

University of Poonch Rawalakot, AJK
Faculty of Management, Humanities & Social Sciences
Department of Commerce
Scheme of Studies for BS Commerce, 4 Years Program

Fall 2023 Scheme of study:

S#	Course Code	Course Title	Category	Credit Hrs.
1st Semester (New Policy 2023)				
1	GEN- 3101	Functional English	General Education	3
2	GEN - 3102	General Science	General Education	3(2+1)
3	GEN-3103	Quantitative Reasoning I	General Education	3
4	BSCM-3104	Introduction to Business	Discipline specific	3
5	ECO-3105	Economic Theory and Practice	Interdisciplinary	3
6	BSCM-3106	Financial Accounting I	Discipline specific	3
3rd Semester				
13	BC- 411	Business Law		3
14	BC- 412	Business Taxation		3
15	BC- 413	Introduction to Business Finance		3
16	BC- 414	Advanced Accounting-I		3
17	ARAB- 415	Arabic		3
18	BC-416	Business Psychology		3
5th Semester				
25	STAT-511	Inferential Statistics		3
26	ECO- 512	Managerial Economics		3
27	BC- 513	Financial Management		3
28	BC- 514	Principles of Marketing		3
29	BC- 515	Principles of Management		3
30	BC- 516	Corporate Social Responsibility		3
7th Semester				
37	BC- 611	E-Commerce		3
38	BC- 612	Investment and Portfolio Management		3
39	BC- 613	Operations Management		3
40	BC- 614	Organizational Behavior		3
41	BC- 615	Corporate Governance		3
42	BC-	Elective-II		3

Elective Courses

Finance			
S#	Code	Course Title	Credit Hrs
6	BC-673	Analysis of Financial Statements	3
10	BC-683	International Finance	3

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 1st

Course Outline

Course Code

GEN: 3101

Course Title

Functional English

Credit Hrs: 3(3-0)

Course Objectives: The course is developed to enhance the language skills and critical thinking of students by

- Enabling them to correct use of grammar and language structures
- Enabling them to communicate effectively

Course Contents:

Grammar:

- Basics of grammar
- Parts of speech and their use in communication
- Sentence structure
- Correct use of Tenses
- Active and passive voice
- Practice in unified sentences (unity and coherence)
- Analysis of Phrase, Clause and sentence structures
- Transitive and Intransitive Verbs
- Punctuation and Spellings

Reading skills:

- Comprehension skills
- Literal understanding of text, reading between lines (interpret text), reading beyond lines (to assimilate, integrate knowledge)
- Answers to the questions on a given text

Discussion:

- General topics and everyday conversation (topics for discussion to be at the discretion of the teacher keeping in view the level of the students)
- Introducing ourselves, describing things, recounting past events, agreeing and disagreeing, compare and contrast

Listening:

- To be improved by showing documentaries/ films carefully selected by subject teacher
- Listening and note taking

Translation Skills:

- Urdu to English

Writing Skills:

- Paragraph Writing
Basic structure of paragraph and guidelines for writing an effective paragraph

Speaking Skills:

- Presentation Skills

- Introduction (types of presentation, structure of presentation)
- Prepared and unprepared talks

Note: Extensive reading is required for vocabulary building

Recommended Books:

1. **Functional English**

a) Grammar

1. Practical English Grammar by A. J. Thomson and A. V. Martinet. Exercises 1. Third edition. Oxford University Press. 1997. ISBN 0194313492
2. Practical English Grammar by A. J. Thomson and A. V. Martinet. Exercises 2. Third edition. Oxford University Press. 1997. ISBN 0194313506

b) Writing

1. Writing. Intermediate by Marie-Christine Boutin, Suzanne Brinand and Françoise 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. Brian Tomlinson and Rod Ellis. Oxford Supplementary Skills. Third Impression 1992. ISBN 0 19 453402 2.

d) Speaking

- 1) Ellen, K. 2002. Maximize Your Presentation Skills: How to Speak, Look and Act on Your Way to the Top
 - 2) Hargie, O. (ed.) Hand book of Communications Skills
 - 3) Mandel, S. 2000. Effective Presentation Skills: A Practical Guide Better Speaking
- Mark, P. 1996. Presenting in English. Language Teaching Publications

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Course Outline

Course Code **GEN-3102**
Course Title **General Science**
Credit Hrs:3(2+1)

Objectives:

- Understand scientific concepts
- Differentiate between scientific products and scientific processes
- Understand the underlying principle of science education

Course Outline

Unit I:

Observations 1.2. Hypothesis 1.3. Theory

Unit II:

- Types of matters
- Atomic theory of Matter
- Elements and Compounds
- Mixtures and Solutions
- Force
- Motion
- Speed, Velocity and Acceleration
- Laws of Motion
- Light and splitting of its into its color and various phenomena associated with light i.e., refraction

Unit III:

- Energy and Work ,
- Types of Energy ,
- Conversion of Energy from one form to another
- Law of conversation of energy

Unit VI:

- Structure of animal and plant cell
- Cell division
- Cell Theory

Unit V:

- Blood circulatory system ,
- Digestive system ,
- Reproductive system ,

- Excretory system

Unit VI:

