018). *Business Communication and Personality Development: Lessons for Paradigm Change in Personality*: Excel Books.

MGT-341

IT IN BUSINESS -I

3(3-0)

Course objectives

This course introduces students to information technology in a business environment and builds a foundation of digital literacy skills necessary for success in a technologically driven society.

This part of the IT course would serve as a basis for the IT in Business-II course which will be offered in the preceding semester.

Course contents

Introduction to computer and computer systems, computer operations, software and hardware concepts, window, disk operating systems, use of different application packages i.e. Ms Word, Ms Excel, Ms Power Point, concept of networking, email, computer Security and Controls.

Books Recommended:

3. Norton, P. (2018). *Peter Norton's Intro to Computers 6/e*: McGraw-Hill Education.
4. Aitken, P. G., & Wempfen, F. (2015). *Microsoft Office 6 in 1*: Que.
5. Targett, D., Grimshaw, D., & Powell, P. (2018). *IT in Business: A Business Manager's Casebook*: Taylor & Francis.

Reference Books:

1. Manzoor, A. (2017). *Information Technology in Business*: Createspace Independent Pub.
2. De George, R. T. (2018). *The Ethics of Information Technology and Business*: Wiley.
3. Morabito, V. (2017). *Business Technology Organization: Managing Digital Information Technology for Value Creation - The SIGMA Approach*: Springer Berlin Heidelberg.

4. Dhunna, M., & Dixit, J. B. (2017). *Information Technology in Business Management*: Laxmi Publications Pvt Limited.
5. Davis, C. K. (2016). *Technologies & Methodologies for Evaluating Information Technology in Business*: IRM Press.

Course Objectives

This course is a continuation of the introduction to financial accounting. Topics will include a study of long-term assets and current liabilities. Partnership and corporate accounting, the statement of cashflows, financial statement analysis, and investments in stocks and bonds. . Objectives of this course are

- Demonstrate an understanding of the accounting for long-term assets
- Demonstrate an understanding of the accounting for current liabilities
- Demonstrate an understanding of the accounting for partnerships
- Demonstrate an understanding of the accounting for corporations and contributed capital
- Demonstrate an understanding of the accounting for corporations and the statement of cash flows

Course Contents:

Plant and Equipment: their categories and cost determination, Depreciation and methods of calculating depreciation, Intangible Assets: Goodwill, patents and Franchise, Liabilities: current and long-term, Partnerships: characteristics, advantages and disadvantages, partnership accounting, death of partner and liquidation of partnership, Corporations: Common and preferred stock, stock split and stock dividend, corporate accounting, Statement of Cash Flows: operating, investing and financing activities, Analysis of Financial Statements: common size and index analysis, ratio analysis, Introduction to Accounting Software: Peachtree

Books Recommended:

1. Robert F. Meigs & Walter B. Meigs. (2016) Accounting: The Basis for Business Decisions, 11th Edition, McGraw Hill Inc.
2. Nobes, C. (2017). The Penguin Dictionary of Accounting: Penguin. 2nd edition
3. Wood, F., & Sangster, A. (2017). Frank Wood's Business Accounting 2: Pearson Education, Limited. 13th edition.
4. M.A. Ghani. (2017). Advanced Accounting, Sulman Publication, Lahore. 4th Edition.

Reference Books:

1. Bettner, M. S., Carcello, J. V., Williams, J., & Haka, S. (2017). Financial Accounting: McGraw-Hill Education. 17th edition
2. Nobes, C. (2018). The penguin dictionary of accounting. Penguin Global.
3. Edmonds, C., Tsay, B. Y., Edmonds, T. P., Olds, P. R., & McNair, F. M. (2017). Survey of Accounting: McGraw-Hill Education. 5th Edition.

Course Objectives:

To provide the students with an introduction to the basic macroeconomic principles; to enable students to appreciate the workings of real and money markets and the nature of equilibrium in each market; to emphasize the role of macroeconomic policies that affect internal and external deficits, inflation and growth of per capita income. Throughout the course a focus will be on 'critical thinking' to analyze macroeconomic problems.

Course contents:

Overview of macro economics, Introduction, national income accounting investment circular flow of national income National income, Consumption and investment, role of government in modern economy, Measurement of economic activity & economic growth, Concept to propensity to consume, aggregate demand and supply, Tax Structure, Public finance, Public Debt & Debt Financing, Fiscal policy, Monetary policy, Commercial policy, International trade and exchange rates & policy in the open economy, challenges faced by Pakistan Economy.

Recommended Books:

1. Bade, R., & Parkin, M. (2017). *Foundations of Macroeconomics*: Pearson. 8th edition.
2. Parkin, M. (2016). *Macroeconomics, Global Edition*: Pearson Education Limited. 12th edition.
3. Jackson, J., McIver, R., & Wilson, E. (2017). *Macroeconomics*: McGraw-Hill Australia. 9th edition.
4. Mensfield Edwin, *Principles of Macro Economics*, Latest Edition, New York W.W. Norton
5. Dewett, K. K., Navalur, M. H., & Khuntia, J. (2018) *Modern Economic Theory*: Shyamlal Charitable Trust.

Reference Books:

1. Begg, D., Vernasca, G., Fischer, S., & Dornbusch, R. (2017). *Economics*: McGraw-Hill Education, 11th edition.
2. Samuelson, P. A., Nordhaus, W. D., Chaudhuri, S., & Education, M. G. H. (2018). *Macroeconomics*, Latest Edition, Tata McGraw-Hill Education.
6. Froyen, R. T. (2018). *Macroeconomics*: Pearson Education Limited, 10th edition.
4. Journals/Periodicals: World Wide Web/Internet Material

Introduction to business statistics, data organization, descriptive measures of locations, descriptive measures of variations and skewness, probability, probability distributions, sampling and sampling distributions, statistical inference, regression and correlation, time series analysis, index number.

Books Recommended:

1. Introduction to Statistics by Ronald E Walpole
2. Introduction to Statistical Theory Part-1 by Sher Muhammad Ch.
3. Basic statistics for business and Economics by Earl K. Bowen & Martin star.

III SEMESTER

Sr. No.	Course Code	Semester III	Cr. Hrs.
1	MGT-513	Corporate Law	3(3-0)
2	MGT-405	Business Communication-II	3(3-0)
3	MGT-424	Introduction to Business Finance	3(3-0)
4	MGT-427	Advanced Accounting-I	3(3-0)
5	MGT-351	Introduction to Marketing	3(3-0)
6	MGT-411	Introduction to Management	3(3-0)
Total Credit Hours			18

MGT-513

Corporate Laws

3(3-0)

Course Objectives: The objective of this course is to familiarize with the laws and ordinance under which corporate sector and businesses are operating. And to identify the operational limits of a business, lay down by corporate laws of Pakistan. Especially when a company goes to public.

Course Outline: In this course the spirit and application of important acts and ordinance related to business and corporation will be covered. Such as Companies Ordinance 1984, the Securities and Exchange Commission of Pakistan Act 1947, Securities and Exchange Commission of Pakistan Regulations 2000, Companies (Issuance of Capital) Rules, 1996 and other related ordinances and acts.

Recommended Books:

1-The Companies Ordinance along with relevant Rules and Schedules issued by SECP2-KSE
Listing Regulations issued by Karachi Stock Exchange

3-Practical Approach to the Companies Ordinance and Secretarial Practices by Nazir
AhmedShaheen (Latest Edition)

4-Introduction to Company Law by MirzaMunawarHussain (Latest
Edition)5- Company Law by – PBP Publications (Latest Edition)

Reference Books:

- 1- Company Law by A T Foulks Lynch (Latest Edition)
- 2- Company Law by Khalid Mehmood Cheema (Latest Edition)
- 3- Company Law by Luqman Baig (Latest Edition)

Course Objectives:

After going through first course of communication it is expected that the student will acquire a certain degree of skill in oral and written organizational and business communication including different mode of communication under different circumstances.

Course Outline:

The course would also include writing resumes and job applications & preparing for job interviews. The last part of this course will encompass enhancement of listening skills which are as important as the writing skills. Oral presentations and speaking skills which would include speeches and conduction of meetings will also be a part of this course.

Recommended Books:

1. Excellence in Business Communication by John. V. Thill & Courtland L Bovee. 17th Edition
2. Effective Business Communication by Herta Murphy. 10th Edition.

Reference Books:

- 1- Advance Business Communication by penrose, Rasberry, Meyars 3rd Edition, Cengage SouthWestern.
- 2- Business Communication for Managers: An Advance Approach by penrose, Rasberry, Meyars. 8th Edition, Thompson/South-Western 2019.

Course Objectives:

Accounting provides the vital formation of expenditures and revenues of a business unit, with the advancement of technology and communication in depth accounting information is also required. And course is expected to develop an accounting vision for a modern and large business.

Course Outline:

Conceptual Framework concerning presentations and requirements of relevant IFRs. General trading; profit and loss accounts. Concept of statement of comprehensive income. Certain ancillary concepts

Recommended Books:

- 1- International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) Latest Edition by ICAP
- 2- Kieso, Weygandt, and Warfield (Latest Edition) Intermediate Accounting, Latest Edition Wiley Higher Education.
- 3- Javed H. Zuberi, "Advanced Accounting", Latest Edition, Petiwala Book Depot. An Insight into IFRSs by Mohyuddin Tahir

Reference Books:

Advance Accounting: Theory and Practice by S. B. Nagia A P H Publishing Corporation

MGT-351

Introduction to Marketing

3(3-0)

This course helps students understand marketing, the process through which organizations analyze, plan, implement, and control programs to develop and maintain beneficial exchanges with target buyers. Effective marketing is critical for the long-term success of any business organization because this function ensures that the firm attracts, retains, and grows customers by creating, delivering, and communicating superior customer value.

Course Objectives

By the time students finish their work on this course, they should be able to:

- Identify core concepts of marketing and the role of marketing in business and society.
- Knowledge of social, legal, ethical and technological forces on marketing decision-making.
- Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.
- Ability to develop marketing strategies based on product, price, place and promotion objectives.
- Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
- Ability to communicate the unique marketing mixes and selling propositions for specific product offerings.
- Ability to construct written sales plans and a professional interactive oral sales presentation.
- Ability to formulate marketing strategies that incorporate psychological and sociological factors which influence consumers.

Recommended Books:-

Principles of Marketing 16th Edition (2017) By

Kotler, Armstrong, Amazon Publishers

Principles of Marketing 17TH Edition Revised (2017) By

Kotler, Philip / Armstrong, Gary, Publisher Pearson

This course introduces to the student the concept of Business Finance. It familiarizes the student with business related finance and techniques used in finance. This course includes concepts of Business and Finance, The Financial System and environment, The Time Value of Money, The Basics and concepts of Capital Budgeting, Capital Budgeting Techniques, Working Capital Management, factors Influencing Working Capital Requirements, Cash Management, Objectives of the Cash Management, Receivables Management, Credit Evaluation, Need for Inventory, Different Levels of Inventory

Books Recommended:

1. Financial Management T.j Gahagher and J.D.Andrew, jr,
2. Foundation of Financial Management Geoffrey a. Hirt, Richard d.
3. Fundamental of Financial Management, Eugene f. Brighjam.
4. Fundamental of Financial Management, Ramesh Rao
5. Fundamentals of Corporate Finance, Brealy and Myers

Definition and function of management, evolution of management, thoughts and management, effects of external environment (economics, technical, social, political, legal and ethics) on management, introduction to concepts of planning, organization, staffing, leadership, decision making, Importance and steps in Decision Making, communication and controlling, planning and its tools and techniques, human motivation, management and productivity, Concept of organization, process of Organizing, communication Concept and importance of communication, Control, Concept, planning-control relationship, process of control, Brief review of Traditional Techniques & Modern Techniques of Control.

Books Recommended:

1. Fundamentals of Management by Ricky W. Griffin.
2. Management by Stephen Robbins & Coulter Mary
3. Fundamentals of Management by Robbins
4. Management (A Global Perspective) by Heinz Weihrich & Harnold Koontz
5. Principles of Management by Terry & Franklin.

IV SEMESTER

Sr. No.	Course Code	Semester IV	Cr. Hrs.
1	MGT-423	Cost Accounting	3(3-0)
2	MGT-428	Advanced Accounting-II	3(3-0)
3	MGT-512	Introduction to Organizational Behavior	3(3-0)
4	MGT-595	Statistical Inferences	3(3-0)
5	MGT-493	Business Research Methods	3(3-0)
6	MGT-473	Introduction to Managerial Economics	3(3-0)
Total Credit Hours			18

MGT-423

COST ACCOUNTING

3(3-0)

Introduction:

The course is designed to equip students with techniques involved in per unit cost estimation. This cost estimation is the basis for profit planning. Therefore this course focuses only on cost estimation involved in different manufacturing and service operations. . Objectives of this course are

- To make students learn different cost concepts and the accounting treatment for different cost elements
- To teach them the principles of cost estimation and enable them to generate different cost reports like Job Order Cost Sheet, Cost of Production Report etc.
- To enable them to use different costing methods used in different production and services concerns

Course Contents:

Costing and The Framework of Cost Accounting: Scope of cost accounting, types of cost and methods of costing, Factory Overhead (FOH): pre-determined, actual and variance analysis of FOH, Materials: Cost flow assumptions, Scrap, spoiled and defective work, inventory control, Labour: overtime premium and idle time wage, Cost of Goods Sold Statement, Job Order Costing: conventional build-up of cost and ABC, journal entries associate with job order costing, Process Costing: normal and abnormal losses, WIP beginning inventory, Service and Batch Costing: hotels, hospitals and pharmaceutical company's case study

Books Recommended:

1. Adolf Matz and Milton F. Usry ,Cost accounting, Planning and Control, 7th Edition, South-Western Pub. Co. 2010
2. Ray H. Garrison Irvine, Managerial Accounting, USA ,5th Edition, 2016
T. Lucey, Costing ,6th Edition
4. Charles T. Horngren, George Foster, Srikan M. Datar, Cost Accounting: A managerial

Emphasis, 10th Edition, Prentice Hall.2017

5. Colin Drury, Management and Cost Accounting, 7th Edition, Thomson learning, 2018.

Objective:

This course exposes students to advanced behavioral science theories and applications in management. Organizational behavior (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, economics, organization theory, statistics, and many others. After an overview of OB and how to assess the value-added of "soft" management interventions, topics will include work motivation, work attitudes, newcomer socialization, "natural" and nominal work teams, leadership, decision making, and management of change.

Course Contents:

Overview and basic psychology applications, Managing diversity, Culture and ethics, International OB: Managing across cultures, Individual differences in personality & emotions, Values, attitudes, and beliefs on the job, Social Perception and attributions, Motivation through needs, job design, and satisfaction, Motivation through equity, expectancy, and goal setting, Improving job performance with feedback and rewards, Individual and group decision making, Teams and teamwork for the 21st century, Managing conflict and negotiation, Influence Tactics and Empowerment.

Recommended Text Book:

Organizational Behavior 15th Edition By Stephen P Robbins

Introduction, Estimates and estimators, Point estimation, Methods of point estimation, Estimation by confidence interval, Statistical inference hypothesis testing, Introduction, Test based on normal distribution, Test based binomial distribution. Analysis and Variance the Chi-Square Distribution.

Books Recommended:

1. Ronald L. Walpole Statistical Methods
2. Afzal Beg Introduction to statistical theory
3. Lindgren statistical method
4. Lincorn I. Chao statistical theory

Objectives:

Information Technology (IT) has become a vital and integral part of every business plan. From multi-national corporations who maintain mainframe systems and databases to small businesses that own a single computer, IT plays a role. The reasons for the omnipresent use of computer technology in business can best be determined by looking at how it is being used across the business world. IT facilitates business in the following aspects: Communication, Inventory Management, Data Management, Management Information Systems, Customer Relationship Management... etc. Information Technology is the only technology which provides you the opportunity to analyze specific data and plan your business journey accordingly. It also provides you many tools which can solve complex problems and plan the scalability (future growth) of your business. IT also plays a vital role in different phases of business: Decision Making, Marketing and Business Growth, Customer Support and Satisfaction etc.

Course Contents:

Essentials of Computer, History Of Computer, Components of Computer, Types of Computer (by Size & Functionality), Application of Computer, Limitation & Capabilities of Computer. Essentials of Computer, History Of Computer, Components of Computer, Types of Computer (by Size & Functionality), Application of Computer, Limitation & Capabilities of Computer, Looking Inside the Computer System, Data Communication and Networks, Internet & WWW, System Software (Operating System), Application Software, Utility Programs and Software Development Models, Application Software development methodologies, Computational and Storage Paradigms, Database Management, Information Management, IT based Organizational and Business Process Management, Internet and e-Business, Technology and Entrepreneurship, Intellectual Property, Information Safety, Ethics.

Recommended Text Book:

DISCOVERING COMPUTER 2017-19 BY SHELLY CASHMAN SERIES, COST ACCOUNTING, MGT-423

Objective:

To make students learn different cost concepts and the accounting treatment for different cost elements. To teach them the principles of cost estimation and enable them to generate different cost reports like Job Order Cost Sheet, Cost of Production Report etc. To enable them to use different costing methods used in different production and services concerns.

Course Contents:

Costing and The Framework of Cost Accounting: Scope of cost accounting, types of cost and methods of costing, Factory Overhead (FOH): pre-determined, actual and variance analysis of FOH, Materials: Cost flow assumptions, Scrap, spoiled and defective work, inventory control, Labour: overtime premium and idle time wage, Cost of Goods Sold Statement, Job Order Costing: conventional build-up of cost and ABC, journal entries associated with job order costing, Process Costing: normal and abnormal losses, WIP beginning inventory, Service and Batch Costing: hotels, hospitals and pharmaceutical company's case study.

Recommended Text Book:

Cost accounting, Planning and Control, Adolf Matz and Milton F. Usry, 7th Edition, South-Western Pub. Co.
Managerial Accounting by Ray H. Garrison Irvine, USA (5th Edition) Costing by T. Lucey, 6th Edition
Management and Cost Accounting, Colin Drury, 7th Edition, Thomson Learning
Cost Accounting: A managerial Emphasis, Charles T. Horngren, George Foster, Srikan M. Datar, 10th Edition, Prentice Hall.

MGT-428

ADVANCED ACCOUNTING-II

3(3-0)

Objective:

Objectives of this course are: Demonstrate an understanding of the accounting for long-term assets. Demonstrate an understanding of the accounting for current liabilities. Demonstrate an understanding of the accounting for partnerships. Demonstrate an understanding of the accounting for corporations and contributed capital. Demonstrate an understanding of the accounting for corporations and the statement of cash flows.

Course Contents:

Plant and Equipment: their categories and cost determination, Depreciation and methods of calculating depreciation, Intangible Assets: Goodwill, patents and Franchise, Liabilities: current and long-term, Partnerships: characteristics, advantages and disadvantages, partnership accounting, death of partner and liquidation of partnership, Corporations: Common and preferred stock, stock split and stock dividend, corporate accounting, Statement of Cash Flows: operating, investing and financing activities, Analysis of Financial Statements: common size and index analysis, ratio analysis, Introduction to Accounting Software: Peachtree.

Recommended Text Book:

Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, 17th Edition, Mc Graw Hill Inc. 2018
Frank Wood, Alan Sangster, Business Accounting – 1, 11th Edition, Pearson Education, 2018 Charles T. Horngren, Gary L. Sundem, John A. Alliot, Introduction to financial Accounting, 9th Edition, Pearson India, 2019
Christopher Nobes, The Penguin Dictionary of Accounting, 2nd Edition, Penguin Group, 2018

MGT-411

INTRODUCTION TO MANAGEMENT

3(3-0)

Objective:

To understand the basic concepts of Management, To understand the roles of Managers, To understand how certain laws impact on Management, To understand the appropriate use of management terms & terminology, To be able to appropriately apply management concepts demonstrated by competent analysis of cases related to the practice of management.

Course Contents:

Introduction to Management &
 Organizations
 Organizational Culture & the Environment:
 The Constraints
 Managing in a Global Environment
 Social Responsibility & Managerial Ethics
 Decision Making: The essence of the
 Manager's Job
 Foundations Of Planning
 Strategic Management
 Organizational Structure & Design
 Managerial Communication & Information
 Technology
 Human Resource Management
 Foundation Of Behavior
 Understanding the Groups & Teams
 Motivating Employees
 Leadership
 Foundations Of Control
 Controlling for Organizational Performance

Recommended Text Book:

STEPHEN P. ROBINS & MARY COULTER 13TH EDITION

MGT-473

INTRODUCTION TO MANAGERIAL ECONOMICS

3(3-0)

Introduction to Managerial Economics, Scope of Managerial Economics, Demand analysis: Types, determinants, elasticity, demand function, Demand forecasting. Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, supply curve, pricing analysis: Market structures, price determination under different market situations, price discrimination, selling costs, product differentiation, various pricing methods, transfer pricing, break even analysis, profit planning. National income analysis: Theories of income, output and employment: Classical Keynesian. Demand behavior: Duessenbury and Friedman, Theory of multiplier, Theory of trade cycles: Concept and causes of trade cycles. Measures to control trade cycles, Macro economic policy: Monetary and fiscal, Theories of inflation: causes and control of inflation.

Books Recommended:

1. Managerial Economics by Mark Hirschey, , 10th edition
2. Managerial Economics by Dominick E. Salvatore.
3. Managerial Economics by H.C. Peterson & W.C. Lewis.
4. Managerial Economics – Maurice / Thomas
5. Managerial Economics by D.N. Dwivedi

Objectives:

Information Technology (IT) has become a vital and integral part of every business plan. From multi-national corporations who maintain mainframe systems and databases to small businesses that own a single computer, IT plays a role. The reasons for the omnipresent use of computer technology in business can best be determined by looking at how it is being used across the business world. IT facilitates business in the following aspects: Communication, Inventory Management, Data Management, Management Information Systems, Customer Relationship Management... etc. Information Technology is the only technology which provides you the opportunity to analyze specific data and plan your business journey accordingly. It also provides you many tools which can solve complex problems and plan the scalability (future growth) of your business. IT also plays a vital role in different phases of business: Decision Making, Marketing and Business Growth, Customer Support and Satisfaction etc.

Course Contents:

Essentials of Computer, History Of Computer, Components of Computer, Types of Computer (by Size & Functionality), Application of Computer, Limitation & Capabilities of Computer. Essentials of Computer, History Of Computer, Components of Computer, Types of Computer (by Size & Functionality), Application of Computer, Limitation & Capabilities of Computer, Looking Inside the Computer System, Data Communication and Networks, Internet & WWW, System Software (Operating System), Application Software, Utility Programs and Software Development Models, Application Software development methodologies, Computational and Storage Paradigms, Database Management, Information Management, IT based Organizational and Business Process Management, Internet and e-Business, Technology and Entrepreneurship, Intellectual Property, Information Safety, Ethics.