- pH
- Acids
- Bases
- Difference between metals and non metals
- Formulae of different compounds
- Extraction of Metals from its ore
- Alloys
- Rusting and corrosion

Unit VII: A brief description of planets of solar system

Lab:

- Finding pH of samples by using pH paper
- Studying the properties of acids and bases on the basis of their reaction with metals and nonmetals
- Experimentally show that carbon dioxide is given out during respiration
- Tracing the path of ray through prism
- Tracing the path of a ray of light through a slab .Measure angle of incidence and refraction
- Onion peel experiment

Text books

- General Science text book for class 8th and 10th Punjab Text book Board Lahore
- **Recommended Books**
- Agha Khan University Examination Board (2002) General Science IX- X (based on National Curriculum 2002). Karachi: AGKEB. William Lewis Eikenberry (2008) The teaching of general science, The University of Chicago Press

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Course Outline

Course Title: Quantitative Reasoning-I
Course Code: GEN-3103 **Credit Hrs:** 3(3-0)

Course Description:

Quantitative reasoning 1 is an introductory level undergraduate level course that focuses on the fundamentals related to quantitative concepts and analysis. The course is designed to familiarize students with the basic concepts of mathematics and statistics and to develop students abilities to analyze and interpret quantitative information. Through a combination of theoretical concepts and practical experiences , this course will also enable students cultivate their quantitative literacy and problem solving skills while effectively expanding their academic horizon and breadth of knowledge of their specific major/ field of study.

Course Learning Outcomes: By the end of this course, students shall have:

1. Fundamental numerical literacy to enable them work with numbers, understand their meaning and present data accurately.
2. Understanding of fundamental mathematical and statistical concepts
3. Basic ability to interpret data present in various format including but not limited to tables, graphs, charts and equations etc.

Course Contents:**1. Numerical Literacy**

- Number system and basic arithmetic operations;
- Units and their conversions, dimensions, area, perimeter and volume;
- Rates, ratios, proportions and percentages;
- Types and sources of data;
- Measurement scales;
- Tabular and graphical presentation of data;
- Quantitative reasoning exercises using number knowledge.

2. Fundamental Mathematical Concepts

- Basics of geometry (lines, angles, circles, polygons etc.);
- Sets and their operations;
- Relations, functions, and their graphs;
- Exponents, factoring and simplifying algebraic expressions;
- Algebraic and graphical solutions of linear and quadratic equations and inequalities;
- Quantitative reasoning exercises using fundamental mathematical concepts.

3. Fundamental Statistical Concepts

- Population and sample;
- Measures of central tendency, dispersion and data interpretation;
- Rules of counting (multiplicative, permutation and combination);
- Basic probability theory;
- Introduction to random variables and their probability distributions;
- Quantitative reasoning exercises using fundamental statistical concepts.

Recommended Books:

1. "Quantitative Reasoning: Tools for Today's Informed Citizen" by Bernard L. Madison, Lynn and Arthur Steen.
2. "Quantitative Reasoning for the Information Age" by Bernard L. Madison and David M. Bressoud.
3. "Fundamentals of Mathematics" by Wade Ellis.
4. "Quantitative Reasoning: Thinking in Numbers" by Eric Zaslow.
5. "Thinking Clearly with Data: A Guide to Quantitative Reasoning and Analysis" by Ethan Bueno de Mesquita and Anthony Fowler.
6. "Using and Understanding Mathematics: A Quantitative Reasoning Approach" by Bennett, J. O., Briggs, W. L., & Badalamenti, A.
7. "Discrete Mathematics and its Applications" by Kenneth H. Rosen.
8. "Statistics for Technology: A Course in Applied Statistics" by Chatfield, C.
9. "Statistics: Unlocking the Power of Data" by Robin H. Lock, Patti Frazer Lock, Kari Lock Morgan, and Eric F. Lock.

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Course Title	Introduction to Business
Course Code	BSCM-3104
Credit Hours	3(3+0)

Course Description

The main purpose of this course is to make the fresh students in the field of business studies able to understand the concept and comprehensive views on business and allied activities. The understanding of basic role of business in our society requires exploration into various areas.

Course Objectives:

The student will be able to:

Explain what a business is and how it operates in a free market system.

Identify and explain the three basic forms of business ownership. Identify the levels of management and skills required for managerial success.

Describe the concept of human resource planning and outline the major steps involved in the process.

Learning Outcomes:**After completion of the course students able to understand;**

- The concepts of enterprise and business administration.
- Explains the environment of the business.
- Tells about types of companies.
- Knows about the business history
- Lists the objectives of a business

Recommended Textbook (Latest Available Edition)

Business, 8th Edition, Ricky W. Griffin and Ronald J. Ebert.

- Jeff Madura, Introduction to Business, 3rd Edition.
- Grauer, Robert T. & Barber, Maryam (2000) Exploring Office XP, Volume 1. Prentice Hall Publishers
- Introduction to Business by Professor M.Saeed Nasir

Reference Material

- Recommended Book: Global Business Today, 4th Edition, Charles W. L. Hill
- Case Studies of National and International Exposure.