Recommended Text Book:

DISCOVERING COMPUTER 2017-19 BY SHELLY CASHMAN SERIES

Objective:

To make students learn different cost concepts and the accounting treatment for different cost elements. To teach them the principles of cost estimation and enable them to generate different cost reports like Job Order Cost Sheet, Cost of Production Report etc. To enable them to use different costing methods used in different production and services concerns.

Course Contents:

Costing and The Framework of Cost Accounting: Scope of cost accounting, types of cost and methods of costing, Factory Overhead (FOH): pre-determined, actual and variance analysis of FOH, Materials: Cost flow assumptions, Scrap, spoiled and defective work, inventory control, Labour: overtime premium and idle time wage, Cost of Goods Sold Statement, Job Order Costing: conventional build-up of cost and ABC, journal entries associated with job order costing, Process Costing: normal and abnormal losses, WIP beginning inventory, Service and Batch Costing: hotels, hospitals and pharmaceutical company's case study.

Recommended Text Book:

Cost accounting, Planning and Control, Adolf Matz and Milton F. Usry, 7th Edition, South-Western Pub. Co.
Managerial Accounting by Ray H. Garrison Irvine, USA (5th Edition) Costing by T. Lucey, 6th Edition
Management and Cost Accounting, Colin Drury, 7th Edition, Thomson Learning
Cost Accounting: A managerial Emphasis, Charles T. Horngren, George Foster, Srikan M. Datar, 10th Edition, Prentice Hall.

MGT-428**ADVANCED ACCOUNTING-II****3(3-0)****Objective:**

Objectives of this course are: Demonstrate an understanding of the accounting for long-term assets. Demonstrate an understanding of the accounting for current liabilities. Demonstrate an understanding of the accounting for partnerships. Demonstrate an understanding of the accounting for corporations and contributed capital. Demonstrate an understanding of the accounting for corporations and the statement of cash flows.

Course Contents:

Plant and Equipment: their categories and cost determination, Depreciation and methods of calculating depreciation, Intangible Assets: Goodwill, patents and Franchise, Liabilities: current and long-term, Partnerships: characteristics, advantages and disadvantages, partnership accounting, death of partner and liquidation of partnership, Corporations: Common and preferred stock, stock split and stock dividend, corporate accounting, Statement of Cash Flows: operating, investing and financing activities, Analysis of Financial Statements: common size and index analysis, ratio analysis, Introduction to Accounting Software: Peachtree.

Recommended Text Book:

Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, 12th Edition, Mc Graw Hill Inc. 2018
Frank Wood, Alan Sangster, Business Accounting – 1, 11th Edition, Pearson Education, 2017 Charles T. Horngren, Gary L. Sundem, John A. Alliot, Introduction to financial Accounting, 9th Edition, Pearson India, 2018
Christopher Nobes, The Penguin Dictionary of Accounting, 2nd Edition, Penguin Group, 2018

Objective:

By the end of this course it is expected that the student will be able to understand: The concept of the money, types of money, money demand & supply. Principles and methods of note issue and different forms of money in today's perspective. The role of central bank and commercial banks and its Functions. International banking, importance of international banking and letter of credit. The relationship of customer and banker and customer rights. The Islamic perspective on money and banking.

Course Contents:

Introduction to Money and Banking, Origin and Growth of Money, Evolution of money in four stages, Barter System, State Bank of Pakistan and Functions, The Concept of Money (definition and different approaches), Types of Money (Commodity Money, Metallic Money, Paper Money, Bank Money, Plastic Money, Other Forms), Functions of Money, Paper Money (Advantages & Disadvantages), Qualities of Good Money, Principles and Methods of Note Issue, Principles (Currency Principle, Banking Principle), Methods of Note Issue (Fixed Fiduciary Issue, Proportionate Reserve System, Minimum Reserves System), Money Transfer, Banks, Types of Banks, Central Banking (Functions, The central reserve system, Modern banking and creation of money, Control of Credit & money by the Central Bank), Commercial Banking (Commercial bank and its functions, Commercial banks and payment system), Role of Central Bank, Difference B/W Commercial and Central Bank, Types of Account, Dishonoring of Cheques, Bankers Customer Relationship, International Banking (Importance of International Banking, International trade and role of banks, Banking Network). The World of International Banking (Scope, Products, Evolution of International Banking, Key features, Indicators of risks, Effects of international banking), Letter of Credit, Rights and Duties of Customer and Banker, Credit Creation, Islamic Perspective of money and banking, Final Project on Banks (Banks Background/History, Operations and Products).

Recommended Text Book:

Practice and Law of Banking by Asrar H. Siddiqui. 6th edition.

Principles of money, Banking and Financial markets by Lawrence S. Ritter and William L. Silber. 12th Edition

Investment Analysis and Management by Charles P. Jones Managing 12th Edition.

V- SEMESTER

Sr. No.	Course Code	Semester V	Cr. Hrs.
1	MGT-477	Economic Issues of Pakistan	3(3-0)
2	MGT-515	Introduction to HRM	3(3-0)
3	MGT-525	Financial Management	3(3-0)
4	MGT-502	Principles of Auditing	3(3-0)
5	MGT-452	Marketing Management	3(3-0)
6	MGT-407	Ethics in Business	3(3-0)
Total Credit Hours			18

MGT- 477

Economic Issues of Pakistan

3(3-0)

Course Objectives:

For any business understanding of economic environment and its dynamics is extremely important. The objective of this course is to develop a degree of understanding of economic structure and environment for the student.

Course Outline:

Fundamentals of Pakistan's Economy; GDP growth, structure and composition. Prominent Issues: energy, trade, exchange rate and infrastructure.

Recommended Books:

1- Pakistan: An Economy of Elitist State by Ishrat Hussain, Oxford University Press, Pakistan. 2- Issues in Pakistan's Economy by Akbar Zedi, 2nd Edition, Oxford University Press, Pakistan.

Reference Books:

Leading Issues in Economic Development by G. M. Meier, 10th Edition, Oxford University Press, Pakistan.

MGT-515 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 3(3-0)

HRM is responsible for the people dimension of the organization between its people not building, the equipment or brand names that make a company. It is responsible for getting competent people, training them, getting them to perform at high effort levels and provide mechanism to ensure that these employees maintain their productive affiliation with the organization. Topics to be covered in this course are: Basic of HRM, understanding equal employment opportunity, employee planning, job analysis including job description and job specification, recruitment and foundation of selection, socialization, orientation and developing employees, establishing rewards and pay plans, health and safety programs, managing labor unions and motivating employees.

Books Recommended:

1. Human Resource Management by Robbins / Decenzo
2. Human Resource Management by Gary Dessler
3. Human Resource Management by Michael Armstrong.
4. Managing Human resources by Luis R. Gomez, David B. Balkin, & Cardy

Course Description

This is a one semester course in international trade, theory and policy. The course will aim to explain patterns of world production and trade and ask if international trade is beneficial. This will be done with the help of models from international trade theory that are important components of the toolkit of contemporary trade economists. The course will also explore the phenomena of outsourcing and international mobility of labor (immigration) and capital (Foreign Direct Investment (FDI)). The course will analyze and compare instruments of trade policy and evaluate their impact on domestic and international welfare. Finally, the course will study the world trading system, including the World Trade Organization (WTO) and international trade agreements.

Course Objectives

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

- Understand the major models of international trade and compare and contrast them.
- Understand the principle of comparative advantage, including its formal expression.
- Analyze the linkages between trade, labor and capital movements, international fragmentation of production, economic well-being and the income distribution and to identify and critically examine policy implications of these linkages.
- Apply equilibrium models to analyze the economic effects of policy interventions including tariffs, quotas, export subsidies, anti-dumping duties, countervailing duties and the creation of preferential trading agreements.
- Critically analyze these policy interventions in terms of their costs and benefits, including their implications for economic well-being, performance and competitiveness.
- Understand major recent developments in the world trading system and comment critically on their effects on individual economies and on the wider international community.

Books Recommended:-

International Trade 4th Edition (2017) By Robert Fenstra , Alan Taylor Newyork Publishers International

Trade : Theory And Policy, 10Th Edition (2017) By Krugman , Publisher Amazon

Students develop a basic understanding of business finance which deals with how organizations effectively manage their operating and fixed assets and fund them with an optimal mix of debt and equity financing. Topics include financial statement analysis; financial forecasting; working capital management and short-term borrowing; valuing financial assets; cost of capital; capital budgeting and risk; capital markets and sources of long-term financing; dividend policy; and foreign exchange.

Course Objectives

By the time students finish their work on this course, they should be able to:

- Interpret and create standard financial statements.
- Perform financial statement analysis for the purposes of evaluating and forecasting in financial management.
- Evaluate a firm's working capital position.
- Manage the components of working capital to minimize the cost of carrying current assets and the cost of short-term borrowing.
- Estimate the components of cost of capital by applying time value of money principles.
- Perform net present value analysis for capital budgeting purposes.
- Evaluate risk in the capital budgeting process.
- Demonstrate how the capital markets of Canada impact on a firm's ability to raise funds.
- Evaluate the cost of debt, preferred stock, and common stock as sources of capital.
- Evaluate a firm's dividend policy.
- Recognize the foreign exchange implications involved in international financial management.

Recommended Books:-

Fundamentals of Financial Management, 16th Edition (2017) by Eugene F Brigham , Amazon Publishers Fundamentals of

Financial Management, 13th Edition (2017) By Van Horne, Publisher Amazon

Objectives Assess the risk of material misstatements Assess
the strengths and weaknesses of internal control systems Start career
as Auditor at initial level
Start higher professional studies.

NATURE AND PURPOSE OF AUDITING:

Nature, definition, scope, objective and principles of an audit, Classification (kinds/types) of an audit, the need and usefulness of an audit, distinction between accounting and auditing, concepts of reasonable assurance, audit risk and materiality, true and fair view, recurring audit, management responsibility for preparation and presentation of financial statements, regulatory framework for Auditing in Pakistan, responsibility of an auditor (external) and role of auditor as detector of error/mistake and fraud, Postulates of Auditing, Glossary of Terms for Auditing attached with ISAs issued by IAASB/IFAC.

INTERNAL CONTROLS:

Definition, meaning objectives, types, principles and techniques of internal control, difference between internal check and internal control, categories of internal control, systems of internal control

INTERNAL AUDIT:

Scope and limitations and types of internal audit, responsibilities of internal auditor, internal audit and corporate governance, internal audit assignments, outsourcing the internal audit function, impact of internal controls and audit work, issuance of management letter, relationship between internal and external audit, audit working papers, functions of chief internal auditor, reporting by internal auditors, difference between internal audit and external audit, reliance of external auditor on internal auditor's report.

LEGAL AND PROFESSIONAL CONSIDERATIONS:

Appointment, remuneration, resignation, removal, rights, powers, duties and liabilities, qualifications and disqualifications etc., of auditor, procedure for appointment of first and subsequent auditors under Companies Ordinance, 1984, provisions related to appointment of auditor by a listed company and appointment of sole proprietor chartered accountants as auditors by business name, international standards on auditing (ISAs) and guidelines, statements of standard accounting and auditing practices and technical releases issued by local professional institute of Pakistan, professional ethics.

AUDIT PLANNING AND CONTROL (w.r.t. ISA 300, 320):

Concept of audit planning, benefits and factors of audit planning, planning procedure overall audit strategy, Review of the client's business and accounting requirements, systems and procedures, preceding year's financial statements, client generated information, determining the audit risk and materiality level, audit planning memorandum, preparation of audit plans, preparation of detailed audit programmes, documentation of audit plan, audit timetable, changes in audit plan during the course of an audit, direction, controlling, supervision and review of audit work, monitoring time and costs.

AUDIT PROCEDURES AND TECHNIQUES (w.r.t. ISA 210, 315, 330):

Terms of audit engagement, engagement letter and its contents, acceptance of and amendments in engagement letter, techniques of commencement of audit work, procedures affecting audit work, cut-off procedure.

Definition of audit technique, kinds of audit techniques, tests of control and substantive procedures, management representation, vouching and verification of assets and liabilities, scrutiny of trading, profit and loss account, sampling techniques, reliance on other auditors, and reliance on experts.

AUDIT EVIDENCE AND DOCUMENTATION (w.r.t. ISA 500, 230):

Concept of audit evidence, use of assertion in obtaining audit evidence, audit procedure for obtaining audit evidence, inspection of records and tangible assets, observation inquiry, confirmation from third party, recalculation, re-performance, analytical procedure, Need for documentation of work done, audit notebook, nature and types of working papers, contents of working papers, ownership and retention of working papers, recording of significant points, audit files.

PERFORMANCE OF AUDIT AND UNDERSTANDING THE RISK:

Assessment of Audit Risk, Materiality Assessment, and Audits Sampling Definition of risk, liquidity risk, management risk, operational risk, credit risk, market risk, compliance /legal or regulatory risk, reputation risk, risk management, board and senior management oversight.

COMPLETION OF AN AUDIT:

Completion procedures, events after reporting period, events occurring up to the date of audit report, letter of representation, letter to management, points carried to next period, summary record of errors, contingent liabilities and commitments, review of audit work and company's financial statements, conclusions drawn and action taken.

THE REPORTING OF AUDIT:

Audit Reports, their contents and qualifications, forms of qualifications, statement of compliance, dating and signatories of the auditors' report, other information in report containing audited financial statements, reports on accounts of association of persons and sole traders, special purpose reports,

Recommended Books:

- Auditing, CA Examination Study Text (Latest Edition) Professional Business Publication, Lahore.
2. Contemporary Auditing, Gupta, Kamal (Latest Edition) Tata McGraw Hills, Delhi.
3. Journals/Periodicals: The Pakistan Accountant and other Publications by ICAP 4.
- Journals /Periodicals: Journal of Management Accounting, ICMAP

Reference Books:

- Auditing, CA Examination Study Text (Latest Edition) Professional Business Publication, Lahore.
- Contemporary Auditing, Gupta, Kamal (Latest Edition) Tata McGraw Hills, Delhi.
- Journals/Periodicals: The Pakistan Accountant and other Publications by ICAP
- Journals / Periodicals: Journal of Management Accounting, ICMAP

Recommended Books:-

- Business Ethics Concepts and Cases 8th Edition (2017) By Manuel G. Velasquez , Pearson Publisher
- A Contemporary Look at Business Ethics, International Edition (2017) By Ronald Simons, Publishers Age Publications

MGT-452 INTRODUCTION TO MARKETING MANAGEMENT**3(3-0)****Introduction:**

This course focuses on the management of marketing activities. This will help students to apply marketing concepts to complex and realistic business management environments. It deals primarily with an analysis of concepts and theories behind marketing as well as the analytical procedures, techniques, and models of when and how to market products. The course addresses strategic issues related to marketing management

Course Contents:

Defining Marketing For 21st Century, Marketing in 21st century. building customer satisfaction, value & retention. marketing management tasks, developing marketing strategies and plans, marketing and customer value. Value chain analysis, core competencies and understanding the supply and value chain. Strategic planning. business unit planning. strategic implementation and control, gathering information and scanning the environment, modern marketing intelligence system, the marketing research process. Profitability analysis, measuring satisfaction and loyalty, CPV, measuring customer lifetime value, organizational buying and the procurement process. Creating brand equity and crafting its positioning, what is brand equity, building brand equity, building brand equity, devising a branding strategy, marketing strategies, growth, maturity and decline, competitive intelligence system and designing competitive strategies. Designing and managing services, nature of services. Managing service quality, managing service brands, managing product support services and developing pricing strategies. Understanding pricing, setting the price, differentiated pricing, and marketing strategies to avoid price increases.

Books Recommended:

1. Philip Kotler & Kevin Lane Keller ,Marketing Management, 13th Edition, Pearson Prentice Hall(Indian Edition) 2019.

2. Peter Doyle, Phil Stern, Marketing Management and Strategy, 4th Edition, Publishers: Pearson Education, 2016.
3. Russ Winer, Marketing Management, 3rd Edition, Publishers: Pearson education. 2019.

VI SEMESTER

Sr. No.	Course Code	Semester VI	Cr. Hrs.
1	MGT-594	Introduction to Logic	3(3-0)
2	MGT-602	Business Taxation	3(3-0)
3	MGT-580	Strategic Management	3(3-0)
4	MGT-595	Managerial Accounting	3(3-0)
5	MGT-617	Entrepreneurship	3(3-0)
6	MGT-526	Money & Banking	3(3-0)

MGT-594

INTRODUCTION TO LOGIC

3(3-0)

Objectives of the Course

- To grasp the features of traditional logic
- to apply the principles of logic to ordinary language reasoning
- To develop the ability to think critically
- to realize that the proper use of logic is a reasonable way to solve problems
- To gain an appreciation for the complexity of language
- to learn effective methods of resolution for a variety of disagreements,
To obtain the ability to identify common fallacies in arguments, and to understand the structure of different kinds of arguments,

Course Description

This is an introductory course in the discipline of logic. The primary objectives of the course are to formally introduce the skills that are essential to good critical reasoning.

The students will learn and apply logical forms of common types of argument, techniques for distinguishing between good and bad argument forms, techniques to identify some common fallacies, detect forms of arguments, test arguments for validity, and to construct valid arguments. Further topics to be studied include Principles of deductive & inductive logic, Counting methods, Paradoxes (like Russel's Paradox & Goodman Paradox), Cause & effect relationships and Probability calculus.

Text Book:

Copi, Irving M., and Cohen Carl. (2017) 9th edition, *Introduction to Logic*, New Jersey: Prentice Hall.

Reference Book(s):

- 1) Feldman, Daniel A. (2017). *Critical Thinking: Strategies for Decision Making*. Crisp Publications.Inc.USA
- 2) Kahane, Howard and Nancy ,Cavender.(2016). *Logic and Contemporary Rhetoric: The Useof Reason in Everyday Life*. Belmont, CA: Wadsworth/Thomson Learning.

Objectives

This course is intended to:

- Familiarize the students with the Income and Sales Tax Laws in Pakistan.
- Introduce to students the important elements and aspects of tax system and authorities and their limits.
- Equip the students with necessary skills to deal with the situations concerning the field of taxation.

Contents

Introduction and scope of income tax law in Pakistan, exclusions from total income; reduction in taxliability; exemption from specific provisions of income tax ordinance 2001; tests for differentiating between capital and revenue receipts and expenditures. Income from salary, scope of salary income, allowances and relieves under the ordinance; types of provident fund, treatment of provident fund, the sixth schedule, employer's contribution of approved gratuity fund deduction from income, gratuityfund deduction from income, gratuity fund and schemes; computation of income tax payable from salaried persons. Income from business and profession; considerations governing taxation of businessprofits; maintenance of accounts on mercantile or cash basis; income chargeability under income taxlaw 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.

Income from other sources, deduction for computing income from other sources; capital gains; exchange gain/losses, income deemed to accrue or arise other ancillary provisions 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; 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, incometax 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.

Recommended Books / Texts:

1. Income Tax Ordinance, 2001 issued by FBR
2. Sales Tax Act, 1990 issued by FBR
3. Income Tax Ordinance, 2017 published by Mehboob, A. Sheikh, Taxation, latest edition – currentyear.
4. Sales Tax Act, 2007 published by Mehboob, A. Sheikh, Taxation, latest edition – current year.

5. Synopsis of Taxes by Mirza Munawwar Hussain, Latest Edition – current year

Reference Books:

- Mughal, Muhammad Muazzam, Income Tax-Principles and Practice, Syed Mobin & Co., Lahore.
- Mughal, Muhammad Muazaam, Sales Tax, Syed Mobin & Co. Lahore.

MGT-617

ENTREPRENEURSHIP

3(3-0)

INTRODUCTION TO ENTREPRENEURSHIP

The Nature and Importance of Entrepreneurship: Nature and Development of Entrepreneurship; Entrepreneurial Decision Process; Role of Entrepreneurs in Economic development; Ethics and Social Responsibility of Entrepreneurship; The Future of Entrepreneurship The Entrepreneur and Entrepreneurial Mind: The Entrepreneurship process; Myths of Entrepreneurs, Managerial VS Entrepreneurial Decision Making; Entrepreneurial Leadership Characteristics The Nature and Importance of SMEs: Nature and Scope of Entrepreneurship; SMEs Definitions / Understanding by various Regulatory Authorities in Pakistan; SMEs contribution to GDP of any country, and of Pakistan; SMEDA' s Role in promoting and developing SMEs

2. IDEA GENERATION The Individual Entrepreneur, and Techniques for Idea Generation Process; Entrepreneur VS Intrapreneur. Inside the Entrepreneurial Mind: From Ideas to reality: Creativity, Innovation and Entrepreneurship; Creativity A necessity for survival; Creative Thinking; Barriers to creativity; How to enhance creativity; The creative Process; Techniques for improving the creative process; Protecting your ideas.
3. PLANNING The Customer and Product Plan/Feasibility: Understanding of Customer through Demand and Desire, and of Product (Good and/or Service) The Industry and Marketing Plan/Feasibility: Understanding of Marketing Plan, Characteristics of Marketing Plan; and Environment Analysis and Steps in preparing the Marketing Plan The Financial Plan/Feasibility: Operating and Capital Budgets, Break Even Analysis; Cash Flows and Balance Sheets The Organizational Plan/Feasibility: Developing the management team; Building the successful Organization, The Role of BODs
4. BUSINESS PLANS AND BUSINESS MODEL Business Plan: Components, and Classification of Business Plans Financing Options: e.g. Leveraged Buyouts;
5. PRODUCT LIFE CYCLE Preparing for the new Launch; Execution & Growth; Managing early growth of the New Venture
6. ENVIRONMENTAL ISSUES / TRENDS AND THEIR IMPACT PESTEL Analysis, and Competitive Environment Analysis
7. STRATEGIC OPTIONS FOR GROWTH Growth Options: Joint Venture; Franchising; Acquisitions; Synergy; Mergers; Hostile Takeovers; Licencing etc. 99 Sustainability Analysis and Maintenance

8. INTERNATIONAL ENTREPRENEURSHIP OPPORTUNITIES The Nature of International Entrepreneurship; Importance of International Entrepreneurship; Entrepreneurial Entry into International Business.
9. CONTEMPORARY ISSUES Management of SMEs in today's world• Promotion and Development of SMEs in Pakistan• SMEs' contribution towards Income, Employment and other• Macroeconomic Variables Management succession and continuity: A family Business Perspective• Woman and Minority Entrepreneurship• Social Entrepreneurship (Social Responsibility)• Latest Theories/Research Work on SMEs and Entrepreneurship• Any other ancillary topic/issue/research/article•

Recommended Books:

1. Entrepreneurship: Successfully Launching New Ventures by Bruce R. Barringer, Duane Ireland, Latest Edition
2. Entrepreneurship new venture creation by David H. Holt - Latest Edition
3. Pitts R.A. and Snow C.C., Strategies for Competitive Success, Johan Willy - Latest Edition
4. Barlett, Christopher A., and Sumantra Goshal. Strategy & Leadership - Latest Edition. Hisrich and Peters, Entrepreneurship, McGraw-Hill – Latest Edition

MGT-580

STRATEGIC MANAGEMENT

3(3-0)

Course Objective

This course gives a student the knowledge about the changing environment, it build up the skill to solve many business problems, it also changes the attitude to become the generalist rather than to become specialist. Its basic objective is to know about the opportunity and threats in the environment as well as to detect the strength and weakness within themselves.

COURSE OUTLINE:

1. INTRODUCTION TO STRATEGIC MANAGEMENT Concept and Meaning of Strategic Management; the Nature and Importance of Business Policy/Strategy; What is Strategy? And what is Strategic Management?; The Four key Attributes of Strategic Management; The Role of Policy/Strategy in Organization; Organizational Vision, Mission and Objectives; The changing Social Role of Business; Managerial & Organizational Style; Strategic Management Elements
2. ENVIRONMENTAL ANALYSIS Environmental Analysis (both Internal and External) and Diagnosis; SWOT Analysis; The General Environment; The competitive environment; Value chain Analysis (VCA); Application of VCA in Service Sector; Resource based view; Evaluating Firm's Performance; Strategic Advantage Analysis and Diagnosis

3. STRATEGY FORMULATION, STRATEGIC OPTIONS AND CHOICE Considering Strategic Alternatives/Options at all Levels of Management: (1) Generic Corporate Level Strategies; (2) Business/Competitive Strategies, and Forces; (3) Functional and/or Operational Strategies and their Dimensions

4. STRATEGIC IMPLEMENTATION Implementing Strategy; Implementation VS Formulation and their Implications/Contrasts; Critical Success Factors

5. EVALUATION AND CONTROL Evaluating the Strategy through various Methods/Techniques of Evaluation and Analysis

6. APPLICATION OF STRATEGIC MANAGEMENT PROCESS Applying the Strategic Management Process – The Case Methods; The Importance of Strategic Management Process; International Edge: (1) International Expansions - Motivators and Risks, and (2) Entry Modes of International Expansion

7. STRATEGIC LEADERSHIP: CREATING A LEARNING ORGANIZATION Element of effective Leadership; Emotional Intelligence; Learning Organization etc.

8. CASE STUDIES At least two International Case Studies and four National Case Studies.

Recommended Books:

1. Fred R. David Strategic Management, Concepts and Cases, Prentice Hall - Latest Edition
2. George A. Steinar & John B. Miner Management Policy & Strategy: McMillan Pub. Co. N.Y. - Latest Edition
3. Strategic Management – A Process Approach, Cetro Peter - Latest Edition
4. William F. Clueck, Lawrence R. Jauch, Business Policy and Strategic Management, Latest Edition, McGraw-Hill (Kogakusha) Ltd., Tokyo.

Reference Books:

1. Thomas L. Wheelen, J. David Hunger, Strategic Management and Business Policy, Prentice Hall – Latest Edition
2. Newmann & Logan, Business Policy in Central Management - Latest Edition)
3. Thompson Strikland, Strategic Management, Concepts and Cases McGraw-Hill (Latest Edition)
4. Journals/Periodicals: National and International Journals/Newspapers Business Recorder/Dawn
5. Case Studies 6. World Wide Web

MGT-526

MONEY & BANKING

3(3-0)

Introduction to Money and Banking, State Bank Of Pakistan, Foreign Exchange Management, Commercial Banking, Practice and Law of Banking, Banker – Customer Relation ship, Types of Deposits, Types of Account holder/Precautions to be taken by a banker for opening such Accounts, Loans and Advances/Financing By Banks, SBP Prudential Regulations for Banks/NBFIs, Foreign Trade, Foreign Exchange and Letters of Credit, Investment Banking, Regulatory framework of Securities Markets in Pakistan.

Books Recommended:

1. Practice and Law of Banking by Asrar H. Siddiqui.
2. Principles of money, Banking and Financial markets by Lawrence S. Ritter and William L. Silber.
3. INVESTMENT Analysis and Management by Charles P. JonesManaging

Introduction:

Managerial Accounting is a course designed to make students learn effective financial decision-making at a managerial level. That preparation will begin at the basic understanding how much things cost. Only by understanding how much things cost can enable someone, intelligently and strategically reach decisions and evaluate results in today's competitive market. From the evaluation of past results, one's role as manager would then be to plan and control future activities; hence, the course will then cover the use of cost accounting information for management decision-making including the role of budgeting as a management control tool. We seek to help develop analytical skills with respect to the identification and use of decision relevant accounting information.

Objectives of this course are

- Categorize costs into "fixed," "mixed," and "variable"
- Analyze cost behavior by using the appropriate accounting metrics
- Calculate desired profitability by using the appropriate accounting metrics
- Conduct a Cost-Volume-Profit (CVP) analysis to compare and project profits
- Conduct a variance analysis to compare projected and actual profits
- Perform internal and external comparative analyses using the appropriate accounting metrics

Course Contents:

Cost Planning, Control and Decision Making, Cost Behavior: variable and fixed cost behavior, cost behavior prediction and its problems, Marginal and Absorption Costing, Short-Run Decision Making, acceptance of a special order, dropping a product, make or buy decision, Break-Even Analysis: CVP analysis, contribution breakeven chart, profit chart and multi product chart, Budgets, Standard Costing

Books Recommended:

1. Adolf Matz and Milton F. Usry, Cost accounting, Planning and Control, 7th Edition, South-Western Pub. Co. 2018
2. Colin Drury, Management and Cost Accounting, 7th Edition, Thomson Learning, 2017.
3. T. Lucey, Cost Accounting, 10th Ed.
4. Ronald W. Hilton, Managerial Accounting: Creating Value in a Dynamic Business Environment, 5th Edition, , 2017.

VII SEMESTER

Sr. No.		Semester VII	Cr. Hrs.
1	MGT-698	Internship	3(3-0)
2	MGT-574	International Business	3(3-0)
4		Elective-I	3(3-0)
5		Elective-II	3(3-0)
6		Elective-III	3(3-0)
			18

MGT-574

INTERNATIONAL BUSINESS

3(3-0)

This course is basically designed to give a comprehensive look of trade and international level. How the companies grab the international market share. Companies become multinational enterprise. How they enter in international market. What is the role of developed countries in international market? How the political changes are affecting the market on international level. How the economic integrations are taking place at various levels. How culture affects the international business. Various barriers on international level, International finance, balance of payment. What is monetary system and role of International Monetary Fund / World Bank in international trade? What is forex, participants of forex market? How the formulation of global strategy is being done. WTO, various challenges faced by developing countries. How can Pakistan grab more international market share, Challenge of WTO for Pakistan.

Books Recommended:

1. International Business by ALAN M. RUGMAN, RICHARD M. HODGETS.
2. International Business by John D. Daniels,.
3. International Economics by M. L. Jhingaln.
4. Economic Survey of Pakistan.

MGT-698

INTERNSHIP

3(0-6)

As a part of their degree requirement students are required to do Internship with an organization of repute. This will help students in creating links with Industry and finding suitable jobs for them.

VIII SEMESTER

Sr. No.		Semester VIII	Cr. Hrs.
1	MGT-600	Corporate Governance	3(3-0)
2	MGT-699	Research Project	3(3-0)
3		Elective-I	3(3-0)
4		Elective-II	3(3-0)
5		Elective-III	3(3-0)
			15

MGT-600

Corporate Governance

3(3-0)

Objectives

- Apply theory to application, demonstrating an understanding of the theoretical knowledge base of organizational behavior.
- Analyze how individual and group behaviors act as building blocks to organizational behavior
- Research and analyze aspects of organizational behavior.
- Analyze team behavior and its effect on productivity.
- Communicate and interact with team members.

Contents

Introduction and functions of Corporate Governance Practices / Culture, The corporate Governance Problem, The conflict between managers and shareholders, Agency Theory: The implications of the conflict, The Principal – Principal Conflict, Transparency and conflicts of interest, Legal approach to corporate governance, The Impact of Ownership Structure; Ownership and agency theory; Institutional ownership; Inside Ownership; Family Ownership; Pyramidal Ownership and Business Groups; Enlarging the Stakeholder Perspective; Scope of Corporate Governance, Key Issues of CG including Financial Reporting, Directors Remuneration, Responsibilities of the Board including The Oversight Function, Resolving the Agency Problem; Board of directors; and Executive Compensation, Reputation and Reputational Risk; Ethics and Code of Ethics; Corporate Social Responsibility; CSR and Reputation Risk; Shades of CSR

Recommended Text Books

1. Companies Ordinance 1984 issued by SECP
2. Code of Corporate Governance, 2018 or Latest, issued by SECP
3. Corporate Governance, Latest Edition, Christine A. Mallin, Oxford University Press

Reference books

1. Corporate Governance and Chairmanship a personal view by Adrian Cadbury by Oxford University Press

Students will be offered a research project in the area of his/her interest preferably in the area of his/her specialization. This research project will help the students in developing the competencies for research.

SPECIALIZATIONS COURSES

Auditing & Taxation

(6 Courses – 2 from each segment)

AUDITING

MGT-620	AUDITING AND ASSURANCE	3(3-0)
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Objectives:

This course introduces students to the principles of external auditing and other assurance services. Both theoretical and practical aspects of the audit process will be considered including recent developments in the organization of the profession, the regulatory framework governing practitioners and factors affecting the future evolution of the practice of auditing and other assurance services.

Course contents:

Reasons for auditing, Principles and postulates of auditing, The legal and professional environment, The duties of auditors, Audit planning, Conduct of audits and assurance services, The report of the auditors or assurance service providers, Current developments in auditing and assurance services.

Recommended Books:

1. Gray, I. and S. Manson. *The Audit Process*. 5th ED. Thomson. 2018
2. Porter, B., J. Simon and D. Hatherly *Principles of external auditing*. 4th ED. Chichester: John Wiley & Sons. 2017
3. Leung, P., Coram, P. Cooper, B. and Richardson, P. *Modern Auditing and Assurance Services in Australia*. 6th Edition. John Wiley and Sons Australia, Ltd. 2017

Reference Books:

1. N. Martinov-Bennie, Roebuck, P. and Soh, D. "Auditing and Assurance – A Case Studies Approach" Lexis Nexis, 6th Edition 2019.

<u>MGT-621</u>	<u>Forensic and Investigation Auditing</u>	<u>3(3-0)</u>
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Objectives:

The goals of the course are to familiarize students with issues concerned with forensic accounting and fraud auditing. The course will include practical cases and research papers.

Course contents:

Seriousness of Fraud in the Accounting Profession, The Role of Sarbanes Oxley and SAS No. 99,

Elements of Fraud, Fraud Categories, Fraud Definitions, and Schemes, Psychology of Fraud, Understanding a Firm's Industry, Fraud Symptoms and General Detection, The Role of Internal Controls, The Role of Effective Governance and Oversight, Fraud Investigation: Evidence Collection.

Recommended Books:

1. W. Steve Albrecht, Chad O. Albrecht, Conan C. Albrecht, Mark F. Zimbelman, *Fraud Examination*. 5th ED. South-Western Cengage Learning. 2018
2. William Hopwood, Jay Leiner, and George Young, *Forensic Accounting and Fraud Examination*. 2nd ED. McGraw-Hill Irwin. 2017

Reference Books:

1. Singleton, T. W., & Singleton, A. J. *Fraud auditing and forensic accounting*. 4th ED. John Wiley & Sons. 2018.

MGT-622 INTERNAL CONTROL SYSTEM, INFORMATION SYSTEM AND COMPLIANCE 3(3-0)

Objectives:

This course aims to study auditing and assurance services, auditing standards and processes, emphasizing the audit of internal controls over financial statements and the audit of financial statements. It will include a study of the responsibilities of auditors, development of audit programs, accumulation of audit evidence and reporting.

Course contents:

Auditing and Assurance Services, Professional Standards, Management Fraud and Audit Risk, Engagement Planning, Risk Assessment: Internal Control Evaluation, Employee Fraud and the Audit of Cash, Revenue and Collection Cycle, Acquisition and Expenditure Cycle, Production Cycle, Finance and Investment Cycle, Completing the Audit, Reports on Audited Financial Statements, Professional Ethics, Legal Liability, Internal, Governmental, and Fraud Audits, Overview of Sampling, Information Systems Auditing

Recommended Books:

1. Leitch, A. *Intelligent Internal Control and Risk Management: Designing High-Performance Risk Control Systems*. 1st ED. [Ashgate Publishing Ltd.](#) 2017
2. Hightower, R. *Internal Controls Policies and Procedures*, 1st ED. Wiley & Co. 2018
3. Pickett, K. *Internal Control: A Manager's Journey*. 1st ED. Wiley & Co. 2018

Reference Books:

1. King, A. *Internal Control of Fixed Assets: A Controller and Auditor's Guide*. 1st ED. Wiley Corporate F&A. 2018

MGT-623 PERFORMANCE AUDIT AND EVALUATION 3(3-0)

Objectives:

The Performance Auditing course is intended to inform students about how economy, efficiency and effectiveness apply to performance auditing. The course provides you with the practical guidelines required when carrying out performance audit engagements.

Course contents:

Introduction and definitions, Scope and objectives of a performance audit, Performance audit methodology, Economical procurement of resources, Efficient utilisation of resources, Effective utilisation of resources, Case studies.

Recommended Books:

1. Lonsdale, J., Wilkins, P., & Ling, T. Performance auditing: Contributing to accountability in democratic government. Edward Elgar Publishing. 2017
2. McDavid, J. C., Huse, I., Hawthorn, L. R., & Ingleson, L. R. Program evaluation and performance measurement. Sage. 2018

Reference Books:

1. Wholey, J. S. Monitoring performance in the public sector: Future directions from international experience. Transaction Publishers. 2017.

Accounting and Finance

(4 Courses – 2 from each segment without overlapping)

MGT-603

CORPORATE REPORTING

3(3-0)

Objectives:

This course is designed to impart basic skills towards the interpretation and application of accounting standards and other statutory requirements reflected in company financial reports.

Course contents:

Share capital and reserves, Income taxes, Earnings per share, Foreign currency transactions and forward exchange contracts, Business combinations, Consolidation: controlled entities, Consolidation: wholly owned subsidiaries, Consolidation: intragroup transactions, Consolidation: non-controlling interest, Revision on consolidations, Associates and joint ventures

Recommended Books:

1. Loftus, J., Leo, K., Boys, N., Luke, B., Daniliuc, S., Ang, H. and Byrnes, K. Financial Reporting, 1st edn. John Wiley & Sons. 2017
2. Revsine, L., Collins, D., Johnson, B., and Mittelstaedt, F. Financial Reporting and Analysis – 5th Edition. McGrawHill/Irwin. 2018

Reference Material:

1. Christopher Humphrey, Anne Loft, Margaret Woods, "The global audit profession and the international financial architecture: Understanding regulatory relationships at a time of financial crisis", *Accounting, Organizations and Society*, Volume 34, Issues 6-7, August-October 2018, Pages, 810-825
2. Prem Sikka, "Financial crisis and the silence of the auditors", *Accounting, Organizations and Society*, Volume 34, Issues 6-7, August-October 2018, Pages 868-873

MGT-604

PUBLIC SECTOR ACCOUNTING

3(3-0)

Objectives:

To Provide the tools necessary for understanding the principles of fiscal accountability and reporting in governmental and not-for-profit organizations

Course contents:

Introduction to Government Accounting, Basis of Government Accounting, Legal Basis of Government Accounting, Functions of Finance Officers, Sources Of Government Revenue and Government Expenditure, Fund Accounting, BUDGET AND BUDGETARY CONTROL IN THE PUBLIC SECTOR, Local Government Accounting

Recommended Books:

1. R Jones, M Pendlebury. Public sector accounting. 1st ed. **Pearson Education, 2018**
2. Guthrie, J. and [Parker, L. D.](#) Public sector accounting and the challenge of managerialism. MacMillan. 2016
3. Reck; Lowensohn and Wilson. Accounting for Governmental and Nonprofit Entities, 17th ED. McGraw-Hill Irwin. 2018

Reference Book:

1. Stiglitz, J. and Rosengard J. Economics of the Public Sector, 4rd edition, Norton, 2018

Objectives:

To provide Accounting, Finance and Audit professionals with guidance on the accounting for non-profit entities such as clubs, cooperative, societies, business chambers and charities. This course will also cover the key financial statement reporting, disclosure and compliance requirements.

Course contents:

Governmental and Nonprofit Accounting: Environment and Characteristics, State and Local Government Accounting and Financial Reporting, Budgetary Procedures – Operating Accounts, Journalize the operating activities of a governmental General Fund, Accounting for general capital assets and Capital projects, Accounting for general long-term liabilities and debt services, Business Type Activities of State and Local Governments, Fiduciary Funds, Financial reporting – State and Local Governments, Analyze governmental performance, Auditing of governmental and not-for-profit organizations, Implementing, Budgeting, and Costing of government services, Accounting for other not-for-profit organizations, Not-for-profit organizations: regulatory, taxation, performance issues, Accounting for colleges and universities, Accounting for health care organizations, Federal Government Accounting,

Recommended Books:

1. Richard F. Larkin and Marie DiTommaso. Not-for-Profit GAAP 2018: Interpretation and Application of Generally Accepted Accounting Principles. 2nd Edition. Wiley. 2017
2. Ruppel, W. Not-for-Profit Accounting Made Easy. 1st ed. John Wiley & Sons 2017.

Reference Book:

1. McCarthy, J., Shelmon, N. Mattie, J. Financial and Accounting Guide for Not-for-Profit Organizations. 8th Ed. Wiley, 2017

MGT-606**Accounting Information Systems****3(3-0)****Objectives:**

This course explores business processes and transaction cycles, related internal controls, and the use of computers as tools for the collection, organization, analysis and reporting of accounting data. In this course, students will also learn basic system documentation techniques, database concepts and AIS development strategies.

Course Contents:

Introduction to AIS, Introduction to business processes/transaction cycles & internal controls, Systems documentation techniques, Use of big data, data analytics and cloud solutions in accounting profession, Database concepts, Revenue cycle & Controls, Expenditure cycle & Controls, General Ledger & Reporting Cycle with Controls, AIS development strategies, Fraud, Ethics & Cybercrime

Recommended Books:

1. Romney, M. B., Steinbart, P. J., Mula, J. M., McNamara, R., and Tonkin, T. Accounting Information Systems, Pearson. (2018)
2. Gelinas, U J, Dull, R B, & Wheeler, P R, Accounting Information Systems, 10th International Edition, Cengage. (2018)
3. Simkin, M. G., Rose, J. M., and Norman, C. S. Core Concepts of Accounting Information Systems, 12th Edition, John Wiley & Sons, Inc. (2018)

Reference Book:

1. Parkes, A., Considine, B., Olesen, K. Blount, Y. 2017, Accounting information systems, 5th ed, John Wiley & Sons, Milton, Qld.

MGT-607

**Analysis of Financial
Statements**

3(3-0)

Objectives:

The objectives of this course is provide you with advanced conceptual back ground and analytical tools necessary to evaluate financial statement issued by companies especially publicly held enterprises.

Course Contents:-

Overview of Financial Statements Analysis, Financial Statements Analysis and Reporting,, Accounting Analysis, Analyzing Financing, Investing ,and Operating Activities, Financial Analysis Applications and Interpretation, Short-Term liquidity, Forecasting and pro-forma analysis ,Capital structure and solvency ,Return on invested capital, Prospective analysis, Credit Analysis, Profitability Analysis, Earnings-Based analysis and Valuation, Comprehensive case applying financial statements analysis

Books Recommended:

1. John J Wild, KR Subramanyam, and Robert Halsey, Financial Statement Analysis, 8th Edition
2. Charles. H Gibson, Financial Reporting & Analysis: Using Financial Accounting Information,.Lighting Sources Inc., 2018
3. Gerald White, Don Fried Ashwinbaule. Sondhi ,The Analysis & use of Financial Statement , 3rd Edition , Johnwiley & Sons Inc, December 2018

Reference Book:

1. Charles H. Gibson, Cases in financial Reporting , Patricia A. Frishkoff. Kent Publisher Co January 2018

Objectives:

This course examines methods of international accounting concepts, practices, and issues. It focuses on the accounting issues encountered by multinational companies engaged in international trade and invested in foreign operations.

Course Contents:

Introduction to International Accounting, Worldwide Accounting Diversity, International Convergence of Financial reporting, International Financial Reporting Standards, Foreign Currency Transactions and Hedging Foreign Exchange Risk, Translation of Foreign Currency Financial Statements, Additional Financial Reporting Issues, Analysis of Foreign Financial Statements, International Taxation, International Transfer Pricing, Comparative Accounting, Comparative International Auditing and Corporate Governance, Strategic Accounting Issues in MNCs, International Corporate Social Reporting,

Books Recommended:

1. Douppnik, T. S. & Perera, H. *International accounting* (3rd ed.). New York, NY: McGraw-Hill. (201).
2. Shahrokh M. *International Accounting: A User Perspective*. 3rd ed. McGraw-Hill. 2018

Reference Book:

1. Choi, F., Meek, G. (2018) *International Accounting*, Pearson Prentice Hall. 8th Edition.

The aim of this course is to study the basic issues involved in the management of investment. Course Contents

Major topics include application of basic investment theory, valuation of stocks and bonds, forecasts of trends in the stock and bond markets, fundamental analysis and technical analysis, measuring risk and return. Modern portfolio theory: Portfolio return, Risk and diversification, Efficient frontier and portfolio selection, Market models, CAPM and APT, Performance evaluation, Evaluation techniques, Decomposition of investment performance, Multi-index, APT, and performance evaluation, Trigonometry of the performance measurement. Evaluation of security analysis, The relevance of earnings, Types of Securities, Securities Market, Risk-return Concepts, Basics of Bonds, Valuation of Bonds, Basics of Common Stocks, Valuation of Common Stock, Economic Analysis, Industry Analysis, Company analysis and Technical Analysis, Investment Companies/Mutual funds, Futures Markets, Stock Market rules, Stock Market Indices

Books Recommended:

1. Fran K, Reilly, Keith C. Brown, *Investment Analysis & Portfolio Management*, 9th Edition, South-Western College, 2018
2. William J. Bernstein, *The intelligent Asset Allocator .How to build your Portfolio to maximize return& Minimize Risk*, 1st Edition, Mc Graw-Hill ,2018

3. Robert A. Strong , Portfolio construction, management and protection, 5th Edition, South-WesternCollege, 2018.

Reference Books:

1. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, [Modern PortfolioTheory and Investment Analysis](#), 8th Edition, Wiley, 2019

MGT-634

CREDIT MANAGEMENT

3(3-0)

Introduction:

The main goal of this course is to develop a foundation of financial management concepts. This will enable the student to understand what is credit risk management, what are the lending objectives, and how to measure credit risk. The course also lays a foundation for more complex credit management topics that arise in additional elective courses in finance.