Assessment Instrument with Weights**Quizzes 05% (Internal Evaluation out of 20%)****Class Assignments 05% (Internal Evaluation out of 20%)****Mid-term 30%****End-term 60%**

S.No.	Weeks	Topics Covered	Signature
1	1 st	Definition Business, Industry, Trade & Commerce. Principles of Business Organization. Qualities of Businessman.	
2	2 nd	Functions of a Business. Nature & Scope of Business Organization. Prerequisites of a Business.	
3	3 rd	Types of Business Ownership. Sole proprietorship & its Characteristics. Advantages & Disadvantages of sole proprietorship.	
4	4 th	Partnership Business & its characteristics. Advantages & Disadvantages of partnership. Kinds of partners.	
5	5 th	Partnership Agreement. Registration process of a firm. Importance of Registration.	
6	6 th	Joint Stock company & its features. Advantages of JSC. Disadvantages of JSC.	
7	7 th	Private Ltd Co., Public Ltd Co.	
8	8 th	Mid Term Exam.	
9	9 th	Difference B/w Public & Private Co. Promotion of Joint Stock Co. Distinguish B/w Partnership, Private Ltd & Public	

		Ltd Co.	
10	10 th	Memorandum of Association. Articles of Association. Prospectus.	
11	11 th	Difference B/w Memorandum & Articles of Association. Share Capital & its Kinds, Various classes.	
12	12 th	Debentures & its kinds. Difference B/w Share & Debenture.	
13	13 th	Company Management, Functions & responsibilities of Directors, & Powers of Directors .	
14	14 th	Duties of Secretary. Different ways of winding up of joint Stock Co.,.	
15	15 th	Modarba & Musharika. Co-Operative Society & its Principles.	
16	16 th	Advantages & Disadvantages of Co-operative society. Kinds of Co-operative Society. Difference B/w Co-operative society & Joint stock Company.	
17	17 th	Terminal Exam.	

Semester Course Activities

- Sharing of any business news by the students in each lecture class.
- Presentations of the case studies given by the instructor.
- Class activities based on the business terminologies taught to the students.

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BS Commerce, Semester 1st

Course Title: Economic Theory and Practice

Course Code: ECO-3105

Teacher's Name:

Credit Hours: 3(3+0)

Course Description

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate output and income determination, key macro-economic problems and major policy debate.

Course Objectives:

The basic objectives are extended to find out how the disciplines of national income, macroeconomics in closed and open economy, macroeconomic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money, and banking link up with conventional macroeconomics

Learning Outcomes:

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

1. To become familiar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding of macroeconomic theory and application.
4. To acquire better critical thinking skills through the analysis of present-day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To develop a conscious recognition of economics in the world around us.

Recommended Textbook (Latest Available Edition)

- Dornbusch and Fischer Macroeconomics, McGraw Hill, New York. (Latest Edition).
- Mc Connell & Brue, Economic, Mc Graw Hill, INC (Latest Edition).
- Muhammad Hussain Choudhry, Economic Theory Volume 2, Caravan Book House, Lahore 2002.
- Samuelson and Nordhaus, Economics, McGraw Hill, New York. (Latest Edition)
- Kennedy, P. Macroeconomic essentials: understanding economics in the news. 3ed edition Cambridge, MA

Reference Material:

Students can use following references for understanding the concepts

- Ruffin & Gregory, Principles of Economics, Scott, Foresman & Company.

Assessment Instrument with Weights

The assessment framework for the judgment of students is comprised of

- Midterm 30%
- End term 60%
- Internal evaluation 10%

The internal evaluation is comprised of 4 assignments, 4 best quizzes out of six, class participation, attendance, and final project.

Course Content / Weekly Plan

Week No.	Lecture N	Topic	Assignments	Quiz
Week 01	Lecture 01	Introduction about course/policies and procedures.		
	Lecture 02	Concept of GDP Approaches to measure GDP		
	Lecture 03	Aggregate Demand and supply		
Week 02	Lecture 04	Measuring inflation Measuring unemployment		
	Lecture 05	Explaining business cycle, its phases , cause and types	Assignment 01	
	Lecture 06	. Defining money M1 , M2 and M3 money supply		
Week 03	Lecture 07	Functions of money.		
	Lecture 08	Inflation and its types		
	Lecture 09	Causes of inflation		
Week 04	Lecture 10	Quantity theory of money		
	Lecture 11	Monetary policy and inflation		
	Lecture 12	Stagflation		
Week 05	Lecture 13	Philip curve		Quiz 01
	Lecture 14	Concept of exchange rate		
	Lecture 15	Types of exchange rate		
Week 06	Lecture 16	Concept of Balance of payment	Assignment 02	
	Lecture	Determinates of balance of payment		

	17			
	Lecture 18	Monetary policy under fixed exchange rate		
Week 07	Lecture 19	Purchasing power parity (PPP)		
	Lecture 20	Purchasing power parity and interest rate parity		Quiz 02
	Lecture 21	Monetary policy vs fiscal policy		
Week 08 MID TERM EXAMS				
Week 09	Lecture 25	Basic concept of utility , scarcity , goods and services	Assignment 03	
	Lecture 26	Law of demand , Determinants of demand		
	Lecture 27	Law of supply, Determinants of supply		
Week 10	Lecture 28	Shift in demand and supply Movement in demand and supply		
	Lecture 29	Elasticity of demand Elasticity and revenue		
	Lecture 30	Analysis of cost (FC, VC AC, MC)		Quiz 03
Week 11	Lecture 31	Competitive market structure		
	Lecture 32	Concept of GDP, GNP, NDP		
	Lecture 33	Personal income , disposable income		
Week 12	Lecture 34	Investment Types of investment	Assignment 04	
	Lecture 35	Determinant's of investments		
	Lecture 36	Investment demand curve		
Week 13	Lecture 37	Shifts in investment demand curve		
	Lecture 38	Consumption function and determinants		
	Lecture 39	Saving function		
Week	Lecture	Marginal propensity to consume and average		