Course Contents:

Introduction to credit risk management, The Credit Process, Credit Selection, Credit risk, Application of Credit Risk Measurement, Objectives of Credit Portfolio, Credit Risk Loss Distribution, Credit Rating Systems, The Economics of Credit, The Basel Accords.

Books Recommended:

1. Joetta Colquitt, Credit Risk Management: How to Avoid Lending Disasters and Maximize Earnings, 1st Edition, McGraw-Hill, 2017
2. Mary S. Schaeffer, Essentials of Credit, Collections, and Accounts Receivable, 1st Edition, Wiley, 2018
3. Michelle Dunn, Ultimate Credit and Collections Handbook, 1st Edition, Entrepreneur Press, 2018

Reference Books

1. Burt Edwards, Credit Management Handbook, 5th Edition, Gower Publishing Company, 2018

MGT-635

ISLAMIC BANKING

3(3-0)

Objectives

The purpose of the course is to make the student aware of this fast growing and innovative mode of financing, particularly within the Arab and Islamic world. The above coverage will illustrate as to how the field of Islamic finance is different than the conventional financial world, with the emphasis on sharing of profit and loss related to a financial transaction.

Course Contents:

Role of Islamic law in Islamic economic and financial institutions ,History of Islamic banking ,Relationship between finance and Islamic law, Basic principles of Islamic economics ,Differences between Islamic banking and conventional interest-based banking systems,Framework of Islamic finance,Nature of Islamic banking and finance ,Concept of money in Islam, Prohibition of interest ,Ethical dimension of Islamic banking ,Chief financing mechanisms used in Islamic banking ,Supervision and oversight of Islamic banks ,Reading and understanding contracts and financial statements of Islamic banks.

Books Recommended:

1. Muhammad Ayub, Understanding Islamic Finance 1st Edition, Wiley, 2018
2. Mahmoud A. El- Gamal, Islamic Finance: Law, Economics, and Practice , 1 edition CambridgeUniversity Press, 2006.
3. Cheikh A. Soumare ,The Principles of Islamic Banking, Xlibris Corporation,2018.

Reference Books:

1. Yahia Abdul-Rahman, The Art of Islamic Banking and Finance: Tools and Techniques forCommunity-Based Banking, 1st Edition, Wiley Finance, 2018

MGT-637

FINANCIAL INSTITUTIONS

3(3-0)

Objectives:

This course provides an introduction to the management of financial institutions and intermediaries. The course focuses on the importance of ensuring good organizational functioning within institutions to manage the varied types of risk that they may be exposed to. Students are first introduced to the construct of the firm as a legal entity, and how financial institutions have specific requirements that relate to this.

Course contents:

The Field of Finance, The role of the finance Manager, The Financial System, Surplus Economic Units, Deficit Economic Units, Securities/ Financial Assets, Financial Intermediaries, Investment Bankers, Brokers, Dealers ,Financial Markets, Securities in the financial market place, Securities in the money market, Securities in the capital market ,Financial Institutions, Types of Financial institutions, Commercial Bank, Central Bank, State Bank of Pakistan, 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, International Financial Institutions

Books Recommended:

1. Frederic Mishken, FINANCIAL MARKETS, INSTITUTIONS , 5th Edition, Harper CollinsPublisher, 2006
2. David S. Kidwel, Peterson and Blackwell, Financial Institutions, Markets and Money ,10th Ed, Wiley,2008
3. Frank J. Fabozzi, Franco P. Modigliani, and Frank J. Jones, Foundations of Financial Markets andInstitutions, 4th Edition, Prentice Hall, 2009

Reference books:

1. Jeff Madura, Financial Markets and Institutions, 9th Edition, South-Western College, 2019

Objectives

In this course, students will study the management of the multinational firm's financial resources. After taking this course, students will be familiar with the aspects of financial management that are encountered by multinational enterprises. They will learn why and how international financial management is similar to domestic financial decision-making and how it differs.

Course Contents:

Multinational Financial Management: An Overview, International Flow of Funds, International Financial Markets, Exchange Rate Determination, Exchange Rate Policy and the Asian Currency Crisis, Currency Derivatives, International Arbitrage and Interest Rate Parity, Relationships Among Inflation, Interest Rates, and Exchange Rates, Forecasting Exchange Rates, Measuring Exposure to Exchange Rate Fluctuations, Managing Transaction Exposure, Managing Economic Exposure and Translation Exposure, Direct Foreign Investment, Country Risk Analysis, Multinational Capital Budgeting

Books Recommended:

1. Jeff Madura, International Financial Management, 8th edition, Thomson, 2017.
2. Maurice D. Levi, International Finance, 5th Edition, Routledge, 2019
3. Hartley Withers, International Finance, Forgotten Books, 2017

Reference Books

1. Cheol Eun, Bruce Resnick, International Financial Management, 5th Edition, McGraw-Hill/Irwin, 2018

Objectives

The course is designed to equip students with knowledge of a financial system and its regulatory framework and environments in Pakistan, and how it exists in a developed economy. On completion of the course the students shall be able to demonstrate an understanding of the subject matter and financial environments in Pakistan. The structure of this unit is designed to provide students with a sound working knowledge of the money markets and capital markets within the context of a modern financial system with particular emphasis on the purpose, functions and operation of financial institutions, instruments and markets.

Course Contents:

Introduction to Money banking course- a course overview; Why Study Financial Markets and Institutions; Overview of Financial Systems; Financial Markets, Determination of Interest Rates and Security Valuation. Central Banking (Federal Reserve System), Monetary Policy, and Interest Rates
 , Money Markets & Capital Markets (Fixed Income Securities, Capital Markets, Stock Markets & Other Financial Markets , Commercial Banks, Thrift Institutions, Financial Statement Analysis of Banking Industry, Regulation of depository institutions, Insurance Companies, Other Non Banking Financial Institutions, Types of Risks Incurred by Financial Institutions, Managing Risk on the Balance Sheet, Managing Risk on the Balance Sheet, II & III Interest Rate and Insolvency Risk, Managing Risk with Derivative Securities, Securitization,

Books Recommended:

1. By Peter S. Rose, Texas A & M University. Milton H. Marquis, Money and Capital Markets: Financial Institutions and Instruments in a Global Marketplace, Mc-Graw Hill , 2017
2. Viney, C, McGrath, Financial Institutions, Instruments and Markets, 4th ed, McGraw-Hill, 2018
3. Peter S. Rose, Money & Capital Market: The financial System in the Economy, Business Publication ,2010

Reference Books:

1. Anthony Saunders, Maricia Millon Cornett, Financial Markets and Institutions, 4th edition, Mc GrawHill/Irwin, 2018
2. Lawrence S. Ritter, William L. Sliber, Gregory F. Udell, Principles of Money, Banking & Financial Markets 12th Edition, Prentice Hall, 2018

Banking and Finance

(4 Courses – 2 from each segment without overlapping)

BANKING

S. No	Course No.	Course Title	Credit Hours
1.	MGT-609	Banking Laws and Practices	3(3-0)
2.	MGT-610	Dynamics of Consumer Banking	3(3-0)
3.	MGT-611	Marketing for Financial Services	3(3-0)
4.	MGT-612	Commercial and Investment Banking	3(3-0)
5.	MGT-614	Management of Banking Operations	3(3-0)
6.	MGT-615	Central Banking and Global Banking	3(3-0)
7.	MGT-619	Marketing for Financial Services	3(3-0)

Evolution of banking and introduction of Modern Banking in the second world countries

Modern Banking in England followed by legal developments

State Bank of Pakistan Act 1956

- History of State Bank of Pakistan and significant laws
- Primary and Secondary function of State Bank of Pakistan scope of SBP Corporation and Prohibition over SBP under relevant provisions of the Act 1956
- Prudential Regulations and its effect in light of case laws
- Bill of Exchange and penalties prescribed under SBP Act 1956 for unauthorized issue of bills/notes
- Commercial Banks and their obligation against SBP with regard to Cash Reserve under relevant laws

Negotiable instruments Act 1881

- Negotiable Instruments
- Cheque in banking practice
- Bill of Exchange

Financial Institution Ordinance 2001

- Bank Customer relationship
- Suits to be brought in Banking Court, application of Section 9 and 10 in light of case laws.
- Mortgage, its effect and sale of mortgage property with and without intervention of court
- Offences under Section 20 and excess of jurisdiction in light of judgments

Banking Companies Ordinance 1962

- Bank, Account and Account Holder
- Principles and forms of lending in Pakistan
- Security and advances against finances
- Power of SBP under Banking Companies Ordinance 1962
- Banker duty of secrecy in light of legal precedents
- Winding up of Banking Company
- Banking Ombudsman, its scope and jurisdiction

Modarba Companies and Modarba (Floating and Control) Ordinance 1980

- Registration of Modarba
- Scope and powers of Registrar
- Winding Up

Islamic Banking

- Interest free Banking
- Musharikah
- Ijarah
- Ijara Wa Iqtina
- Mudarabah
- Murabaha
- Istisna

- Salam
- Musawamah

Books Recommended:

1. The Manual of Banking Laws in Pakistan by Malik Saleem Iqbal Awan
2. Practise and Law of Banking in Pakistan by Dr. Asrar H Saddiqui
3. Banking Law and Practise in Pakistan by M.L. Tannan
4. Paget's Law of Banking by Maurice Megrah&F.R.Ryder

MGT-610

Dynamics of Consumer Banking

3(3-0)

Course Objectives:

This course is the study of the provision of products and services to meet the financial needs of individuals with a steady and verifiable income flow. This course starts with a survey of consumer banking, consumer banking products from deposits, and credit cards to mortgage, auto, house and personal loans, risk assessment related to these loans and followed by an investigation of mobile / internet banking services, customer asset management system; call centers effectiveness, and the real-life case study.

WEEKS	Course Contents
1&2	Consumer Banking (Over view of consumer banking in terms of Micro and macro level), Bank Business & Operating Model (BOM): An Extended Context. Consumer, Consumer Rights & Protection
3&4	Essentials of Valid Offer, Revocation of Offer, Acceptance Definition, Essentials of Valid Acceptance, Revocation of Acceptance, Communication of Offer, Acceptance and Revocation.
5&6	Key Issues in CB Consumer's Perspective , Emerging Issues in Retail Banking, Structure of Bank Credit Risk An Overview, Consumer Financing in Pakistan An Overview, Auto Financing/Leasing in Pakistan
7&8	Bank Schedule of Charges (Creation and calculation of charges), Case Study: Consumer Financing in Pakistan Issues, Challenges and way Forward Study / Report, Code of Consumer Banking Practice: Institute of banker Pakistan
9&10	Growth Strategy in Retail Banking, Capturing Consumer Finance Opportunities in, Emerging Markets
11& 12	Market-Based Approach for Poverty Reduction (Micro Finance in Pakistan) , SBP prudential regulations in terms of consumer Banking

13&14	Review of Bank credit risk criteria, SBP Risk Management Guidelines, Housing/Mortgage Finance in Pakistan , Report on : Global Perspective on Managing Mortgage Profitability Retail Banks at a Crossroad in 2009 Principal Findings
15&16	SBP Operational Guidelines for Credit Cards Business in Pakistan, Building, Consumer Trust in Retail Payments, Compaction in

Recommended Books:

1. The consumer Banking Regulatory by Price Water house cooper.
2. State Bank of Pakistan (Website for prudential Regulation).
3. Consumer Banking Handouts (Virtual University).
4. Consumer banking by Sefton Anthony Solo man.

MGT-611

Marketing for Financial Services

3(3-0)

Course Outline:

The objective of this course is to introduce students to the marketing of financial services. All financial institutions, including consumer banks and corporate finance services, practice some form of marketing. Some firms market themselves better than others, as evidenced in the competitive value of their brands.

This course will demonstrate to students the benefits of using an analytical approach to marketing in the financial services industry, and will show students how to undertake that analysis. An analytical approach helps firms to

- (1) Identify marketing options,
- (2) Calibrate the opportunity costs associated with each option, and
- (3) Choose the best option to achieve the firm's business goals.

This course operationalizes several marketing concepts such as segmentation, targeting, and positioning. By the end of this course, students will know how to segment customers, what kind of data are required to do so, what are the different ways to segment, which customers to target, how to determine the best positioning of your brand in customers' minds, how to develop new products/services that add value to consumers and firms, how to price financial products, how to efficiently manage multiple brands across multiple segments in order to meet corporate bottom-line goals, how to develop a brand, how to migrate a brand when brands are acquired or merged, and how to co-brand financial services.

The pedagogic philosophy in this course is that of learning by doing. Therefore, students will go beyond learning conceptual marketing material to learning how to do marketing, using real and simulated data from the financial services industry.

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

1. define, explain and illustrate some of the frameworks and approaches that are helpful in marketing financial services;
2. describe how:
 - marketing contributes to success in modern financial institutions;
 - the marketing of services like financial services differs from tangible goods marketing
3. Discuss how:
 - segmentation is used to understand and manage customer behavior;
 - to position value propositions, products and brands in customers' minds;
 - to develop new products (goods and services) that add value to consumers and firms;
 - to price financial products;

4. Outline how to identify which customers to target; and,
5. Outline how to efficiently manage multiple product or brand portfolios across multiple customer segments, and how to develop an effective marketing strategy in modern financial service organizations.

Recommended Books:

- Wright, M., & Watkins, T. (2018). *Marketing financial services*. Routledge.
- Harrison, T. (2017). *Financial services marketing*. Pearson Education.
- Estelami, H. (2017). *Marketing financial services*. Dog Ear Publishing.

MGT-612

Commercial and Investment Banking

3(3-0)

Course Outline:

This course delves into the structure, management and practices of investment banking (IB) — from larger more universal players to boutique operations. It covers the business activities of mergers and acquisitions, financing and investment; and, the creation of value through financial advisory services. It looks into the business practices of private equity, hedge funds and trading operations; and, the role of each in facilitating investment, the deployment of capital and the changing face of risk-taking activities. The course emphasizes the role of the IB financial advisor and his/her importance in securing and facilitating IB business opportunities. This course is about the businesses of investment banking.

Some of the “bigger” questions this course addresses are:

- What does it mean to be—or take to become—a “player” in this business?
- How do IB businesses actually add value for their customers—and, make money for their employees, partners and shareholders?
- What synergies and conflicts exist across the various IB business lines and practices; and, how are they addressed?
- How can IB’s and related businesses regain/retain their respect and brand recognition in the market—bringing to the forefront the status of “trusted” financial advisor?
- What’s the future for the IB industry and what role can you play in that future either as a practitioner or client?

Importantly, through our class discussions and case-study work—each student will bring the answers to these questions into personal focus. Students are exposed to both the diagnostic and prescriptive processes of IB allowing them to partake in the financial advisory process; and, understand what it means to be an IB practitioner or valued client.

Books Recommended:

1. Investment Banking: Institutions, Politics, and Law by Alan D. Morrison,, William J. Wilhelm Jr. Managerial Accounting by Ray H. Garrison Irvine, USA (5th Edition) Oxford

University Press, USA; Revised edition (November 15, 2018).

2. Michel Fleuriet Investment Banking Explained: An Insider's Guide to the industry ,1 edition ,McGraw-Hill; (June 26, 2018).
3. James W. Kolari Benton E. Gup, Wiley ,Commercial Banking: The Management of Risk by; 3 edition , 2017

MGT-614

Management of Banking Operations

3(3-0)

Course Outline:

Following are some of the common banking operations sections.

- **Retail banking:**

This is easily the banking most people will find familiar. Retail banking includes consumer loans, mortgages, normal banking operations like accepting deposits and withdrawal of cash, checking account balance etc. Retail banking usually requires major investments in branch offices, customers service points, ATMs, and similar places.

Most retail banks compete with each other regarding convenience, customer satisfaction, accessibility of services, lower account service charges and similar facilities. Retail banking operations mostly target common customers who generate most business for the bank.

Retail banks also market several services to existing customers by encouraging them to open new accounts, borrow through them, transfer retirement accounts etc.

- **Business banking:**

The business banking section isn't much different from consumer or retail banking. Operations still revolve around collecting deposits, extending loans and convincing customers to subscribe to other services.

Business banking customers usually have more sophisticated demands from the bank. They often depend on the bank to assist them in managing payables, receivables and various other treasury functions. Business banking is less demanding regarding branch networks and infrastructure. But they are more competitive in their rates and fees.

- **Private banking:**

There has been a drop in the number of independent financial institutions that exclusively deal with private banking. It's mostly conducted as a department of a large bank. Private banking are often known as priority or exclusive banking and are usually offered to wealthy customers and high net-worth individuals, typically with more than a few lakhs to constantly keep in their account.

Besides the usual banking services offered to private banking customers like savings accounts, safe deposit vaults etc., the banks also offer an array of add-on service like estate and tax planning. Not surprisingly, the secrecy in laws of countries like Switzerland, have made them attractive destinations for private banking customers.

- **Investment banking:**

Ever since the repeal of Glass-Steagall, the law which forced entities to dissociate commercial banking activities from investment banking after the Great Depression in the US, several

commercial banks have acquired investment banks. The latter is very different in its operations than commercial banks. Such banks, however, have emerged as a major source of revenue and profits in India and other countries.

Investment banks mostly specialize in underwriting of securities (debt and equity), finding markets for securities, extending advisory services to big corporate clients, and trading their own accounts. Underwriting derivatives may expose investment banks to major risks, as seen in the case of Lehman Brothers and Bear Stearns in the US during the 2008 depression. The depression had a ripple effect across the world. But India was largely insulated because investment banking was not much developed back then.

Earlier dominated mostly by public sector banks, the banking industry in India has come a long way with many international players entering the sector. The EduCba banking operations training course provides an array of opportunities.

A career in banking is both secure and well paying. Turnkey investments are added to the economy regularly and top banks have come up with big openings for management and banking graduates, and chartered accountants and financial analysts. EduCba's revolutionary banking operations training course adds to their skills.

There's also a pertinent need of continuing education among banking professionals. They have to update their skills so as to keep pace with the developments in the banking industry.

A specialized course in the banking operations sector in India involves study and knowledge of accounting, banking laws, basics of business mathematics and statistics, marketing of banking services, the legal aspects of operation related to retail, commercial, private and investment banking, and computerized accounting.

Banking operations though largely remain the same, often undergo some changes from time to time. The introduction of computer systems in banking was a major change. The Reserve Bank of India has already granted new licenses to a few organizations that worked as nonbanking financial institutions and more are in the pipeline. The banking sector in India is expected to expand further in the coming days and that will fuel the need for more banking operations professionals.

Course description

The objective of the banking operations training course is to build a pool of competent banking professionals, who can sustain the growing momentum of the banking sector and help to breach new standards of profit margins and customer responsiveness.

Towards that end, the expert faculty at EduCba has designed an exhaustive training program that comprises relevant course content to hone the hard and soft skills of tomorrow's professionals. The course also enhances the skills of existing professionals via a continued learning process. It goes on to create first-day-first-hour industry ready banking professionals.

The banking operations training course description is as follows.

- **Overview of banking sector:** Basic functions of a bank, banking channels, and the organization chart of a bank are the topics covered in this section.
- **Learning about banking operations:** This section is divided into four parts. The topics covered include the account opening process, opening of various types of accounts, need to know your customer (KYC) and anti-money laundering (AML) compliance, and dormant accounts.
- **Understanding about nomination and other principles:** This section is divided into five parts. The topics covered include nomination, non-resident deposits, bank lending principles, and further principles of banks (in two parts).
- **Understanding of working capital and non-fund based limits:** This section is divided into six parts. The topics cover are non-fund based limits and their assessment, working capital and the method of its assessment, securities and their charging and retail loans, and various forms of charging of securities.
- **Learning about lending terms and conditions:** This section is divided into seven parts. Topics covered include mortgages, assignment, lien and set off, lending terms and documents, documentation and the procedure in this regard (in two parts).
- **Nonperforming assets (NPAs):** Covered in seven parts, this section includes post-disbursement activities of a bank (in two parts), nonperforming assets, classification of assets, management of NPAs (in two parts).
- **Learning about the SARFAESI Act:** This section is divided into six parts. You learn about the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act (SARFAESI) Act (2002), processing of payments and the CTS system, products of payment services (in two parts), collection services and foreign exchange.
- **Concept of banking solutions and internet fraud:** Topics covered include core banking solutions, internet frauds (in two parts), the money mule Nigerian scam, and safety measures.

Books Recommended:

1. Banking Operation Management By Bimal Jaiswal, Vikas Publishing, 2018.
2. Management of Banking and Financial Services by Padmalatha Suresh and Justin Paul.
3. Practice and Law of Banking by Asrar H. Siddiqui.
4. Principles of money, Banking and Financial markets by Lawrence S. Ritter and William L. Silber.

MGT-615

Central Banking and Global Banking

3(3-0)

Course Outline:

The aims of this course are to provide a unified framework for exploring and evaluating the role, functions

operating environment of banks and developments in banking within national and global contexts. The course will examine banking structures in different countries and consider the nature of factors that influence structural changes as well as competition issues in banking. Students will explore dimensions of multinational and international banking; facilitate an understanding of the factors underpinning international banking and in particular consider the role of regulation and globalisation in international banking.

Learning outcomes

By the end of this course, students will be able to:

- Present and critically evaluate theoretical arguments and analytical frameworks in banking
- Understand and discuss the key functions of different types of banks, examine developments in multinational and international banking and the role of globalisation in these developments
- Collect and analyse comparative data on the structural characteristics of financial and banking systems
- Evaluate principal arguments for financial regulation.
- Demonstrate a critical appreciation of the relationship between regulation and trends and developments in the banking and financial services sector
- Analyse the forces for change in the banking and financial services sector; consider the challenges and opportunities facing financial services firms and form views on likely developments in banking.

Contents:

- Theory of financial intermediation and economics of the banking firm
- Retail/Investment banking
- Diversification and Financial Conglomeration
- Multinational/International Banking
- Comparative banking structures and systems
- Banking Crises
- Central Banking

- Principles and Practice of Financial Regulation

- International Financial Regulation.

Teaching and learning

This course will be delivered by a combination of lectures and supporting seminars. Contact through lectures will provide a subject focus for the course. The lectures will stimulate an enquiring and exploratory approach to the study of the subject through guided analysis and reflection. Seminars will involve student centred activities such as presentations and group discussions based on directed reading and set exercises. Each week students will be presented with exercises and case studies which they will be required to prepare for the following weeks' seminar.

Recommended Books:

1. Global Imbalances, Financial Crises, and Central Bank Policies By Andreas Steiner, 2016
2. Central Banks at a Crossroads: What Can We Learn from History? by Michael D. Bordo, 2016
3. Central Bank Independence, Accountability, and Transparency: A Global Perspective by Bernard Laurens, Jean-François Segalotto, and Marco Arnone, 2019
4. Global Banking Issues by E. Klein, 2015

Taxation

S. No	Course No.	Course Title	Credit Hours
1.	MGT-624	Corporate Taxation	3(3-0)
2.	MGT-625	Sales Tax, Excise Duty and Customs	3(3-0)
3.	MGT-626	Local and Provincial Laws	3(3-0)
4.	MGT-627	Global Taxation	3(3-0)

MGT-624 Corporate Taxation3 (3-0)

The course center of attention is to achieve the following objectives:

- (1) To evaluate the socio economic importance of the tax law in Pakistan.
- (2) To develop an intellectual bond between the students and the subject.
- (3) To develop foundation as to unveil the true essence and spirit of the income tax law.
- (4) To make the minds attuned with the philosophy of the tax law .
- (5) To evaluate the contribution of precedent or case law in enhancing the scope of the subject.
- (6) To create professional and analytical abstract thinking vis-a-vis the subject matter of the subject.
- (7) To enable the participants to calculate total income chargeable to tax.

Learning Outcomes:

After comprehending the subject, the students will be able to:

- (1) Apply the principles of income tax law in resolving the tax disputes.
- (2) Understand the relationship between tax and taxation.
- (3) Appreciate the importance of taxation as a fiscal tool in the growth of an economy.
- (4) Exercise analytical abstract technique in gauging the authenticity or validity of tax imposed on taxpayer.
- (5) Participate in legal debates vis-à-vis the details of the income tax law.
- (6) Prepare different kinds of income tax returns.
- (7) Discuss the pros and cons of the principles of taxation.
- (8) Identify the distinct importance of the tax law in the Lexfori of Pakistan.

Recommended Books:

1. Income Tax Law by Dr. Ikram-ul-Haq
2. Income tax law by MunawarMirza
3. Income Tax Law by Moazam Mughal
4. Income Tax Law by S.A Salam

MGT-625

**Sales Tax, Excise Duty and
Customs**

3(3-0)

The course intends to give an insight into evolution and development of sales tax in Pakistan during last 20 – 22 years. Basic and fundamental concepts, rationale and functions of customs duties/tariff and of Customs Act will be discussed. Basic concepts of Federal Excise Act and duties will be introduced. The students will be given an overview of sales tax on services as introduced through Provincial Sales Tax Acts of Sindh and Punjab. The students, after studying the course, should be able to know as to which provision of law will be applicable to a particular situation and how the same has been interpreted by the courts.

Textbook(s)/Supplementary Readings

1. The Modern VAT by Liam Ebrill, Michael Keen, Jean-Paul Bodin and Victoria Summers.
2. The Sales Tax Act, 1990.
3. The Customs Act, 1969.
4. The Federal Excise Act, 2005.
5. Important reported Case Law.

MGT-626 Local and Provincial Laws 3(3-0)

1. Local Government System
 - (i) Concept of Local Government System.
 - (ii) Worldwide experience.
 - (iii) Local Govt. System in Pakistan Background.
2. Punjab Local Government Ordinance, 2001
 - (a) Functions and powers of:
 - (i) District Governments
 - (ii) Tehsil / Town Municipal Administrations
 - (iii) Union Administrations
 - (iv) Recent amendments/role of local government. (v) Merits/demerits and success/failure of Local Government System in the Punjab
 - (b) Punjab Local Government Commission. (c) Citizen Community Boards (CCB) (d) Local Government Finance.

Recommended text:

1. The Punjab Local Government Property Rules, 2028
2. The Punjab district Government Rules of Business, 2017
3. The Punjab Local Government (Taxation) Rules, 2017.
4. Muslim Family Laws ordinance, 1969.
5. Child Marriage Act.
6. Wasteful Expenditure Act.

I. Introduction, objectives of the Course and basic concepts (3 hours)

a. Introduction and objectives of the Course

1. Introduction to international tax planning
2. Pragmatic approach – concepts for future use
3. Discussion of the main instruments and structures
4. Discussion and exchange of opinions

b. Basic Concepts

1. Tax planning versus tax fraud and tax evasion
2. Tax avoidance
3. Fraud
4. Simulation
5. Abuse of law “Definition” of international tax planning and its limits

The issue of international double taxation International tax law and application conflicts

1. Relation between internal and international sources
2. Subjective and objective incidence
3. Territoriality
4. Hierarchy of tax rules Connecting elements
5. Subjective / Objective Some relevant concepts
6. Base companies, Holding companies, Service companies, Trading companies, Other Treaty shopping
7. Dual companies

Recommended books

1. Rohatgi, Roy, “Basic International Taxation”, Londres, 2018
2. Haufler, A. (2017). Taxation in a global economy: theory and evidence. Cambridge University Press.
3. Jones, John F. Avery (et al.), Tax Law: Rules or Principles, in “Fiscal Studies”, Vol. 17, no. 3, 2016

FINANCE

S. No	Course No.	Course Title	Credit Hours
1.	MGT-632	Investment & Security Analysis	3(3-0)
2.	MGT-633	Corporate Finance	3(3-0)
3.	MGT-634	Credit Management	3(3-0)
4.	MGT-635	Islamic Banking	3(3-0)
5.	MGT-637	Financial Institutions	3(3-0)
6.	MGT-638	International Finance	3(3-0)
7.	MGT-639	Money & Capital Markets	3(3-0)

MGT-632 INVESTMENT AND SECURITY ANALYSIS 3(3-0)

Introduction:

The aim of this course is to study the basic issues involved in the management of investment. Major topics include application of basic investment theory, valuation of stocks and bonds, forecasts of trends in the stock and bond markets, fundamental analysis and technical analysis, measuring risk and return. Modern portfolio theory: Portfolio return, Risk and diversification, Efficient frontier and portfolio selection, Market models, CAPM and APT, Performance evaluation, Evaluation techniques, Decomposition of investment performance, Multi-index, APT, and performance evaluation, Trigonometry of the performance measurement. Evaluation of security analysis, The relevance of earnings, Types of Securities, Securities Market, Risk-return Concepts, Basics of Bonds, Valuation of Bonds, Basics of Common Stocks, Valuation of Common Stock, Economic Analysis, Industry Analysis, Company analysis and Technical Analysis, Investment Companies/Mutual funds, Futures Markets, Stock Market rules, Stock Market Indices

Books Recommended:

1. Reilly, Investment Analysis and Portfolio Management, 4th Edition, 2014
2. Jones, Investment Analysis and Management, 3rd Edition, 2016
3. Bruno Solnik, International Investment, 3rd Edition, Addison Wesley

MGT-633 CORPORATE FINANCE 3(3-0)

objectives

This course is designed to provide the basic conceptual background and analytical tools necessary to evaluate business decision in order to maximize shareholders wealth. The course is meant to complement related studies in finance. Student motivation and skill development will be enhanced by using problem and cases from books and everyday life.

Course Contents:

Introduction to Corporate Finance, Valuation of Long-term Securities: Bonds; Preferred stock; Common Stock; Dividend Discount Models; Concept of yield to maturity (YTM); **Risk and Return:** Definition, probability distribution to measure risk, Coefficient of Variation; Risk and Return in a portfolio context, **Theory of Capital Structure, Dividends and Share Repurchase Decisions, Lease financing and Financial Markets, Insurance ,hedging with futures and forward ,foreign exchange markets, Call and put option ,Warrants and Convertibles,Motive for mergers**

Books Recommended:

1. Eugene F.Brigham Joel F. Houston ,Fundamentals of Financial Management , 5th EditionSouthWestern Publication.2018
 2. Richard A Brealey,Franklin Allen, Stewart C Myers ,Principles of Corporate Finance, 9th Edition,Mc-Graw-Hill /Irwin, 2017.
 3. Stephen A. Ross, Randolph W Westerfield, and Bradford D Jordan Corporate Finance, 9th Edition,McGraw-Hill/Irwin, 2019.
- Reference books
1. Jonathan Berk, Peter DeMarzo, Corporate Finance, Student Value Edition, 2nd Edition, AddisonWesley, 2017

MGT-634 CREDIT MANAGEMENT 3(3-0)

Introduction:

The main goal of this course is to develop a foundation of financial management concepts. This will enable the student to understand what is credit risk management, what are the lending objectives, and how to measure credit risk. The course also lays a foundation for more complex credit management topics that arise in additional elective courses in finance. This course in credit management also describes the credit rating systems. The main goal of this course is to develop a foundation of financial management concepts. This will enable the student to understand what credit risk management is, what the lending objectives are, and how to measure credit risk. The course also lays a foundation for more complex credit management topics that arise in additional elective courses in finance. This course in credit management also describes the credit rating systems

Course Contents:

Introduction to credit risk management, The Credit Process, Credit Selection, Credit risk, Application of Credit Risk Measurement, Objectives of Credit Portfolio, Credit Risk Loss Distribution, Credit Rating Systems, The Economics of Credit, The Basel Accords.

Books Recommended:

4. Credit Risk Management [ILLUSTRATED] by Joetta Colquitt Management and Cost Accounting, Colin Drury McGraw-Hill; edition (May 24, 2017).
5. Global Credit Management: An Executive Summary (The Wiley Finance Series) by Ron Wells (Author Managerial Accounting: Creating Value in a Dynamic Business Environment, 5th Edition, Ronald W. Hilton.
6. Greg N. Gregoriou, Christian Hoppe ,The Handbook of Credit Portfolio Management ([McGraw-Hill Finance & Investing])

MGT-635

ISLAMIC BANKING

3(3-0)

Introduction:

The purpose of the course is to make the student aware of this fast growing and innovative mode of financing, particularly within the Arab and Islamic world. The above coverage will illustrate as to how the field of Islamic finance is different than the conventional financial world, with the emphasis on sharing of profit and loss related to a financial transaction.

Objectives of this course are

- Demonstrate a firm grasp of the history and development of Islamic banking
- Familiar with the basic principles and rules of Islamic banking
- Understand the differences between Islamic banking and conventional interest-based banking systems
- Understand the basic structure and operation of the key financial instruments used in Islamic banking
- Able to apply the knowledge gained to selected case studies
- Able to identify some of the key controversies in Islamic banking.

Course Contents:

Role of Islamic law in Islamic economic and financial institutions, History of Islamic banking, Relationship between finance and Islamic law, Basic principles of Islamic economics ,Differences between Islamic banking and conventional interest-based banking systems, Framework of Islamic finance, Nature of Islamic banking and finance ,Concept of money in Islam, Prohibition of interest ,Ethical dimension of Islamic banking ,Chief financing mechanisms used in Islamic banking ,Supervision and oversight of Islamic banks ,Reading and understanding contracts and financial statements of Islamic banks.

Books Recommended:

4. Muhammad Ayub Wiley Understanding Islamic Finance (The Wiley Finance Series) , 2018.
5. Mahmoud A. El- Gamal ,Islamic Finance: Law, Economics, and Practice ,1 edition

Cambridge University Press; 2016.

6. Cheikh A. Soumare ,The Principles of Islamic Banking, Xlibris Corporation,2018.

MGT-637

FINANCIAL INSTITUTIONS

3(3-0)

The Field of Finance, The role of the finance Manager, The Financial System, Surplus Economic Units, Deficit Economic Units, Securities/ Financial Assets, Financial Intermediaries, Investment Bankers, Brokers, Dealers ,Financial Markets, Securities in the financial market place, Securities in the money market, Securities in the capital market ,Financial Institutions, Types of Financial institutions, Commercial Bank, Central Bank, State Bank of Pakistan, 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, International Financial Institutions

Books Recommended:

4. FINANCIAL MANAGEMENT (PRINCIPLES AND PRACTICE), Timothy J. Gallagher & Joseph D. Andrew, Jr., Prentice Hall (Latest Edition).
5. MONEY AND BANKING IN PAKISTAN, S.A.Meenai, Oxford University Press Karachi. (Latest Edition).
6. PRINCIPLES OF MONEY, BANKING AND FINANCIAL INSTITUTIONS Lawrence-S-Ritter and Willion-L-Silber (8th Edition) Harper Collins Publishers, New York.
7. FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Frederic-S-Mishken (5th Edition) Harper Collins Publisher, New York.
8. financial Institutions, Markets and Money ,6th Ed By David S. Kidwel, Peterson and Blackwell

MGT-638

INTERNATIONAL FINANCE

3(3-0)

Introduction:

In this course, we study the management of the multinational firm's financial resources. Topics include international financial markets, foreign exchange rates and risk management, evaluating foreign investment opportunities, and theories and practices of financing multinational operations. After taking this course, you will be familiar with the aspects of financial management that are encountered by multinational enterprises. You will learn why and how international financial management is similar to domestic financial decision-making and how it differs. You will learn to make financial decisions when facing multiple currencies with frequent exchange rate changes and varying rates of inflation, multiple financial markets, and political risks. You will also learn about the international financial environment, its vulnerabilities and resilience.

Course Contents:

Students will study the concepts of arbitrage, risk management, cash management and capital market behavior. In the process, students will learn to use tools for foreign exchange determination and be introduced to the international securities markets. In addition, the course will describe the relevant aspects of European monetary policy and financial market integration.

The course is divided into 4 parts:

- I. Foreign Exchange
- II. Foreign Exchange Risk Management
- III. Corporate Finance
- IV. European Context

Books Recommended:

1. Jeff Madura, *International Financial Management*, 8th edition, Thomson, 2018.
2. Finance of International Trade, Institute of Bankers Pakistan
3. UCP 600, International Chamber of Commerce and Industry

MGT-639

MONEY AND CAPITAL MARKETS

3(3-0)

Introduction:

The course is designed to equip students with knowledge of a financial system and its regulatory framework and environments in Pakistan, and how it exists in a developed economy. On completion of the course the students shall be able to demonstrate an understanding of the subject matter and financial environments in Pakistan. The structure of this unit is designed to provide students with a sound working knowledge of the money markets and capital markets within the context of a modern financial system with particular emphasis on the purpose, functions and operation of financial institutions, instruments and markets. This unit focuses mainly on business finance, investment and provides a strong foundation for learning in finance.

Course Contents:

Introduction to Money banking course- a course overview; Why Study Financial Markets and Institutions; Overview of Financial Systems; Financial Markets, Determination of Interest Rates and Security Valuation. Central Banking (Federal Reserve System), Monetary Policy, and Interest Rates
, Money Markets & Capital Markets (Fixed Income Securities, Capital Markets, Stock Markets & Other Financial Markets , Commercial Banks, Thrift Institutions, Financial Statement Analysis of Banking Industry, Regulation of depository institutions, Insurance Companies, Other Non Banking Financial Institutions, Types of Risks Incurred by Financial Institutions, Managing Risk on the Balance Sheet, Managing Risk on the Balance Sheet, II & III Interest Rate and Insolvency Risk, Managing Risk with Derivative Securities, Securitization,

Books Recommended:

4. By Peter S. Rose, Texas A & M University. Milton H. Marquis ,Money and Capital Markets:

Financial Institutions and Instruments in a Global Marketplace, Mc-Graw Hill , 2018

5. Viney, C, McGrath's Financial Institutions, Instruments and Markets, 4thed, McGraw-Hill Australia, Sydney. 2018
6. Peter S. Rose Money & Capital Market. The financial System in the Economy Business Publication ,2017
7. Anthony Saunders and Maricia Millon Cornett, Financial Markets and Institutions, 2nd edition
8. By Lawrence S. Ritter, William L. Sliber and Gregory F. Udell, Principles Of Money, Banking & Financial Markets 10th Edition,

BANKING

S. No	Course No.	Course Title	Credit Hours
1.	MGT-609	Banking Laws and Practices	3(3-0)
2.	MGT-610	Dynamics of Consumer Banking	3(3-0)
3.	MGT-611	Marketing for Financial Services	3(3-0)
4.	MGT-612	Commercial and Investment Banking	3(3-0)
5.	MGT-614	Management of Banking Operations	3(3-0)
6.	MGT-615	Central Banking and Global Banking	3(3-0)
7.	MGT-619	Marketing for Financial Services	3(3-0)

Financial accounting concepts, researching financial accounting standards, current pronouncements and application of principles to practical problems will be studied. Emphasis is given to contemporary accounting literature related to current financial reporting problems. The course specifically addresses how financing, investing, and operating decisions affect financial statements. The course also covers how creditors and investors use financial statements to evaluate the results of managers' decisions and the effect of alternative accounting methods on the quality of financial reporting. The course emphasizes the effect of internal accounting decisions on external financing and business decision making.

RECOMMENDED BOOKS:

1. Corporate Reporting by G. K. Everingham, Suresh Parbhoo Kana, 2004, 7th edition.
2. A Social Critique of Corporate Reporting: Semiotics and Web-based Integrated Reporting by David Crowther, 2017, 7th edition.
3. Building Public Trust: The Future of Corporate Reporting. By Samuel A. DiPiazza, Jr., Robert G. Eccles

Introduction to accounting for Not-for-Profit Organizations, Regulatory, Taxation and Performance Issues, Reporting for Governmental and Not-for-Profit Entities, Principles of Accounting and Financial Reporting - State & Local Gov'ts, Operating Statement Accounts; Budgetary Accounting, Operating Activities and Financial Statements, Capital Assets and Capital Projects, General Long-term Debt and Debt Service, Business-type Activities of State and Local Gov'ts, Agency and Trust Funds, Financial Reporting of State & Local Gov'ts, Analysis of Governmental Financial Statements.

Books Recommended:

1. Accounting for Governmental and Nonprofit Entities (2016) 17th Edition, Reck; Lowensohn and Wilson published by McGraw-Hill Irwin.
2. Barton, A., 2018, Accrual Accounting in Government: A Review of Its Applications, Achievements and Problems, and Proposals for Reform, CPA Australia.
3. Stiglitz, J. and Rosengard J., 2018, Economics of the Public Sector, 4rd edition, Norton.
4. Budding, T., Grossi, G. and Tagesson, T., 2017, Public Sector Accounting, Routledge

Definition/Meaning of Associations Not-for-profit with the help of suitable Examples, Scope of Accountancy Profession in such organizations, Sources of Revenue for Non-trading Concerns / Special Nature of Accounting Heads in these Associations including Subscriptions/Donations etc., Preparation of Cash Book; Receipts and Payments Account, Financial Statements of these Associations including Income and Expenditure Account; Computation of Capital Fund.

Books Recommended:

1. Financial and Accounting Guide for Not-for-Profit Organizations by John H. McCarthy, Nancy E. Shelmon, John A. Mattie – 2018
2. Not-for-Profit Accounting, Tax, and Reporting Requirements by Edward J. McMillan – 2018
3. Not-for-Profit Accounting Made Easy By Warren Ruppel – 2018
4. Wiley Not-for-Profit GAAP by Richard F. Larkin and Marie DiTommaso, 2018

Definition/Meaning of AIS, Scope and Use of AIS, Computerized Accounting and AIS, Basic Information, Structure and Hand-on Practice over two Accounting Software (Peachtree and Quickbooks), Computer-based Application in Accounting, Advantages of Computer-based Systems, Ways of achieving Internal Controls in a Computer-based Accounting System, Preparation of Chart of Accounts, Concepts of Working on Peach Tree Accounting Package.

Books Recommended:

1. Accounting Information Systems by James A. Hall – 2015
2. Accounting Information Systems by Marshall B. Romney, Paul J. Steinbart – 2017
3. Accounting Information Systems: The Processes and Controls by Leslie Turner, Andrea B. Weickgenannt – 2016
4. Accounting Information Systems for Decision Making by Daniela Mancini, Eddy H. J. Vaassen, Renata Paola Dameri - 2018

Introduction:

Course is based upon the intelligent use of published financial reports by decision makers external to the firm (e.g. investors and creditors). This course will focus on key accounting concepts, financial ratios and industry issues which are critical in interpreting and analyzing external financial reports. Throughout this course students will be involved in "hands-on" financial analysis by working on class exercises/problems, discussing special topical readings and analyzing assigned cases. The cases will include primary concepts from the assigned readings, as well as the topics and financial analysis techniques discussed in class.

The objectives of this course is provide you with advanced conceptual background and analytical tools necessary to evaluate financial statement issued by companies especially publicly held enterprises. The course is meant to complement related studies in accounting, finance and economics. It focuses on understanding the uses and limitation of financial statement.

Course Contents:-

Overview of Financial Statements Analysis, Financial Statements Analysis and Reporting,, Accounting Analysis, Analyzing Financing, Investing ,and Operating Activities, Financial Analysis Applications and Interpretation, Short-Term liquidity, Forecasting and pro-forma analysis ,Capital structure and solvency ,Return on invested capital, Prospective analysis, Credit Analysis, Profitability Analysis, Earnings-Based analysis and Valuation, Comprehensive case applying financial statements analysis

Books Recommended:

4. John J Wild, KR Subramanyam, and Robert Halsey, Financial Statement Analysis, 8th Edition
5. Charles. H Gibson ,Financial Reporting & Analysis: Using Financial Accounting Information,.Lighting Sources Inc., 2018
6. Gerald White, Don Fried Ashwinbaule.Sondhi ,The Analysis & use of Financial Statement , 3rd Edition , John Wiley & Sons Inc, December 2018
7. Charles H. Gibson,Cases in financial Reporting , Patricia A. Frishkoff. Kent Publisher Co January 2017

International Accounting is the study of an entity reported as either a multinational company or an entity whose reporting obligations to stakeholders are located in a country other than that of the reporting entity. A detailed investigation on the convergence of U.S. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) serves as a foundation for this course. Also discussed are the effects of financial reporting, international taxation, and international financial statement analysis on a multinational reporting entity. Employing and critiquing the use of global accounting and auditing standards will integrate the student's existing skills with domestic accounting standards.

Course Objectives

- a. Explain how international accounting differs from domestic (U.S.) accounting.
- b. Appreciate the historical development of international accounting.
- c. Identify several internal and external reporting issues that arise when business operations navigate national borders.
- d. Explain the difference between 'fair presentation' and 'legal compliance' under the discipline of accounting and relate said concepts to corresponding countries.
- e. Compare and contrast financial accounting systems for five of the highly developed economies of the European Union (EU).
- f. Relate International Reporting Standards (IFRS) to U.S. Generally Accepted Accounting Principles (GAAP).
- g. Calculate international financial statement analysis for a multinational reporting entity.
- h. Discriminate global accounting and auditing standards with that of domestic standards.

Books Recommended:

2. Choi, F., Meek, G. (2018) International Accounting, Pearson Prentice Hall. 8th Edition.
3. Plumlee, M. (2010) International Financial Reporting Standards, Prentice Hall. ISBN 978-0-13-612304.