14	40	propensity to consume		
	Lecture 41	Marginal propensity to save and average propensity to save.		
	Lecture 42	Elasticity in case of supply		Quiz 04
Week 15	Lecture 43	Cross elasticity cross price elasticities		
	Lecture 44	Income elasticities		
	Lecture 45	.Revision		
Week 16	Lecture 46	Project & Presentation		
	Lecture 47	Project & Presentation		
	Lecture 48	Project & Presentation		
Week 17	Terminal Exam			

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 1st

Course Title: Financial Accounting I

Course Code =BSCM-3106

Course Instructor:

CREDIT HOURS: 03

Course Outline and Break-Up

COURSE DESCRIPTION/OBJECTIVE

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparer's perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

LEARNING OUTCOMES

After studying this course the student will be able to understand:

1. The language of accounting and financial reporting;
2. Complete Accounting Cycle
3. Preparation and the role of Journal, Ledger and subsidiary books
4. Preparation of balance sheet, profit and loss account and cash flow statement.

RECOMMENDED TEXT BOOKS

1. M.A Ghani latest Edition, Principles of Accounting
2. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition
3. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall

REFERENCE MATERIAL: Students can use the following reference books for understanding the concepts

1. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
2. Frank Wood's: Business Accounting 1, Eleventh Edition
3. Sohail Afzal: Accounting, Latest Edition

ASSESSMENT WITH WEIGHTS

The assessment framework for the judgment of students is comprised of

- Midterm 30%
- End term 60%
- Internal evaluation 10%

The internal evaluation is comprised of 2 assignments, 2 best quizzes, class participation, attendance and final project.

COURSE CONTENT

WEEK	LECTUR#	TOPICS	QUIZES	ASSIGNMENTS
Week 01	Lecture 1 Lecture 2 Lecture 3	INTRODUCTION <ul style="list-style-type: none"> • Book keeping • Important terms in accounting 		
Week 02	Lecture 4 Lecture 5 Lecture 6	<ul style="list-style-type: none"> • Double entry book keeping • Advantages of double entry book keeping • Disadvantages of double entry book keeping • Single entry vs. Double entry • Advantages over single entry system 		
Week 03	Lecture 7 Lecture 8 Lecture 9	Accounting and its role <ul style="list-style-type: none"> • Accounting definition and meaning • Branches of accounting • Functions of accounting 		

		<ul style="list-style-type: none"> Accounting system Users of accounting information 		
Week 04	Lecture 10 Lecture 11 Lecture 12	<ul style="list-style-type: none"> Book keeping vs. Accounting Accounting cycle Accounting principles & accounting equation <ul style="list-style-type: none"> Accounting principles Accounting assumptions 		A # 1
Week 05	Lecture 13 Lecture 14 Lecture 15	<ul style="list-style-type: none"> Accounting equation Effects of transaction on accounting equation Practice Problems & Exercises Nature of accounts & rules of debit & credit <ul style="list-style-type: none"> Account Classification of accounts 	Q # 1	
Week 06	Lecture 16 Lecture 17 Lecture 18	<ul style="list-style-type: none"> Rules of debit & credit Practice Problems & Exercises The Journal 		
Week 07	Lecture 19 Lecture 20 Lecture 21	<ul style="list-style-type: none"> Practice Problems & Exercises Practice Problems & Exercises The Ledger 		A # 2
Week 08	Lecture 22 Lecture 23 Lecture 24	<ul style="list-style-type: none"> Practice Problems & Exercises Practice Problems & Exercises Preparing Trial Balance Practice Problems & Exercises 	Q # 2	
Week 09	Lecture 25 Lecture 26 Lecture 27	MID TERM Preparation of Financial Statements <ul style="list-style-type: none"> Preparing Profit and Loss Account 		

		<ul style="list-style-type: none"> • Practice Problems & Exercises • Preparing Balance Sheet 		
Week 10	Lecture 28 Lecture 29 Lecture 30	<ul style="list-style-type: none"> • Practice Problems & Exercises The adjusting and closing entries	Q # 3	
Week 11	Lecture 31 Lecture 32 Lecture 33	<ul style="list-style-type: none"> • Need for Adjusting Entries • Types of Adjusting Entries • Recording adjusting entries 		A # 3
Week 12	Lecture 34 Lecture 35 Lecture 36	<ul style="list-style-type: none"> • Practice Problems & Exercises • Preparing adjusted trial balance • Practice Problems & Exercises • Recording closing entries 		
Week 13	Lecture 37 Lecture 38 Lecture 39	<ul style="list-style-type: none"> • Practice Problems & Exercises • Preparing post-closing trial balance • Practice Problems & Exercises 		
Week 14	Lecture 40 Lecture 41 Lecture 42	<ul style="list-style-type: none"> • Preparing work-sheet • Practice Problems & Exercises • Preparation of Financial Statements • Practice Problems & Exercises 	Q # 4	
Week 15	Lecture 43 Lecture 44 Lecture 45	Cash and temporary investment <ul style="list-style-type: none"> • Nature and Composition of Cash • Cash Management and Control • Maintaining Bank 		