BANKING

S. No	Course No.	Course Title	Credit Hours
1.	MGT-609	Banking Laws and Practices	3(3-0)
2.	MGT-610	Dynamics of Consumer Banking	3(3-0)
3.	MGT-611	Marketing for Financial Services	3(3-0)
4.	MGT-612	Commercial and Investment Banking	3(3-0)
5.	MGT-614	Management of Banking Operations	3(3-0)
6.	MGT-615	Central Banking and Global Banking	3(3-0)
7.	MGT-619	Marketing for Financial Services	3(3-0)

Evolution of banking and introduction of Modern Banking in the second world countries

Modern Banking in England followed by legal developments

State Bank of Pakistan Act 1956

- History of State Bank of Pakistan and significant laws
- Primary and Secondary function of State Bank of Pakistan scope of SBP Corporation and Prohibition over SBP under relevant provisions of the Act 1956
- Prudential Regulations and its effect in light of case laws
- Bill of Exchange and penalties prescribed under SBP Act 1956 for unauthorized issue of bills/notes
- Commercial Banks and their obligation against SBP with regard to Cash Reserve under relevant laws

Negotiable instruments Act 1881

- Negotiable Instruments
- Cheque in banking practice
- Bill of Exchange

Financial Institution Ordinance 2001

- Bank Customer relationship
- Suits to be brought in Banking Court, application of Section 9 and 10 in light of case laws.
- Mortgage, its effect and sale of mortgage property with and without intervention of court
- Offences under Section 20 and excess of jurisdiction in light of judgments

Banking Companies Ordinance 1962

- Bank, Account and Account Holder
- Principles and forms of lending in Pakistan
- Security and advances against finances
- Power of SBP under Banking Companies Ordinance 1962
- Banker duty of secrecy in light of legal precedents
- Winding up of Banking Company
- Banking Ombudsman, its scope and jurisdiction

Modarba Companies and Modarba (Floating and Control) Ordinance 1980

- Registration of Modarba
- Scope and powers of Registrar
- Winding Up

Islamic Banking

- Interest free Banking
- Musharikah
- Ijarah
- IjaraWaIqtina
- Mudarabah
- Murabaha
- Istisna

- Salam

Books Recommended:

5. The Manual of Banking Laws in Pakistan by Malik Saleem Iqbal Awan
6. Practise and Law of Banking in Pakistan by Dr. Asrar H Saddiqui
7. Banking Law and Practise in Pakistan by M.L. Tannan
8. Paget's Law of Banking by Maurice Megrah&F.R.Ryder

MGT-610

Dynamics of Consumer Banking

3(3-0)

Course Objectives:

This course is the study of the provision of products and services to meet the financial needs of individuals with a steady and verifiable income flow. This course starts with a survey of consumer banking, consumer banking products from deposits, and credit cards to mortgage, auto, house and personal loans, risk assessment related to these loans and followed by an investigation of mobile / internet banking services, customer asset management system; call centers effectiveness, and the real-life case study.

WEEKS	Course Contents
1&2	Consumer Banking (Over view of consumer banking in terms of Micro and macro level), Bank Business & Operating Model (BOM): An Extended Context. Consumer, Consumer Rights & Protection
3&4	Essentials of Valid Offer, Revocation of Offer, Acceptance Definition, Essentials of Valid Acceptance, Revocation of Acceptance, Communication of Offer, Acceptance and Revocation.
5&6	Key Issues in CB Consumer's Perspective , Emerging Issues in Retail Banking, Structure of Bank Credit Risk An Overview, Consumer Financing in Pakistan An Overview, Auto Financing/Leasing in Pakistan
7&8	Bank Schedule of Charges (Creation and calculation of charges), Case Study: Consumer Financing in Pakistan Issues, Challenges and way Forward Study / Report, Code of Consumer Banking Practice: Institute of banker Pakistan
9&10	Growth Strategy in Retail Banking, Capturing Consumer Finance Opportunities in, Emerging Markets
11& 12	Market-Based Approach for Poverty Reduction (Micro Finance in Pakistan) , SBP prudential regulations in terms of consumer Banking
13&14	Review of Bank credit risk criteria, SBP Risk Management Guidelines, Housing/Mortgage Finance in Pakistan , Report on : Global Perspective on Managing Mortgage Profitability Retail Banks at a Crossroad in 2009 Principal Findings
15&16	SBP Operational Guidelines for Credit Cards Business in Pakistan, Building, Consumer Trust in Retail Payments, Compaction in

Recommended Books:

1. The consumer Banking Regulatory by Price Water house cooper.
2. State Bank of Pakistan (Website for prudential Regulation).
3. Consumer Banking Handouts (Virtual University).
4. Consumer banking by Sefton Anthony Solo man.

MGT-611**Marketing for Financial Services****3(3-0)****Course Outline:**

The objective of this course is to introduce students to the marketing of financial services. All financial institutions, including consumer banks and corporate finance services, practice some form of marketing. Some firms market themselves better than others, as evidenced in the competitive value of their brands.

This course will demonstrate to students the benefits of using an analytical approach to marketing in the financial services industry, and will show students how to undertake that analysis. An analytical approach helps firms to

- (1) identify marketing options,
- (2) calibrate the opportunity costs associated with each option, and
- (3) choose the best option to achieve the firm's business goals.

This course operationalizes several marketing concepts such as segmentation, targeting, and positioning. By the end of this course, students will know how to segment customers, what kind of data are required to do so, what are the different ways to segment, which customers to target, how to determine the best positioning of your brand in customers' minds, how to develop new products/services that add value to consumers and firms, how to price financial products, how to efficiently manage multiple brands across multiple segments in order to meet corporate bottom-line goals, how to develop a brand, how to migrate a brand when brands are acquired or merged, and how to co-brand financial services.

The pedagogic philosophy in this course is that of learning by doing. Therefore, students will go beyond learning conceptual marketing material to learning how to do marketing, using real and simulated data from the financial services industry.

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

6. define, explain and illustrate some of the frameworks and approaches that are helpful in marketing financial services;
7. describe how:
 - marketing contributes to success in modern financial institutions;
 - the marketing of services like financial services differs from tangible goods marketing
8. Discuss how:
 - segmentation is used to understand and manage customer behavior;
 - to position value propositions, products and brands in customers' minds;

- to develop new products (goods and services) that add value to consumers and firms;
 - to price financial products;
9. Outline how to identify which customers to target; and,
 10. Outline how to efficiently manage multiple product or brand portfolios across multiple customer segments, and how to develop an effective marketing strategy in modern financial service organizations.

Recommended Books:

1. Wright, M., & Watkins, T. (2017). *Marketing financial services*. Routledge.
2. Harrison, T. (2018). *Financial services marketing*. Pearson Education.
3. Estelami, H. (2018). *Marketing financial services*. Dog Ear Publishing.

MGT-612

Commercial and Investment Banking

3(3-0)

Course Outline:

This course delves into the structure, management and practices of investment banking (IB) — from larger more universal players to boutique operations. It covers the business activities of mergers and acquisitions, financing and investment; and, the creation of value through financial advisory services. It looks into the business practices of private equity, hedge funds and trading operations; and, the role of each in facilitating investment, the deployment of capital and the changing face of risk-taking activities. The course emphasizes the role of the IB financial advisor and his/her importance in securing and facilitating IB business opportunities. This course is about the businesses of investment banking.

Some of the “bigger” questions this course addresses are:

- What does it mean to be—or take to become—a “player” in this business?
- How do IB businesses actually add value for their customers—and, make money for their employees, partners and shareholders?
- What synergies and conflicts exist across the various IB business lines and practices; and, how are they addressed?
- How can IB’s and related businesses regain/retain their respect and brand recognition in the market—bringing to the forefront the status of “trusted” financial advisor?
- What’s the future for the IB industry and what role can you play in that future either as a practitioner or client?

Importantly, through our class discussions and case-study work—each student will bring the answers to these questions into personal focus. Students are exposed to both the diagnostic and prescriptive processes of IB allowing them to partake in the financial advisory process; and, understand what it means to be an IB practitioner or valued client.

Books Recommended:

4. Investment Banking: Institutions, Politics, and Law by Alan D. Morrison,, William J. Wilhelm Jr. Managerial Accounting by Ray H. Garrison Irvine, USA (5th Edition) Oxford University Press, USA; Revised edition (November 15, 2018).

5. Michel Fleuriet Investment Banking Explained: An Insider's Guide to the industry ,1 edition ,McGraw-Hill; (June 26, 2018).
6. James W. Kolari Benton E. Gup, Wiley ,Commercial Banking: The Management of Risk by; 3 edition , 2018

MGT-614

Management of Banking Operations

3(3-0)

Course Outline:

Following are some of the common banking operations sections.

- **Retail banking:**

This is easily the banking most people will find familiar. Retail banking includes consumer loans, mortgages, normal banking operations like accepting deposits and withdrawal of cash, checking account balance etc. Retail banking usually requires major investments in branch offices, customers service points, ATMs, and similar places.

Most retail banks compete with each other regarding convenience, customer satisfaction, accessibility of services, lower account service charges and similar facilities. Retail banking operations mostly target common customers who generate most business for the bank.

Retail banks also market several services to existing customers by encouraging them to open new accounts, borrow through them, transfer retirement accounts etc.

- **Business banking:**

The business banking section isn't much different from consumer or retail banking. Operations still revolve around collecting deposits, extending loans and convincing customers to subscribe to other services.

Business banking customers usually have more sophisticated demands from the bank. They often depend on the bank to assist them in managing payables, receivables and various other treasury functions. Business banking is less demanding regarding branch networks and infrastructure. But they are more competitive in their rates and fees.

- **Private banking:**

There has been a drop in the number of independent financial institutions that exclusively deal with private banking. It's mostly conducted as a department of a large bank. Private banking are often known as priority or exclusive banking and are usually offered to wealthy customers and high net-worth individuals, typically with more than a few lakhs to constantly keep in their account.

Besides the usual banking services offered to private banking customers like savings accounts, safe deposit vaults etc., the banks also offer an array of add-on service like estate and tax planning. Not surprisingly, the secrecy in laws of countries like Switzerland, have made them attractive destinations for private banking customers.

- **Investment banking:**

Ever since the repeal of Glass-Steagall, the law which forced entities to dissociate commercial banking activities

from investment banking after the Great Depression in the US, several commercial banks have acquired investment banks. The latter is very different in its operations than commercial banks. Such banks, however, have emerged as a major source of revenue and profits in India and other countries.

Investment banks mostly specialize in underwriting of securities (debt and equity), finding markets for securities, extending advisory services to big corporate clients, and trading their own accounts. Underwriting derivatives may expose investment banks to major risks, as seen in the case of Lehman Brothers and Bear Stearns in the US during the 2008 depression. The depression had a ripple effect across the world. But India was largely insulated because investment banking was not much developed back then.

Earlier dominated mostly by public sector banks, the banking industry in India has come a long way with many international players entering the sector. The EduCba banking operations training course provides an array of opportunities.

A career in banking is both secure and well paying. Turnkey investments are added to the economy regularly and top banks have come up with big openings for management and banking graduates, and chartered accountants and financial analysts. EduCba's revolutionary banking operations training course adds to their skills.

There's also a pertinent need of continuing education among banking professionals. They have to update their skills so as to keep pace with the developments in the banking industry.

A specialized course in the banking operations sector in India involves study and knowledge of accounting, banking laws, basics of business mathematics and statistics, marketing of banking services, the legal aspects of operation related to retail, commercial, private and investment banking, and computerized accounting.

Banking operations though largely remain the same, often undergo some changes from time to time. The introduction of computer systems in banking was a major change. The Reserve Bank of India has already granted new licenses to a few organizations that worked as nonbanking financial institutions and more are in the pipeline. The banking sector in India is expected to expand further in the coming days and that will fuel the need for more banking operations professionals.

Course description

The objective of the banking operations training course is to build a pool of competent banking professionals, who can sustain the growing momentum of the banking sector and help to breach new standards of profit margins and customer responsiveness.

Towards that end, the expert faculty at EduCba has designed an exhaustive training program that comprises relevant course content to hone the hard and soft skills of tomorrow's professionals. The course also enhances the skills of existing professionals via a continued learning process. It goes on to create first-day-first-hour industry ready banking professionals.

The banking operations training course description is as follows.

- **Overview of banking sector:** Basic functions of a bank, banking channels, and the organization chart of a bank are the topics covered in this section.

- **Learning about banking operations:** This section is divided into four parts. The topics covered include the account opening process, opening of various types of accounts, need to know your customer (KYC) and anti-money laundering (AML) compliance, and dormant accounts.
- **Understanding about nomination and other principles:** This section is divided into five parts. The topics covered include nomination, non-resident deposits, bank lending principles, and further principles of banks (in two parts).
- **Understanding of working capital and non-fund based limits:** This section is divided into six parts. The topics cover are non-fund based limits and their assessment, working capital and the method of its assessment, securities and their charging and retail loans, and various forms of charging of securities.
- **Learning about lending terms and conditions:** This section is divided into seven parts. Topics covered include mortgages, assignment, lien and set off, lending terms and documents, documentation and the procedure in this regard (in two parts).
- **Nonperforming assets (NPAs):** Covered in seven parts, this section includes post-disbursement activities of a bank (in two parts), nonperforming assets, classification of assets, management of NPAs (in two parts).
- **Learning about the SARFAESI Act:** This section is divided into six parts. You learn about the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act (SARFAESI) Act (2002), processing of payments and the CTS system, products of payment services (in two parts), collection services and foreign exchange.
- **Concept of banking solutions and internet fraud:** Topics covered include core banking solutions, internet frauds (in two parts), the money mule Nigerian scam, and safety measures.

Books Recommended:

1. Banking Operation Management By Bimal Jaiswal, Vikas Publishing, 2017.
2. Management of Banking and Financial Services by Padmalatha Suresh and Justin Paul.
3. Practice and Law of Banking by Asrar H. Siddiqui.
4. Principles of money, Banking and Financial markets by Lawrence S. Ritter and William L. Silber.

AUDITING

S. No	Course No.	Course Title	Credit Hours
1.	MGT-620	Auditing and Assurance	3(3-0)
2.	MGT-621	Forensic and Investigation Auditing	3(3-0)
3.	MGT-622	Internal Control System, Information Systems and Compliance	3(3-0)
4.	MGT-623	Performance Audit and Evaluation	3(3-0)

An in-depth examination of generally accepted auditing standards as well as standards for attestation and other services. Alternative audit models are evaluated for both their practical relevance and their theoretical justification as informed by current research and emerging information technology. The use of computer assisted audit techniques and other computer related technology for obtaining evidence is evaluated in terms of its effectiveness and suitability in diverse audit environments. Methods of evaluating internal controls are considered in light of the risks encountered in new ways of conducting business such as e-commerce. Professional, legal and regulatory environments are examined as they relate to audit risk, audit assessment and audit program planning.

Recommended Books:

1. William Jr, M., Glover, S., & Prawitt, D. (2016). Auditing and assurance services: A systematic approach. McGraw-Hill Education.
2. Arens, A. A. (2017). Auditing, an integrated approach/Alvin A. Arens, James K. Loebbecke. Prentice-Hall, Englewood Cliffs, NJ.
3. Hall, J. (2018). Information system auditing and assurance. International Thomson Publishing.

Every organization faces the risk of financial loss due to fraud, but maintaining an effective audit function can help mitigate that risk. Auditors, both external and internal, must have a thorough knowledge of fraud detection and prevention to effectively fulfill their mission. Additionally, one of the best measures that any organization can take to mitigate the loss associated with fraud is to equip employees with the skills and techniques needed to detect and prevent it. Main Topics Covered are as follows: Introduction to financial statements and key ratios & maturity of financial reporting, role of internal audit in fraud detection, overview on forensic auditing and accounting, Corporate frauds: financial statement frauds and corporate frauds, case studies on banking frauds & corporate frauds, laws related to Forensic, investigation and Live studies of cyber security threats, red flags etc., tools linked with forensic auditing and accounting.

Course Objectives

Forensic and investigation auditing is important because it presents financial statement and transaction information in a way that is suitable for court. Engagements relating to criminal matters typically arise in the aftermath of fraud. They frequently involve the assessment of accounting systems and accounts presentation in essence assessing if the numbers reflect reality.

- b. Understanding the meaning and concept of forensic auditing & accounting
- c. Framework and coverage of forensic management
- d. Scope of internal auditors in fraud management
- e. Financial statement frauds and related misstatements
- f. Various fraud case studies

Recommended Books:

1. Singleton, T. W., & Singleton, A. J. (2018). Fraud auditing and forensic accounting (Vol. 11). JohnWiley & Sons.
2. Practical Auditing by Spicer & Pegler's by Butter worth & Co. Ltd., Latest Edition
3. Bologna, J., & Shaw, P. D. (2017). Corporate crime investigation (p. 1). Boston: Butterworth-Heinemann.

MGT- 622

Internal Control System, Information Systems and Compliance

3(3-0)

Definition, meaning, categories of internal control, systems of internal control, key components and important elements of internal control, limitations on the effectiveness of internal control/audit, evaluation of internal controls and accounting systems, substantive procedure, and analytical procedure, tests of controls: purchase system, sales system, payroll system, inventory system, cash system, capital and expenditure, controls in small entities, internal control in an EDPenvironment, compliance techniques, substantive testing, analytical review, use of computer assisted audit techniques (CAATs)

Recommended Books:

1. Auditing by A.H. Millichamp published by British Library Continuum
2. International Standards on Auditing (ISAs), issued by IFAC, and published by ICAP

MGT- 623

Performance Audit and Evaluation

3(3-0)

This course focuses on critical planning aspects, techniques for conducting performance audits, and standards and techniques for reporting audit results. Management uses Program Evaluation as a tool to improve program design and influence policy choices. It is management's responsibility to evaluatefraud risk and implement an appropriate fraud prevention program. This course is an introduction to performance auditing basics (sub-topics include overview,performance auditing and evaluation definition, and types of performance audits), Planning Performance Audits (sub-topics include Pre- Audit Survey, Audit Objectives, Scope, and Methodology, Audit Risk Considerations Management'sResponsibility for Internal Control, Nature and Profile of the Audited Program, Audit Planning Tools,Preparing the Audit Plan), Conducting Performance Audits (sub-topics include overview, Using Evidence Provided By Others, Using Evidence Obtained From Information Systems, Data CollectionMethods, Data Analysis Methods, Basic Statistics for Audit Analysis, Elements of a Finding, Audit Documentation Principles, Challenges Conducting Audits), Reporting on Performance Audits (sub- topics include Overview, why Issue audit Reports? required report contents, guidance on report quality elements, report issuance and distribution, reporting basics). Impact of Results-Oriented Laws& Initiatives on Performance Audits (sub-topics include Overview, Results-Oriented Legislation andInitiatives, Government Performance and Results Act (GPRA) of 1993, GPRA Modernization Act of2010 (Public Law 111-352).

Course Objectives

- b. Summarize current performance auditing standards and terminology
- c. Summarize and defend performance audit planning efforts and strategies
- d. Apply techniques for conducting performance audits
- e. Discuss performance audit results and recommendations based on the elements of a finding
- f. Outline the requirements and standards for reporting on performance audits
- g. Relate results-oriented laws and initiatives to performance audits

Recommended Books:

1. Lonsdale, J., Wilkins, P., & Ling, T. (Eds.). (2011). Performance auditing: Contributing to accountability in democratic government. Edward Elgar Publishing.
2. McDavid, J. C., Huse, I., Hawthorn, L. R., & Ingleson, L. R. (2012). Program evaluation and performance measurement. Sage.
3. Wholey, J. S. (2007). Monitoring performance in the public sector: Future directions from international experience. Transaction Publishers.

Taxation

S. No	Course No.	Course Title	Credit Hours
1.	MGT-624	Corporate Taxation	3(3-0)
2.	MGT-625	Sales Tax, Excise Duty and Customs	3(3-0)
3.	MGT-626	Local and Provincial Laws	3(3-0)
4.	MGT-627	Global Taxation	3(3-0)

The course intends to give an insight into evolution and development of sales tax in Pakistan during last 20 – 22 years. Basic and fundamental concepts, rationale and functions of customs duties/tariff and of Customs Act will be discussed. Basic concepts of Federal Excise Act and duties will be introduced. The students will be given an overview of sales tax on services as introduced through Provincial Sales Tax Acts of Sindh and Punjab. The students, after studying the course, should be able to know as to which provision of law will be applicable to a particular situation and how the same has been interpreted by the courts.

Textbook(s)/Supplementary Readings

1. The Modern VAT by Liam Ebrill, Michael Keen, Jean-Paul Bodin and Victoria Summers.
2. The Sales Tax Act, 1990.
3. The Customs Act, 1969.
4. The Federal Excise Act, 2005.
5. Important reported Case Law.

MGT-626 Local and Provincial Laws 3(3-0)

1. Local Government System
 - (i) Concept of Local Government System.
 - (ii) Worldwide experience.
 - (iii) Local Govt. System in Pakistan Background.
2. Punjab Local Government Ordinance, 2001
 - (a) Functions and powers of:
 - (i) District Governments
 - (ii) Tehsil / Town Municipal Administrations
 - (iii) Union Administrations
 - (iv) Recent amendments/role of local government. (v) Merits/demerits and success/failure of Local Government System in the Punjab
 - (b) Punjab Local Government Commission. (c) Citizen Community Boards (CCB) (d) Local Government Finance.

Recommended text:

7. The Punjab Local Government Property Rules, 2003.
8. The Punjab district Government Rules of Business, 2001
9. The Punjab Local Government (Taxation) Rules, 2001.