		Account <ul style="list-style-type: none"> • Bank Reconciliation • Practice Problems & Exercises 		
Week 16	Lecture 46 Lecture 47 Lecture 48	<ul style="list-style-type: none"> • Short term investments • Practice Problems & Exercises • Practice Problems & Exercises 		A # 4
		TERMINAL EXAM		

University of Poonch Rawalakot
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Department of Commerce
BS Commerce, Semester 3rd
COURSE OUTLINE

Course Title: BUSINESS LAW

Course Code: BC-411

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Textbooks (or Course Materials) with Edition

- Mercantile Law by M.C.Shukla
- Law of Contracts by Nyazee
- Contract Act 1872 by D.F.Mulla
- Partnership Act 1932by D.F.Mulla
- Negotiable Instruments Act 1881 by Khargamwala
- Sales Act 1930by D.F.Mulla
- Company Law 1984 by Muzammil
- Labour laws

Course Description

The course is designed to study Business related laws for students of Business Administration degree programmes.

Reference Material

Cases & suits in different acts.

Course Objectives:

The course is designed for studying business from a legal point of view and managing labors under the umbrella of law. Business and labor laws are the standards and limits in which business and employees need to be managed.

Course Outcomes:

After studying this course, students will be able to carry on their business/ job related issues keeping in view the laws and their relevant penalties.

Assessment Instrument with Weights

Midterm 30%

End term 60%

Internal evaluation 10% (5 quizzes, 5 assignments).

Week	Lecture	TOPICS TO BE COVERED
1.	1.	CONTRACT ACT 1872 <ul style="list-style-type: none"> • Difference between Contract and Agreement. • Offer, Acceptance, Consideration. • Free Consent. Alteration, Rescission.
	2.	<ul style="list-style-type: none"> • Kinds of Contract. • Remedies for breach of contract.
2.	3.	<ul style="list-style-type: none"> • Discharges of Contract
	4.	<ul style="list-style-type: none"> • Contract of Indemnity & Contract of guarantee. • Contingent Contract with Wagering Contract.
3.	5.	PARTNERSHIP ACT 1932 <ul style="list-style-type: none"> • Nature of partnership. • Partnership by status. • Mode of determining existence of partnership. • General duties of partner.
	6.	<ul style="list-style-type: none"> • Contract Determination of rights and duties of partners. • Agreement in restraint.
4.	7.	NEGOTIABLE INSTRUMENT ACT 1881 <ul style="list-style-type: none"> • Negotiable instrument Act 1881. • Promissory Note. • Bill of exchange, cheque.
	8.	<ul style="list-style-type: none"> • Foreign Instrument • Instrument payable by demand. • Parties to note. • Negotiation.
5.	9.	SALE OF GOODS ACT 1930 <ul style="list-style-type: none"> • Contract of sale . • Transfer of property as between seller and buyer.
	10.	<ul style="list-style-type: none"> • Performance of the contract • Unpaid seller • Seller lien • Termination of lien.
6.	11.	COMPANIES ORDINANCE 1984 <ul style="list-style-type: none"> • Preliminary / Definitions / Incorporation of Companies

		<ul style="list-style-type: none"> • Memorandum of Association
	12	<ul style="list-style-type: none"> • Articles of Association • Management and Administration
7.	13	<ul style="list-style-type: none"> • Winding up
	14	<ul style="list-style-type: none"> • Revision
		MID TERM EXAMS
8.	15	FACTORIES ACT 1934 <ul style="list-style-type: none"> • Preliminary / Definition • Inspecting Staff
	16	<ul style="list-style-type: none"> • Health & Safety • Restriction on working hours of adults
9.	17	<ul style="list-style-type: none"> • Holidays with pay and over time • Special provision adolescent and children
	18	<ul style="list-style-type: none"> • Penalties and procedure
10.	19	SOCIAL SECURITY ORDINANCE 1965 <ul style="list-style-type: none"> • Definitions • Organization
	20	<ul style="list-style-type: none"> • Contribution
11.	21	<ul style="list-style-type: none"> • Benefits
	22	PUNJAB INDUSTRIAL RELATIONS ORDINANCE, 2010 <ul style="list-style-type: none"> • Definitions • Trade Unions • Application for Registration.
12.	23	<ul style="list-style-type: none"> • Cancellation of Registration. • Appeal against Cancellation of Registration. • Corporation of Registered Trade Union.
	24	<ul style="list-style-type: none"> • Worker's Participation and Dispute Resolution. • Labor Court
13.	25	<ul style="list-style-type: none"> • Procedure and powers of labor court. • Appeal to High Court.
	26	<ul style="list-style-type: none"> • National Industrial Relations Commission (NIRC).

		<ul style="list-style-type: none"> • Penalties and Procedure.
14.	27	<ul style="list-style-type: none"> • Revision
	28	<ul style="list-style-type: none"> • Revision

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BS Commerce, Semester 3rd
COURSE OUTLINE

Course Title: Business Taxation

Course Code: BC-412

Credit Hours: 3+0

Course Instructor:

Textbooks (or Course Materials) with Edition:

Synopsis of Taxes in Pakistan by Mirza Munawar Hussain, Twenty first edition, IBP Publications

Course Description:

The course is designed for studying Tax laws for students of MCom classes

Reference Material:

1. Law & Practice of Income Tax (Income Tax Ordinance 2001 Amended up to July 2010) by: Huzaima & Ikram.
 2. Hand of Income Tax (Income Tax Ordinance 2001 Amended up to July 2010) by: Huzaima & Ikram.
 3. Income Tax Rules 2002 Published by Federal Board of Revenue.
 4. Synopsis of Taxes in Pakistan By Munawar Mirza (updated version)
 5. Income Tax Principles & Practice by : Muhammad Muazzam Mughal.(updated version)
- Sales Tax , Federal Excise Act , Custom Act by : Muhammad Muazzam Mughal

Course Objectives:

1. To familiarize the students with the Income and Sales Tax Laws in Pakistan.
2. To introduce to students the important elements and aspects of tax system and authorities and their limits.
3. To equip the students with necessary skills to deal with the situations concerning the field of taxation.

Week #	Lecture #	TOPICS TO BE COVERED
1-2		<ul style="list-style-type: none"> • <u>Income Tax Ordinance 2001.</u> • History of Income Tax Law. • Income Tax Ordinance 2001.
		<ul style="list-style-type: none"> • Scope of Income Tax Law. • Definitions of different Terminologies u/s 2 (1) to 2(35)
3-5.		<ul style="list-style-type: none"> • Definitions of different Terminologies u/s 2 (36) to 2(74). • Salary and its Features. • Scope of Salary Income.
		<ul style="list-style-type: none"> • Assessment of Salaried Person. • Value of Perquisites.
6-8 9-10		<ul style="list-style-type: none"> • Income From Property. • Non-adjustable amounts received in relation to Buildings.
		Mid Term Examination
		<ul style="list-style-type: none"> • Income from Business • Speculation Business. • Assessments of Business Income (Individual & Combined). • Deductions Allowed / Not Allowed.
11-12		<ul style="list-style-type: none"> • Capital & Revenue Expenditures / Gains.
		<ul style="list-style-type: none"> • Income from Other Sources. • Exempt Income.
13-14		<ul style="list-style-type: none"> • Legal Provisions & Time frame regarding Furnishing of Income Tax Returns
		<ul style="list-style-type: none"> • Extension / Notice of Furnishing Income Tax Return. • Assessments / Provisional Assessments Amendments of Assessments
15-16		<ul style="list-style-type: none"> • Deduction of Tax at Source / Recovery of Taxes.

		<ul style="list-style-type: none"> • Advance Tax & its Time Frame.
		<ul style="list-style-type: none"> • Self Assessment Scheme & its Scope. • Requirements of a Return Under Self Assessment Scheme
END TERM EXAMS		

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 3rd
COURSE OUTLINE

Course Title: Introduction to Business Finance

Course Code: BC-413

Credit Hours: 3+0

Objective

Business Finance course encompasses the entire business activity in practical life. Introduction to Business Finance is a basic course which is introduced assuming that the students do not have any prior knowledge of business finance. The course has been developed to provide basic knowledge about the principles, concepts, and terminologies which are applicable to the current business practices. This course will help students develop knowledge and understanding of finance and its methods for analyzing the benefits of various sources of finance. Further it will be possible for students to learn capital investment opportunities and application of financial technologies for business planning and control.

Course Contents INTRODUCTION TO FINANCE

1. An overview of Finance

- 1.1 Scope of Finance and its Career Opportunities
- 1.2 Alternative form of Business Organization
- 1.3 Finance in the organizational structure of the firm
- 1.4 Managerial Actions to Maximize Shareholders Wealth
- 1.5 Functions of a Finance Manager

2. The Financial Environment: Markets, Institutions, and Interest Rates

- 2.1 The Financial Market
- 2.2 Financial Institutions
- 2.3 The Stock Market
- 2.4 The cost of Money

- 2.5 Interest Rate Level
- 2.6 The Determinants of Market Interest Rates

FUNDAMENTAL CONCEPTS OF FINANCE

3. Time Value of Money

- 3.1 Future Value Concept
- 3.2 Present Value Concept
- 3.3 Future Value of an annuity
- 3.4 Present Value of an annuity

4. Risk and Return

- 4.1 Investment Return
- 4.2 The Trade-Off between Risk and Return
- 4.3 Risk in Portfolio Context

5. The Impact of Operating and Financial Decisions on the Firm

- 6.1 Operating Leverage
- 6.3 Financial Leverage
- 6.4 Combined or Total Leverage

6. The Framework of Financial Planning

- 7.1 Short-Term Financial Planning
- 7.2 Long-Term Financial Planning

MID TERM EXAMINATION

INVESTING IN LONG-TERM ASSETS

7. The Cost of Capital

- 8.1 Basic Definition
- 8.2 Cost of Debt
- 8.3 Cost of Preferred Stock
- 8.4 Cost of Retained Earning