10. Muslim Family Laws ordinance, 1969.
11. Child Marriage Act.
12. Wasteful Expenditure Act.

MGT-627 Global Taxation 3(3-0)

Introduction, objectives of the Course and basic concepts (3 hours)

Introduction and objectives of the Course

5. Introduction to international tax planning
6. Pragmatic approach – concepts for future use
7. Discussion of the main instruments and structures
8. Discussion and exchange of opinions

b. Basic Concepts

6. Tax planning versus tax fraud and tax evasion
7. Tax avoidance
8. Fraud
9. Simulation
10. Abuse of law “Definition” of international tax planning and its limits

The issue of international double taxation International tax law and application conflicts

8. Relation between internal and international sources
9. Subjective and objective incidence
10. Territoriality
11. Hierarchy of tax rules Connecting elements
12. Subjective / Objective Some relevant concepts
13. Base companies, Holding companies, Service companies, Trading companies, Other Treaty shopping
14. Dual companies

Recommended books

1. Rohatgi, Roy, “Basic International Taxation”, Londres, 2002
2. Haufler, A. (2001). Taxation in a global economy: theory and evidence. Cambridge University Press.
3. Jones, John F. Avery (et al.), Tax Law: Rules or Principles, in “Fiscal Studies”, Vol. 17, no. 3, 1996

Annexure 3: SURVEY OF GRADUATING STUDENT

The survey was conducted from students graduating in Spring 2020. There were 30 respondents. The survey reveals that the BS Commerce programme has following good aspects:

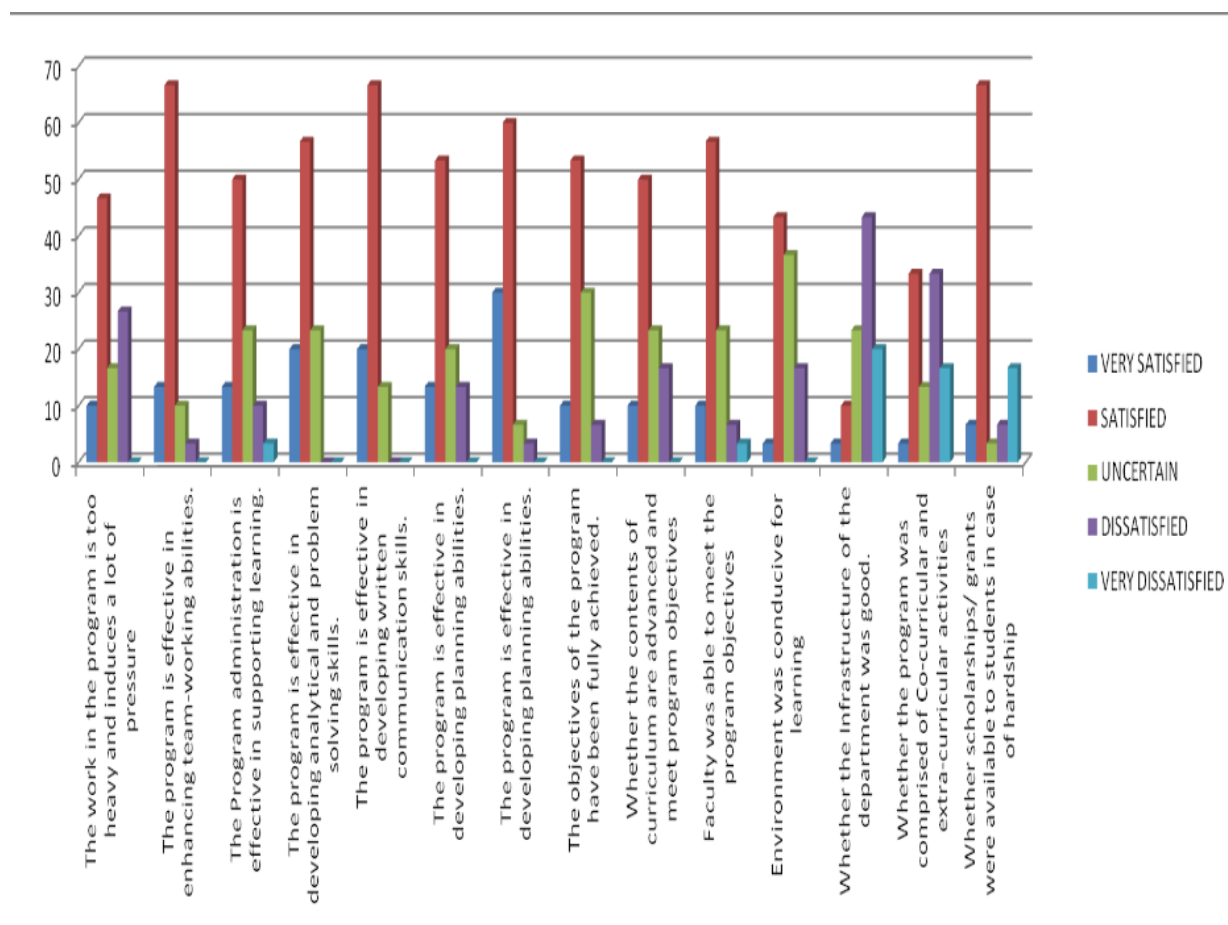
- The programme enhanced the graduates' team working ability
- The programme developed the graduates' independent thinking
- The programme improve the graduates' communication skills
- The content of curriculum and faculty met the programme objectives
- There were sufficient scholarship and financial aids for needy students

However, the graduates believe that the programme lacked in co-curricular/extra-curricular activities like event management activities, seminars and workshops. Also the infrastructure, including campus administration, was not sufficient to fulfill all the objectives of the programme.

Graduates identified the aspects that need to be improved like:

- The course contents should be aligned in such a way that the topics may not repeat
- Permanent faculty needs training and behavior improvement
- Seminars and industry tours must be carried out regularly
- Registration procedure in every semester should be shortened and preferably automated

The detailed analysis of the survey (Proforma – 3) is on the following page. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, Very Dissatisfied



Annexure 4: FACULTY SURVEY

The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and jobsatisfaction:

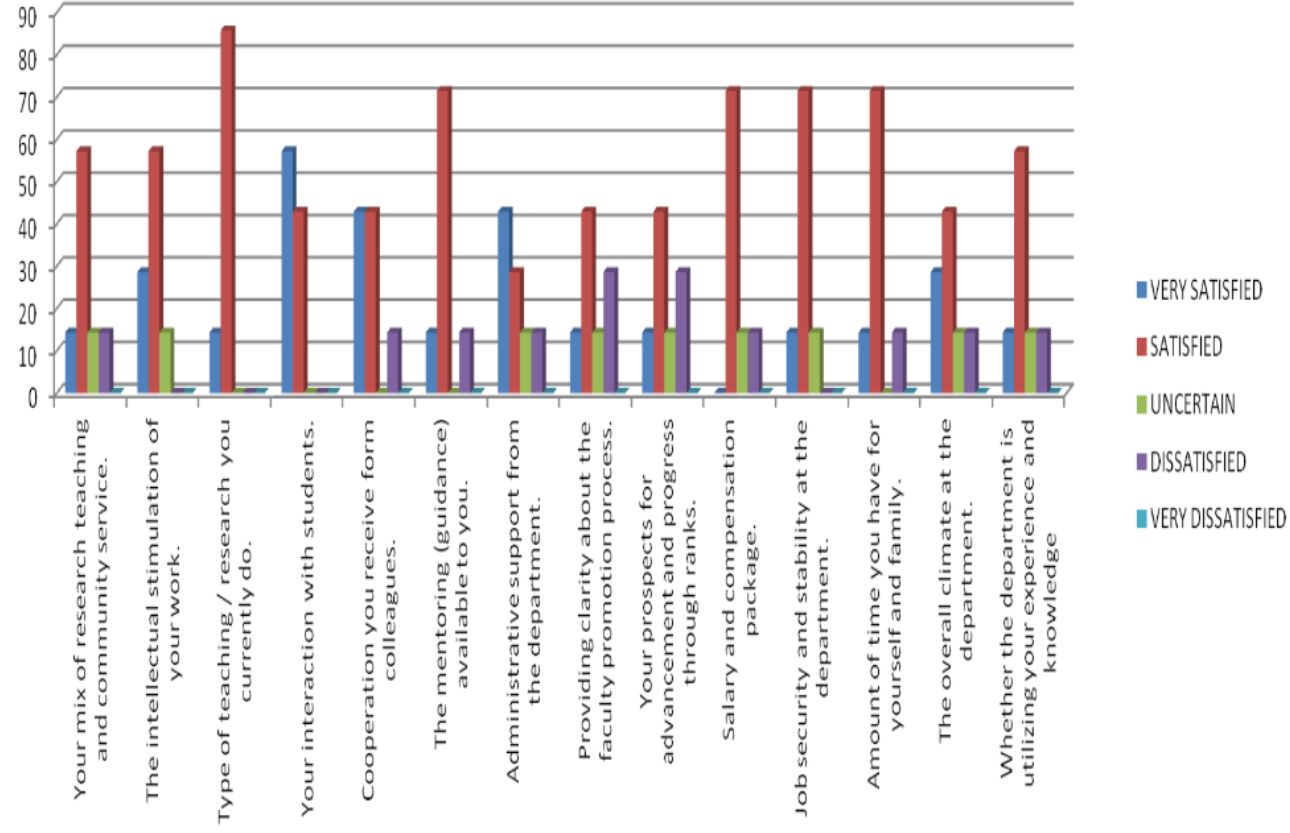
- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty's further education, working hours etc.

The survey also brought in to light the factors that can improve faculty's motivation and job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks' summer vacations
- Well equipped computing lab and library

The detailed results of the survey (**proforma-5**) are shown on the graph below.

The analysis is done on a scale of 5: Very Satisfied, 4: Satisfied, 3: Uncertain, 2: Dissatisfied, and 1: Very Dissatisfied.



Annexure 5: FACULTY RESUME



Faculty Resume

S.N	Teacher's Name
1.	Dr. Muhammad Razzaq Athar
2.	Dr. Farida Faisal
3.	Dr. Bushra Zulfiqar
4.	Dr. Ahmed Imran Hunjra
5.	Dr. Afsheen Fatima
6.	Dr. Zia Ur Rehman
7.	Aleem Akhtar
8.	Kalim Ullah
9.	Shuja Ilyas
10.	Sidra Akhtar
11.	Kashif Saeed
12.	Zoia Khan

Name	Dr Muhammad Razzaq Athar																							
Personal	Assistant Professor, UIMS, PMAS-AAUR 0333-5521470																							
Experience	24 years of Teaching Experience One out of 24 years in Arid University																							
Graduate Students Postdocs Undergraduate Students HonourStudents	Post Graduate: <table><tr><td>Years</td><td>Degree</td><td>Name</td></tr><tr><td>2011</td><td>MBA</td><td>M. Arslan Hafeez</td></tr><tr><td>2011</td><td>MBA</td><td>Saba</td></tr><tr><td>2011</td><td>MBA</td><td>Marriam</td></tr><tr><td>2011</td><td>MBA</td><td>Noor</td></tr><tr><td>2011</td><td>MBA</td><td>M. Basit Naseem</td></tr></table> Graduates: <table><tr><td>Years</td><td>Degree</td><td>Name</td></tr></table>			Years	Degree	Name	2011	MBA	M. Arslan Hafeez	2011	MBA	Saba	2011	MBA	Marriam	2011	MBA	Noor	2011	MBA	M. Basit Naseem	Years	Degree	Name
Years	Degree	Name																						
2011	MBA	M. Arslan Hafeez																						
2011	MBA	Saba																						
2011	MBA	Marriam																						
2011	MBA	Noor																						
2011	MBA	M. Basit Naseem																						
Years	Degree	Name																						

Publications	1. M. Razzaq Ather, Ashfaq Ahmad and Kshif ur Rehman (2011) "An investigation of performance of public sector organizations" <i>Interdisciplinary journal of contemporary research in business</i>. Vol. 3 No 3. 2. Ashfaq Ahmad, Mumtaz Ali, M. and Razzaq Ather, Ashfaq (2011) "Performance Assessment of Private Organizations in Pakistan: A case of selected organizations of Rawalpindi/ Islamabad". <i>European Journal of Social Sciences</i>, Vol. 20 No. 3. Pp. 523-529. 3. Rizwan Junaid, Dr. Tahseen Mahmood Aslam, Dr. Muhammad Razzaq Athar, Nazir Ahmad Malik, Rana Zamin Abbas (2012) "Intellectual Death". <i>International Journal of Business and Social Science</i> Vol. 3 No. 11; June 2012, pp.247-259. 4. Akhlaque Ahmed Siyal¹, Umbreen Sharif², Muhammad Razzaq Athar³ (2012) "Individual company related economic and investment behavior". <i>Actual problems of economics</i>. vol. 2, No.4, 2012. 5. Akmal Shahzad¹, Khalid Mahmood Lodhi², Muhammad Razzaq Athar³ (2012) "Determinants of interest rate spread: An empirical explanation". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 6. Akmal Shahzad¹, Arifa Andleeb², Muhammad Razzaq Athar³ (2012) "Impact of technology on interest rate: Evidence from the banking sector of Pakistan". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 7. Asad Khan¹, Fawad Aslam Khattak², Muhammad Razzaq Athar³ (2012) "Effects of organizational ethics on turnover intentions". <i>Actual problems of Economics</i>. vol. 2, No.4, 2012
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Name	<i>Dr. Farida Faisal</i>
Personal	University Institute of Management Science (UIMS), Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi. Ph: +92-51-9290155 E-mail: farida.faisal@uaar.edu.pk
Experience	16/ 01/ 2012 - to date ; Associate Professor ; UIMS Arid Agriculture University, Rawalpindi 1996 to 17/ 01/ 2012; Assistant Professor
Honorand Awards	N/A
Memberships	N/A
Graduate Students Postdocs Undergraduate Students	N/A
Service Activity	*Taught Graduate and Post Graduate Classes. Subjects: Marketing Management, Economics, Business Communication, Business Administration, Organisation Development; *Developed course outlines and new teaching methodologies. *Supervised internship reports prepared by outgoing M.Com students and projects of BBA honrs Students
Brief Summary of Research Interest	<i>Human Resource, Self perceived employability attributes, Brain Drain, Knowledge Management, Diversification, Unemployment and employment, Inflation, Poverty Alleviation Balance of Payments,</i>

<i>Publications</i>	1. Faisal, F. & Rizavi, S.S. (2011). Sustaining Gender Equity and Work Performance: Employment of Educated Women in the Public Sector of Pakistan. <i>European Journal of Social Sciences</i>, 20(2), 357-368. 2. Faisal, F. & Rizavi, S.S. (2011). Wanting to Work or Working for Wants: Intrinsic Work Preference among Educated Female Public Servants in Pakistan. <i>International Journal of Business and Social Science</i>, 2 (10), 112-118. 3. Faisal, F. (2010). Measuring Perceptions of Work Environment among Educated Female Public Servants in Pakistan. <i>Pakistan Economic and Social Review</i>, 48(1), 1-31. 4. Faisal, F. (2011). Public Policy and Gender Mainstreaming Strategy: Redressing Gender Inequality. <i>Interdisciplinary Journal of Research in Business</i>, 1(7), 8-16. 5. Faisal, F. (2011). Gender Bias in Conventional Economic Literature: Towards Gender-responsive Economic Scholarship. <i>Interdisciplinary Journal Of Contemporary Research In Business</i>, 3(3), 683-692. 6. Faisal, F. (2011). Impediments to Women's Equitable Employment: Global Scenario. <i>Australian Journal of Business and Management Research</i>, 1(3), 89-98. 7. Faisal, F. (2011). Individual and Structural Determinants of Intrinsic Work Preference among Female Public Servants in Pakistan. <i>Impediments to Women's Equitable Employment: Global Scenario. Australian Journal of Business and Management Research</i>, 1(3), 63-74.
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Name	BushraNasreen
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Personal	Girls Suprintendent House ,Colony # 1,University of Arid Agriculture Rawalpindi Cell# 0332-5200391, Off.Ph# 051-9290119 Date of birth: July1, 1973 Marital status: Married
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Experience	December 1998 to date Assistant Professor UIMS University of Arid Agriculture, Rawalpindi.
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Additional Charge	Warden, Fatima Jinnah Hall PMAS - Arid Agriculture University, Rawalpindi. Deputy Director Students Affair.
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Publication	1. Zulfiqar, B., & Malik, I. R. (2019). Analyzing Impact of Corporate Governance on Financial Performance of Firms in Emerging Markets of South Asia. Published in Pakistan Journal of Social Issues, 10, 109-127. 2. Bushra Zulfiqar, Fahadullah Aslam, Sadaf Kasim, Akmal Shahzad. Dividend Payout Policy of Islamic Banks Vs. Conventional Banks in Pakistan: Moderating Effect of Corporate Governance. International Journal of Management 11(11), November 2020, 614-628. 3. IU Munir, S Hussain, MS Ijaz, Zulfiqar (2020) Do Gender and Financial Literacy Matter? A Study Relevant on the Relationship Between Emotional Intelligence and Investment Behavior? International Journal of Management, 11 (8), 1885-1894. 4. Akmal Shahzad, Bushra Zulfiqar, Muhammad Imran, Farooq, Shumaila Bibi, Abdul Kashif Rauf, Tahira Mehmood. (2020). Influence of working capital management on organization performance: a case study of manufacturing industry of Pakistan. PalArch Journal of Archaeology of Egypt / Egyptology, 17 (1), 8710-8719.
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Name	AHMED IMRAN
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Personal information	University Institute of Management Sciences - PMA Arid Agriculture University Rawalpindi, Pakistan 051-9290155 Mob: 0345-7162527, E-mail: ahmedhunjra@gmail.com
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Experience	• Lecturer at Arid Agriculture University, Rawalpindi (UIMS) from December 2011 to date. • Visiting Faculty member at Arid Agriculture University, Rawalpindi (UIMS) from March 2011 to December 2011. Following subjects are of special interest at UIMS-PMAS-AAUR: • Corporate Finance • Business Math & Stats • Visiting Faculty member at Quaid-i-Azam University (QASMS) from October 2010 to December 2011. Following subjects are of special interest at QAU: • Business Math & Stats • Principle of Accounting • Visiting faculty member at Allama Iqbal Open University (AIOU) from July 2008 to date. Following subjects are of special interest at AIOU: • Financial Management • Research Methods and Skills • Thesis Writing • Workshop Expert • Sub Examiner • Visiting faculty member at Chenab College of Advance Studies, Faisalabad from December 2013 to date at M-Phil level. Following subjects are of special interest at: • Research Method Skills • Workshop-1 (Research Paper Writing) • Visiting faculty member at Foundation University Institute of Engineering and Management Sciences, Rawalpindi from February 2011 to Jun 2011. Following subjects are of special interest at: • Principle of Accounting • Financial Management • Corporate Finance • Research advisor at Arid Agriculture University Rawalpindi, from January 2012 to date at BBA, MBA and MS level. • Research advisor at Iqra University Islamabad, from February 2011 to date at MS level.
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Honor and Awards	-
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Membership	1. Global Development Network (GDNET) 2. South Asian Network Development and Environmental Economics (SANDEE) 3. Research Foundation for Humanity
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Theses Supervision of Graduate and Under Graduate Students	Supervising the research theses of BBA, MBA and PhD since 2007, and the number of these students is at least one hundred, which I cannot mention individually.
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Service Activity	NIL
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Brief Statement of Research Interest	To utilize my skills with a growing team of professionals, promoting quality of work and seeking learning and growth opportunities to achieve personal and corporate goals.
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Publications	Batool, A. I. Hunjra, B. Z. Butt, and A. Andleeb, “Exchange Rate Fluctuation: An Experience of Pakistani Manufacturing Sector Return”. Paper is accepted for publication in Journal of Economics and Behavioral Studies,ISSN: 2220-6140. Q. Abbas, A. I. Hunjra, R. I. Azam, and R. Saeed, “Analysis of Pre and Post Merger and Acquisition Financial Performance of Banks in Pakistan”. Paper is accepted for publication in Information Management and Business Review(UAE). Vol.5 (05), p, ---: May, 2014. ISSN: 2220-3796.
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Research Grants and Contracts	NIL
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Name	<i>Afsheen Fatima</i>
<i>Personal</i>	UIMS, PMAS-AAUR Off: 051-9290155 Mob: 0333-5473931
<i>Experience</i>	December, 2011 Lecturer at UIMS, PMAS-AAUR February, 2007 Asst. Director at UIMS, PMAS-AAUR
<i>Memberships</i>	Assistant Editor for Journal of Business Management Studies (JBMS)

*Brief Statement of
Research Interest*

Thirst for making significant and original contribution towards knowledge and practice through quality research.

Conference Publications	
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1. Imran Rabia and **Fatima, Afsheen** "Predicting job satisfaction through rewards: stress as a mediator" (2012) Abstract book, International conference on Industrial and Organizational Psychology: Trends, Challenges and Applications (April 19, 2012), Islamabad, Pakistan Vol: pp:- (Conference Publications)
2. Zahoor, Faiza, Imran rabia, and **Fatima, Afsheen** "The impact of transformational leadership on employee commitment: an empirical evidence from banking sector of Rawalpindi and Islamabad" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)
3. Mahmood, Khalid; **Fatima, Afsheen** and Zahoor, Faiza "Impact of organizational culture on organizational performance and leadership as a mediator" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)

1. Fatima, Afsheen "Awakening Individual's Change Commitment: The Role of Emotional and Spiritual Intelligences", 3rd International Conference on Business, Economics and Tourism Management - CBETM 2012, 26-28 October, to be held in Hong Kong
2. **Fatima, Afsheen;** Iqbal, Muhammad Zahid and Imran Rabia (2012) " Organizational Commitment and Counterproductive work behavior: Role of employee empowerment" The Sixth International Conference on Management Science and Engineering Management (November), to be held in Islamabad, Pakistan
3. **Fatima, Afsheen** and Iqbal, Muhammad Zahid (2012) "Impact of horizontal interpersonal conflicts on organizational commitment" (2012) Proceedings of International Symposium on Business, Economics and Financial Applications, Kefalonia, Greece. (Conference Publications)
4. **Fatima, Afsheen,** Awan, Sajid Hussain & Imran,Rabia(2011) Stress and Organizational Rewards: Predictors of Job Satisfaction, presented in International Management Conference (IMaC 2011) at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.
5. Imran, Rabia, **Fatima, Afsheen,** Noreen, Umara and Awan, Sadia (2011)Work Environment as a Predictor of Employee Performance: Gender as a Moderator, presented in *International Management Conference (IMaC 2011)* at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.
6. **Fatima, Afsheen,** Qureshi, Atif& Iqbal, Muhammad Zahid (2011) Predictors and Outcomes of Organizational Commitment: Moderating Role of Spiritual Leadership, presented in 11th National Research Conference at SZABIST, Islamabad, held from January 19-20, 2011.
7. **Fatima, Afsheen&** Awan, Sajid Hussain (2010) Impact of Emotional Intelligence on Transformational leadership in telecom sector of Pakistan, presented in 10th National Research Conference at SZABIST, Islamabad.

Journal Publications

1. **Fatima, Afsheen,** Imran, Rabia and Awan, Sajid Hussain (2011). Emotional Intelligence and Transformational Leadership: Finding Gender Differences. World Applied Science Journal, Vol.14 No.11, pp. 1734-1743., ISSN: 1818:4952. ISI Master list journal.
2. Imran, Rabia, Saeed, Tahir, Haque, Anis, M., &**Fatima, Afsheen** (2010).