8. The Basic Concept of Capital Budgeting

- 9.1 Importance of Capital Budgeting
- 9.2 Generating Ideas for Capital Budgeting
- 9.3 Project Classification
- 9.4 Capital Budgeting Decision Rules
- 9.5 Comparison of NPV and IRR Methods

WORKING CAPITAL MANAGEMENT

9. Working Capital Management

- 10.1 The importance of Working Capital
- 10.2 Short-term Financial Decisions and Value Maximization
- 10.3 Why Current Assets and Current Liabilities are Required
- 10.4 Deciding on an Appropriate Working Capital Policy

10. Cash and Near-Cash Item Management

- 11.1 The Efficient Collection and Disbursement of Operating Cash
- 11.2 The Optimal Level of Operating Cash Balance
- 11.3 Investment Excess Cash in Marketable Securities
- 11.4 Evaluating Cash Management Strategies

11. Accounts Receivable and Inventory

- 12.1 Managing Accounts Receivable
- 12.2 Managing Inventory
- 12.3 Monitoring of Accounts Receivable, Aging and Collection Schedules

12. Cash and Near-Cash Item Management

- 13.1 General Consideration in Current Liabilities Management
- 13.2 Sources of Short-term Credit

Recommended Books

1. Houston and Brigham, Financial Management, Theory and Practice, (Tenth International Edition), Harcourt Brace College Publishers. 2004.
2. Rao Ramesh K. S., Fundamentals of Financial Management, (Latest International Edition) Maxwell Macmillan. 1989.

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 3rd
COURSE OUTLINE

Course Title: Advance Accounting-I

Course Code: BC-414

Credit Hours: 3+0

Course Instructor:

Pre-Requisite: Financial Accounting

Objectives

Preparation of Financial Statements of Companies in accordance with statutory requirements of Companies Ordinance and International Financial Reporting Standards (IFRS) / International Accounting Standards (IAS) with appropriate notes to a preliminary extent,

- Compute working capital ratios for business sectors.
- Identify and explain Reasons for Profit Appropriation,
- To learn about practical Implication of IAS-16, 18 and 38
- Application and selection of accounting techniques and 53 procedures to specific circumstances like leases, branches, departmental stores, consignment, joint venture and construction contracts.
- Prepare accounts and financial statements of joint venture, partnership, branches & departmental types of businesses.

COURSE OUTLINE

1 PREPARATION OF FINAL ACCOUNTS UNDER THE PROVISIONS OF COMPANIES ORDINANCE 1984 AND IFRS/IAS

A. Conceptual Framework concerning Presentation Requirements of relevant IFRSs / IASs; 4th & 5th Schedule of Companies Ordinance, 1984 as to contents and presentation of Financial Statements

B. General Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Concept of ‘Statement of Comprehensive Income’, and Balance Sheet

C. Statement of Changes in Owners’ Equity (with concept of negative Equity) and Cash Flows Statement (w.r.t. IAS-7)

D. Certain ancillary concepts including Off Balance Sheet Items, Residual Equity etc. Treatment of the following Items;

2.
DE
PA
RT
ME
NT
AL

i. Issue of Shares	viii. Long Term Loans and their current Maturity
ii. Cash Dividends	ix. Bad Debts & Provisions
iii. Right Shares and Bonus Issue	x. Workers Profit Participation Fund
iv. Reserves	xi. Workers’ Welfare Fund
v. Govt. Levies (especially Sales Tax)	xii. bank margins and guarantees including Commitments and Guarantees
vi. Prior Period Adjustments	
vii. Excise Duty and Sales Tax	

ACCOUNTING

Departmental Accounting an Introduction, Accounting Systems for maintaining Departmental Accounts, Advantages of Departmental Accounts, Profit and Loss Account, Allocation of Departmental Expenses, Inter-departmental Transfers – Cost or Market Price Basis, Accounting treatment of unsold stock with the departments.

3. BRANCH ACCOUNTING

Nature and Operational System of a Branch, Its Comparison with Department, Accounting Systems for Depended Branches, Independent 54 Branches and Head Office Reconciliation, Inter-branch Transactions, Issues with Wholesale Branch.

MID TERM EXAM

4. ACCOUNTING FOR JOINT VENTURE

Nature of Joint Venture Enterprises, Accounting Treatment – When separate books of accounts are maintained, and When separate books are not maintained, Memorandum Recording Methods, Profit or Loss Computation .

5. PARTNERSHIP ACCOUNTING

(Selected Topics – Formation, Admission & Goodwill Calculation) Features and Formation of Partnership, Distribution of Profits among Partners, Changes in Partners’ Sharing Ratios, Partners’ Capitals and their Kinds, Accounting Treatment for Issues on Admission of a Partner, Calculation of Goodwill under Partnership.

6- Bonds Payable and adjustment

Bonds payables, accounting for bonds, concept of present value, issuance of bond at discount and premium, year adjustment of bond interest expenses.

7- Work Sheet and its adjustment

Preparation and presentation of working sheet, closing entries and their adjustment in work sheet.

8- Hire Purchase and Installment System

Hire Purchase system, difference between hire purchase and credit sales, system of accounting records, accounting record for goods considerable value, analysis of installments, entries in bonds of hire purchaser and vendors, depreciation adjustment default and repossession.