Organizational climate: predictor of innovative work behaviour. *African Journal of Business Management*. Vol. 4(15), pp. 3337-3343, 4 November, 2010 , ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105

3. **Fatima, Afsheen**, Imran, Rabia& Zaheer, Arshad (2010).Emotional Intelligence and Job Satisfaction: Mediated by Transformational Leadership. *World Applied Science Journal*.Vol.10, No.6, pp. 612-620., November 2010, ISSN: 1818-4952. ISI Master list journal.
4. Khan, Rabia, Rehman, Abaid& **Fatima, Afsheen** (2009). Transformational leadership and organizational innovation: Moderated by organizational size. *African Journal of Business Management*. Vol. 3 (11), pp. 678-684, November 2009, ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105
5. Fatima, A. (2020). Fostering Knowledge-Sharing Behavior: A Proposed Model for the Hospitality Industry of Pakistan. Accelerating Knowledge Sharing, Creativity, and Innovation through Business Tourism.
6. Fatima, A., Saba, S., Zaheer, S., Mahmood, K., Zaidi, S. M. I. H., & Khan, F (2020). Antecedents and Outcomes of Knowledge Sharing Behavior: Moderating Role of Hope. *International Journal of Innovation, Creativity and Change*. www.ijicc.net Volume 14, Issue 12
7. Hina Shahab, Afsheen Fatima, and Muhammad Hasnain Ali (2019). The role of Ergonomics and Quality of Work Life towards Increasing Employee Productivity. *The Dialogue*, 14(3).
8. Hina Shahab, Nasir Mehmood, Afsheen Fatima, Iffat Rasool (2018). Wishful Thinking and Professional Commitment: The Forebears of Organizational Citizenship Behavior. *UW Journal of Management Sciences*, Vol. 1, Issue No. 2

Name	<i>Zia ur Rehman</i>
Personal	Address: B-86 Gulistan colony Wahcantt Cell # 03015052520
Experience	2007-date Lecturer Management Sciences at University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi 2004-2007 MIS & Marketing officer at Ecopack Ltd.
Education	MS(MS) Marketing SZABIST Islamabad(Waiting for Thesis Defense) M.B.A.(Marketing) COMSATS Institute of Information Technology(2006) B.Com., University of Punjab(2004)
Membership	-
Brief Statement of Research Interest	<i>Relationship quality and customer loyalty</i>
Publications	Raza, A., & Rehman, Z. (2012). Impact of relationship marketing tactics on relationship quality and loyalty: A case study of telecom sector of Pakistan. <i>African Journal of Business Management</i> Vol. 6(14), 5085-5092.
Other Research or Creative Accomplishment	
Selected Professional Presentations	Presented two research papers on marketing issues in 8th and 9th National Research Conferences on Management & Computer Science held at SZABIST, Islamabad

Name	<i>Aleem Akhtar</i>
Personal	Permanent Address: House no.P-890, street no. 2, G.M.Abad Faisalabad Temporary Address: House no.DK 276, Sector 4B Khayaban Sir Syed Rawalpindi. Mobile +923335745363 Email: aleemakhtar677@uaar.edu.pk
Experience	• Currently Working as Lecturer (BPS-18-from 10-02-2015) University Institute of Management Sciences, PMAS-Arid Agriculture University, and Rawalpindi. I taught following subjects which relate to my specialization Banking and Finance: 1. Financial Accounting 2. Cost Accounting 3. Managerial Accounting 4. Islamic Banking 5. Money and Banking 6. Corporate Finance I also taught following subject relating to Management Sciences and Economics Degree: 1. Principle of Management 2. Introduction to Marketing 3. Human Resource Development 4. Managerial Economics 5. Marketing System Analysis 6. Rural Development . • Six-month Experience as Assistant Director University Institute of Management Sciences, PMAS-Arid Agriculture University, Rawalpindi. • Six-month Experience as Campus Maintenance Officer in the office of Estate Care and Security in PMAS-Arid Agriculture University, Rawalpindi. • Eleven-month Experience as Marketing Officer at PMAS-Arid Agriculture University, Rawalpindi
Honor and Awards	None
Membership	None
Theses Supervision of Graduate and Under Graduate Students	Supervising the research theses of BBA& MBA since 2007, and the number of these students is at least one hundred, which I cannot mention individually.
Service Activity	NIL
Brief Statement of Research Interest	I have great interest in economic/business research. Now a days statistics & econometrics are the main tools used for this purpose and currently I am fully focused to equip myself with these trchniques.
Publications	May,2014 International Journal of Economics and Business Studies. The Impact of Ownership Structure and Board Composition on Dividend Policy
Research Grants	

and Contracts	NIL
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Name	<i>Kaleem Ullah</i>
Academic Profile	Ph.D in Finance (In progress) Islamia College, Peshawar, Khyber Pakhtunkhwa MS in Financial Innovation and Business Creation Jonkoping International Business School, Jonkoping, Sweden 2010-2012 Research thesis: Role of Women in Family Businesses, Opportunities and Challenges MS/MBA: Master of Science in Business Administration (MBA): Finance, University of Peshawar, Peshawar, Khyber Pukhtonkhwa 2009- 2010 Key units: Financial management, Managerial economics, corporate banking, financial analysis, Management Accounting, Financial Accounting Research methods, international Finance, Operational research, Strategic Management, Human resource management , Marketing Management. • Master thesis on automobile industry situation is Pakistan. BBA (hons): Bachelor of Science in Business Administration: Finance, University of Peshawar, Peshawar, Khyber Pukhtonkhwa 2004- 2008 Key units: Monetary theory and policy, business Policy, business finance, Public finance Macroeconomic theory, Communication Skills, Economics of Money and banking, Instruction methods, subject methods, Management • Course Project: Askari leasing Limited Internship report.
Experience	Teaching Experience Teaching in ARID AGRICULTURE UNI SINCE 2014 Teaching Expertise Can teach any subject in the Business Administration discipline.

	<u>Professional Experience:</u> PMAS ARID UNI: Since 2014 Mc Donald's Sweden: April 2012 – October 2012, worked as a night shift leader. Managing night shift workload of the franchise. Inventory management, sales and workers management were main areas of focus. Student Counseling Services: January 2009 – August 2010, served as a finance manager and student counselor. Dealing all students matters and the financial matters of the firm. Oxford Public School: April 2006 – March 2009, served as a Science teacher.
Honor and Awards	Got recognition from the Professor working in the family business field in the USA; MS Research thesis published by a German publishing company.
Theses Supervision of Graduate and Under Graduate Students	- Successfully supervised thesis of ten MS students. - Supervised at least fifty under graduates for their research project
Service and other Activities	- Teaching of courses, research supervision, exam supervision and any other related administrative work. - Providing consultancy services to HEARTFILE a non government organization, since 2008.
Brief Statement of Research Interest	Family businesses are distinctive and possess exceptional succession processes. While there is a body of literature on succession problems, yet there is a lack of incorporation of family business and entrepreneurial activity in the research literature. I would like to continue my research in the Family business field focusing on, how the entrepreneurial activities are transmitted from generation to generation in the family business
Publications	-

Name	SHUJA ILYAS CHAUDHRY
Personal	H No. 69 Street 20, Cell No:- 0312-9561614 G-8/1, Islamabad. E-mail: shujay3k@yahoo.com

	<u>shuja@uaar.edu.pk</u>
Experience	UNIVERSITY OF ARID AGRICULTURE, RAWALPINDI Dec. 2011- Present <u>Assistant Professor</u> • Actively participated in faculty meetings regarding curriculum redesign • Generated all lesson planning, attendance, grade records, exam design and administration. UNIVERSITY OF ARID AGRICULTURE, RAWALPINDI Sep. 2000- Dec. 2011 Lecturer • Involved in activities for the advanced student and their related course selection while demonstrating the ability to research, analyze, coordinate and document. • Enhanced the learning process through real life examples from corporate management, cost containment and operations management. • Made recommendations on price, product, promotion and communications for the sales team in increasing the sales.
Honor and Awards	None
Membership	None
Theses Supervision of Graduate and Under Graduate Students	Supervising the research theses of BBA& MBA since 2007, and the number of these students is at least one hundred, which I cannot mention individually.
Service Activity	NIL
Brief Statement of Research Interest	I have great interest in economic/business research. Now a days statistics & econometrics are the main tools used for this purpose and currently I am fully focused to equip myself with these techniques.
Publications	Effect of Transformational and Transactional Leadership on Employee Performance; mediating role of Knowledge Management Published in Jokull Journal (Impact factor 1.604) ISSN : 0449-0576 Risk Factors of Child Mortality Using Logistic Regression Model, Published in Pensee Journal (Impact Factor 0.06) ISSN: 0031-4773 Impact of Negative Emotions on leader's Performance (An empirical study of banking sector of Pakistan) IJTEMT, ISSN: 2321-5518
Research Grants	

and Contracts	NIL
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Name	Sidra Akhtar
Academic Profile	P.HD (MANAGEMENT STUDIES) Air university Islamabad M. Phil (LMS) Leadership and management studies NDU (National Defence University) MSC(LMS) Leadership and management studies (National Defence University)
Experience	<u>As intern</u> Askari bank <u>As teacher</u> Capital Education System (2.5 year) <u>University</u> <u>Teaching</u> <u>Experience:</u> Working in ARID AGRICULTURE UNIVERITY (Aug 2019-till date)
Honor and Awards	Got 3 rd position and bronze medal in B.sc
Theses Supervision of Graduate and Under Graduate Students	- Successfully supervised thesis of bachelors students. - Supervised at least fifty under graduates for their research project
Service and other Activities	- Teaching of courses, research supervision, exam supervision and any other related administrative work.

Brief Statement of Research Interest	To create value for esteemed organization by utilizing my managerial skills with learning spirit as being innovative. I want to work with an organization that can give me ample opportunities to grow so that I will be able to help in the growth of the organization and will be able to enhance my skills and my capabilities.
Publications	-

Name	<i>Syed Kashif Saeed</i>
Personal	Date of Birth: May 04 1968 Address Flat No. 15, Block No. 3-A Gali No. 25, I-8/1, Islamabad Telephone No: 051-4437990 & 0334-5065490
Experience	Date: 01-11-2006 to date Title: Assistant Professor Institution: UIMS- Pir Mehr Ali Arid Agriculture University Rawalpindi. Date: 21-09-1996 to 31-12-2001 Title: Lecturer Institution: Preston University, Islamabad. Date: 01-01-1994 to 20-09-1996 Title: Assistant Works Manager (Admn) Institution: Pakistan Ordnance Factories, WahCantonement. Date: 03-12-1992 to 31-12-1993 Title: Statistical Officer Institution: Ministry of States & Frontier Region, Islamabad. Date: 05-08-1990 to 02-12-1992 Title: Statistical Assistant Institution: Population Census Organisation, Statistics Division, Islamabad.
Honor and Awards	Received letter of appreciation from late Dr. Mehboob-ul-Haq

Membership	None
Theses Supervision of Graduate and Under Graduate Students	Supervising the research theses of BBA& MBA since 2007, and the number of these students is at least one hundreded, which I cannot mention individually.
Service Activity	NIL
Brief Statement of Research Interest	I have great interest in economic/business research. Now a days statistics & econometrics are the main tools used for this purpose and currently I am fully focused to equip myself with these trchniques.
Publications	1. Asghar, A. & Saeed, S.k. (2012). Diversifying a Pakistani Stock portfolio with Real Estate can Reduce Risk. International Journal of Research in Computer Application and Management, 2(2), 10-16.
Research Grants and Contracts	NIL

Name	<i>Dr Zoia Khan</i>
Personal	Phone: +92-51-5173435 Mobile: +92-331-2712225 E-mail: zoya.khan_zk@uair.edu.pk
Experience	• Lecturer in PMAS- Arid Agriculture University , Rawalpindi April 2020- till now Courses: Principles of Marketing, Operation Management • Lecturer in University of Gujrat Sub Campus, Rawalpindi Sep 2017- Sep 2019 Courses: Principles of Marketing, Brand Management, Consumer Behavior, International Business • Lecturer in Federal Urdu University, Islamabad Feb2012- Feb 2017 Courses: Principles of Marketing, Marketing Management, Brand Management, Advertising, Services Marketing, International Busines
Honor and	Received letter of appreciation from late Dr. Mehboob-ul-

Awards	Haq
Membership	None
Theses Supervision of Graduate and Under Graduate Students	Supervising the research theses of BBA& MBA since 2007, and the number of these students is at least one hundreded, which I cannot mention individually.
Service Activity	NIL
Brief Statement of Research Interest	I have great interest in economic/business research. Now a days statistics & econometrics are the main tools used for this purpose and currently I am fully focused to equip myself with these trchniques.
Publications	• M Qadir, Z Khan, A Javeed, MY Khan (2020), <u>Effect of Trust, Customer Intimacy and Commitment on Customer Loyalty in Pakistani Islamic Banks: The Satisfaction of Customers as Mediating Role</u>, <i>Journal of Emerging Markets</i> 4 (1), 44-62 • Laeeque, S. H., Bilal, A., Hafeez, A., & Khan, Z. (2019). Violence Breeds Violence: Burnout as a Mediator between Patient Violence and Nurse Violence. <i>International Journal of Occupational Safety and Ergonomics</i>, 25(4), 604-613 • Z Khan, MY Khan (2018), <u>Integrating Operation and Marketing Capabilities: Resourced Based View Perspective</u>, <i>Asia Pacific Journal of Emerging Markets</i> 2 (1), 85-95 • Khan,Z & Khattak,A (2017), Developing Brand Relationship Quality through Online Brand Community, <i>Pakistan Journal of Commerce and Social sciences</i>, 11(1), 374-391. • Laeeque, S. H., Bilal, A., Babar, S., Khan, Z., & Ul Rahman, S. (2018). How patient-perpetrated workplace violence leads to turnover intention among nurses: the mediating mechanism of occupational stress and burnout. <i>Journal of Aggression, Maltreatment & Trauma</i>, 27(1), 96-118. • Javed, A & Khan,Z (2014), Sales promotion in relation with advertisement, after sales service, Distribution channels and Communication Skills, <i>International Journal of Research</i>, 1(5), 231-256
Research Grants and Contracts	NIL

Proforma

Faculty Course Review Report

(To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus outline

Department:	UIMS		Faculty:	Management Sciences	
Course Code:	MGT-525	Title:	Introduction to Financial Management		
Session:	2020	Semester :	FALL		
Credit Value:	3	Level:	Undergraduate	Prerequisites:	
Name of Course Instructor:	Dr. Bushra Zulfiqar	No. of Students Contact Hours	Lectures ☐	Other (Please State) ☐	
			Seminars		
Assessment Methods:		6 Quizzes, 4 Assignment s			
give precise details (no & length of assignments, exams, weightings etc)					

Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
No. of Students	42	25	15	2	0	0	0			42
Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade		Withdrawal	Total
No. of Students										

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

- 1) Student (Course Evaluation) Questionnaires
- 2) External Examiners or Moderators (if any)

- 3) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

- 4) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

- 5) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

6) Enhancement: comment on the implementation of changes proposed in earlier Faculty Course Review Reports

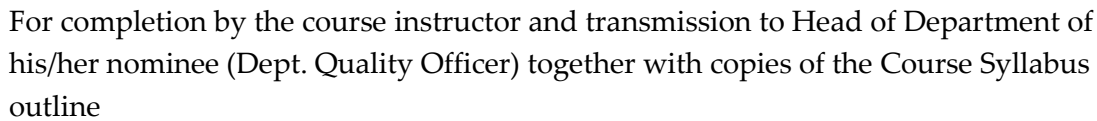
7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name: Dr. Bushra Zulfiqar _____ Date: _____
(Course Instructor)

Name: Dr. Abdul Waheed _____ Date: _____
(Head of Department)

Faculty Course Review Report

(To be filled by each teacher at the time of Course Completion)



Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
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No. of Students	31	20	11	0	0	0	0			31
Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade	Withdrawal	Total	
No. of Students										

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

- 1) Student (Course Evaluation) Questionnaires
- 2) External Examiners or Moderators (if any)

- 3) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

- 4) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

- 5) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

- 6) Enhancement: comment on the implementation of changes proposed in earlier Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name: Dr. Irfan Munir _____ Date: _____
(Course Instructor)

Name: Dr. Abdul Waheed _____ Date: _____
(Head of Department)

Proforma

Faculty Course Review Report

(To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus outline

Department:	UIMS		Faculty:	Management Sciences	
Course Code:	MGT-391	Title:	Business Mathematics		
Session:	2019	Semester:	Fall		
Credit Value:	3	Level:	Undergraduate ☐	Prerequisites:	☐
Name of Course Instructor:	Ms. Sana Rauf	No. of Students Contact Hours	Lectures	Other (Please State)	
			Seminars		
Assessment Methods:		5 Quizzes, 5 Assignments			
give precise details (no & length of assignments, exams, weightings etc)					

Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
No. of Students	52	11	13	12	14	0	2			52

Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade	Withdrawal	Total
No. of Students									

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

1) Student (Course Evaluation) Questionnaires

2) External Examiners or Moderators (if any)

2) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

3) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

4) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

5) Enhancement: comment on the implementation of changes proposed in earlier

Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name:	Ms. Sana Rauf _____	Date:	_____
	(Course Instructor)		
Name:	Dr. Abdul Waheed _____	Date:	_____
	(Head of Department)		

Proforma

Faculty Course Review Report (To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus outline

Department:	UIMS		Faculty:	Management Sciences	
Course Code:	MGT-351	Title:	Introduction to Marketing		
Session:	2019	Semester :	Fall		
Credit Value:	3	Level:	Undergraduate	Prerequisites:	

Name of Course Instructor:	Dr. Muhammad Maroof Ajmal	No. of Students Contact Hours	Lectures ☐	Other (Please State) ☐
			Seminars	
Assessment Methods: give precise details (no & length of assignments, exams, weightings etc)		5 Quizzes, 3 Assignment s		

Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
No. of Students	40	12	17	9	1	0	0			40
Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade		Withdrawal	Total
No. of Students										

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

- 1) Student (Course Evaluation) Questionnaires
- 2) External Examiners or Moderators (if any)

2) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

3) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

4) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

5) Enhancement: comment on the implementation of changes proposed in earlier Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name: Dr. Muhammad Maroof Ajmal _____ Date: _____
(Course Instructor)

Name: Dr .Abdul Waheed _____ Date: _____
(Head of Department)

Proforma

(To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus outline

Department:	UIMS		Faculty:	Management Sciences	
Course Code:	MGT-515	Title:	Introduction to Human Resource Management		
Session:	2019	Semester :	Fall		
Credit Value:	3	Level:	Undergraduate	Prerequisites:	
Name of Course Instructor:	Dr. Muhammad Razzaq Athar	No. of Students Contact Hours	Lectures ☐	Other (Please State) ☐	
			Seminars		
Assessment Methods:		6 Quizzes, 5 Assignments			
give precise details (no & length of assignments, exams, weightings etc)					

Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
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No. of Students	43	0	10	28	3	0	1			43
Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade	Withdrawal		Total
No. of Students										

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

- 1) Student (Course Evaluation) Questionnaires
- 2) External Examiners or Moderators (if any)

2) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

3) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

4) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

5) Enhancement: comment on the implementation of changes proposed in earlier Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name: Dr. Muhammad Razzaq Athar _____ (Course Instructor)	Date: _____
Name: Dr Abdul Waheed (Head of Department)	Date: _____

Proforma

Faculty Course Review Report

(To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus outline

Department:	UIMS	Faculty:	Management Sciences	
Course Code:	MGT-502	Title:	Principles of Auditing	
Session:	2019	Semester:	Fall	
Credit Value:	3	Level:	Undergraduate	Prerequisites:
Name of Course Instructor:	Ms. Anum Shafique	No. of Students Contact Hours	Lectures	Other (Please State)
			Seminars	

Assessment Methods: give precise details (no & length of assignments, exams, weightings etc)	6 Quizzes, 4 Assignments
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Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
No. of Students	39	7	18	15	0	0	0			39
Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade		Withdrawal	Total
No. of Students										

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

1) Student (Course Evaluation) Questionnaires

2) External Examiners or Moderators (if any)

2) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

3) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

4) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

5) Enhancement: comment on the implementation of changes proposed in earlier Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name: Ms. Anum Shafique _____ Date: _____
(Course Instructor)

Name: Dr. Abdul Waheed _____ Date: _____
(Head of Department)

Proforma

Faculty Course Review Report

(To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus outline

Department:	UIMS		Faculty:	Management Sciences	
Course Code:	ENG-301	Title:	Functional English		
Session:	2019	Semester :	Fall		
Credit Value:	3	Level:	Undergraduate	Prerequisites:	
Name of Course Instructor:	Malik Muhammad Faisal	No. of Students Contact Hours	Lectures ☐	Other (Please State) ☐	
Assessment Methods:		6 Quizzes, 4 Assignment s			
give precise details (no & length of assignments, exams, weightings etc)					

Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
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No. of Students	52	13	24	13	0	0	4			52
Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade	Withdrawal		Total
No. of Students										

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

- 1) Student (Course Evaluation) Questionnaires
- 2) External Examiners or Moderators (if any)
- 2) Student /staff Consultative Committee (SSCC) or equivalent, (if any)
- 3) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines
- 4) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)
- 5) Enhancement: comment on the implementation of changes proposed in earlier

Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name:	Malik Muhammad Faisal _____	Date:	_____
	(Course Instructor)		
Name:	Dr.Abdul Waheed_	Date:	_____
	(Head of Department)		

Proforma

Faculty Course Review Report

(To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus outline

Department:	UIMS		Faculty:	Management Sciences	
Course Code:	MGT-404	Title:	Business Communication-1		
Session:	2018	Semester:		Spring	
Credit Value:	3	Level:	Undergraduate	Prerequisites:	
Name of Course	Mr. Atta Rasool	No. of Students	Lectures	Other (Please State)	

Instructor:		Contact Hours	Seminars	
Assessment Methods: give precise details (no & length of assignments, exams, weightings etc)		6 Quizzes, 4 Assignments		

Distribution of Grade/Marks and other Outcomes: (adopt the grading system as required)

Undergraduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	F	No Grade	Withdrawal	Total
No. of Students	40	3	20	12	4	0	0			40
Post-Graduate	Originally Registered	%Grade A	%Grade B	%Grade C	D	E	No Grade		Withdrawal	Total
No. of Students										

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

- 1) Student (Course Evaluation) Questionnaires
- 2) External Examiners or Moderators (if any)

2) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

3) Curriculum: comment on the continuing appropriateness of the Course curriculum in

relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

4) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

5) Enhancement: comment on the implementation of changes proposed in earlier Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name:	Mr. Atta Rasool _____	Date:	_____
	(Course Instructor)		
Name:	Dr.Fareed Faisal _____	Date:	_____
	(Head of Department)		

Proforma

Faculty Course Review Report

(To be filled by each teacher at the time of Course Completion)



For completion by the course instructor and transmission to Head of Department of his/her nominee (Dept. Quality Officer) together with copies of the Course Syllabus

Overview/Evaluation (Course Co-coordinator's Comments)

Feedback: first summarize, then comment on feedback received from: (These boxes will expand as you type in your answer.)

1) Student (Course Evaluation) Questionnaires

2) External Examiners or Moderators (if any)

3) Student /staff Consultative Committee (SSCC) or equivalent, (if any)

4) Curriculum: comment on the continuing appropriateness of the Course curriculum in relation to the intended learning outcomes (course objectives) and its compliance with the HEC Approved / Revised National Curriculum Guidelines

5) Assessment: comment on the continuing effectiveness of method(s) of assessment in relation to the intended learning outcomes (Course objectives)

6) Enhancement: comment on the implementation of changes proposed in earlier
Faculty Course Review Reports

7) Outline any changes in the future delivery or structure of the Course that this semester/term's experience may prompt

Name: Mr. Amir Mehtab _____ Date: _____

(Course Instructor)

Dr. Abdul Waheed

Date:

Name: _____

(Head of Department)