Recommended Texts:

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.

4. An Insight into IFRSs by Mohyuddin Tahir

5- Financial Accounting Meigs and Meigs

6- M.A Ghani , Advance Accounting

7- Sohail Afzal . Advance Accounting

55 Recommended Texts: 1. Gateway to IFRS Latest Edition 2. Mukherjee A. Hanif, “Modern Accountancy”, Volume I & II. Latest Edition.

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 3rd
COURSE OUTLINE

Subject: Arabic
Credit Hours: 3+0

Course Code: ARAB-415

Textbooks (or Course Materials) with Edition.

Speak Arabic book 1,2

Arabic for Beginners 1,2,3

Basic Arabic Grammar.

Course Description.

1.Parts of Speech.

This section would introduce the students about the basic parts of speech used in language.

2.Introduction of Noun and Preposition.

Students would be able to know about the basic parts of speech in Arabic Language.

3.Introduction and Forms of Verb.

This section would introduce the students about fourteen forms of Arabic verb including reference of Past tense.

4.Dialogue.

Through this section the students would be able to apply Arabic vocabulary in daily routine life.

5.Vocabulary on different Topics.

The students would be able to be aware about different accessories of daily life.

Reference Material,

- Text books
- Handouts

Course Objectives:

1. To aware students about the advance knowledge of Arabic Language.
2. By using managerial framework, explain how Arabic language can be used in to Business practices.
3. Provides an overview of the concepts, process, and best practices associated with Arabic language.
4. Prepear students to convey the basic ideas in Arabic language.

Course Outcomes:

1. Would be able to understand the basic concepts of Arabic.
2. Would have a n extensive knowledge of Arabic Vocablory.
3. Would be able to express their ideas in Arabic Language.

Assessment Instrument with Weights

Midterm 30%

End term 60%

Internal evaluation 10% (5 quizez, 5 assignments,).

Week #	Lecture#	TOPICS TO BE COVERED
1.	1.	Introduction, Arabic Alphabets
	2.	Parts of Speech, Verb, Noun, Preposition.
2.	3.	Noun, Singular, Dual, All Types
	4.	Introduction and drill of Arabic Prepositions.
3.	5.	Introduction of Verb, Past and Present
	6.	Fourteen forms of past Verb, vocabulary of Body parts
4.	7.	Dialogue: Travel, Time 1 to 6
5.	9.	Dialogue.: with the past port officer:question and Answer about Nationality.
	10.	Counting,1 to 50 and oral practice
6.	11.	Introduction of Present and Future tense and its Fourteen forms.
	12	Dailogue”with the company representative”
7.	13.	Dailgue”with the reception officer”vocablory about the days of week.
	14.	Revision
		MID TERM EXAMS
8.	15.	Noun,Subject and Object.
	16.	Verbal sentence and Nominen sentence.
9.	17.	Vocablory of fruits and vegitables.
	18.	How to use Object in different sentences.
10.	19.	Dailogue “in the managers office.Aditiona vocablory.
	20.	Discusion about the different means of transportation in simple sentences.
11.	21.	Dailogue “A flat.
	22.	Vocablory of different professions,Class test.
12.	23.	Dailogue the residence of the company.

	24.	Oral about daily Life.
13.	25.	Introduction of Male and Female Noun.
	26.	Demonstrative Pronoun.
14.	27.	Opposite words
	28.	Revision.
END TERM EXAMS		

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 3rd
COURSE OUTLINE

Course Title: Business Psychology

Course Code: BC-416

Credit Hours: 3+0

Course Instructor:

Prerequisites: Nil

Course Objectives

COURSE DESCRIPTION

The industrial psychology course is concerned with the application of psychological theories and principles to organizations. It focuses on increasing efficiency, productivity, and related issues as the physical and mental well-being of employees at industrial organizations.

LEARNING OBJECTIVE

- Introduce fundamental theory of industrial psychology.
- Develop ability for solving problems involving employee - industry relationship
- Develop skills for experimentation on industrial psychology.
- Develop skills for designing and developing human/employee relationship with industry
- Impart relevant skills and knowledge for independent learning of other subjects That requires such skills and knowledge.

COMPETENCY

After having the course, students are expected to:

- Perform a thorough and systematic competency model (job analysis) Validate and develop a job specific selection design
- Understand how to design, develop, and evaluate job specific training program Explain organizational recruitment, selection and retainment

- Evaluate the work performance of employees
- Explaining the organizational issues including teams, attitudes, and occupational health Describe the motivating factors of employees.

REFERENCE MATERIALS

Main Text Book:

1 “Industrial/Organizational Psychology, 6th Edition, 2010”, Authors:

Michael G. Aamodt, Publisher:

2. Supplement Textbooks:

1	Introduction to Industrial/Organizational Psychology :
	Discussing the syllabus and rule of the course given (30 minutes)
	Describing Industrial / Organizational Psychology and what I/O
	psychologist do. The history of I/O psychology. Research in I/O
	psychology. Ethics in I/O psychology
2	Job Analysis and Evaluation :
	Job analysis and job evaluation
3	Legal Issues and Employee Selection :
	The legal process. Determining whether an Employment decision is
	legal. Harassment. Family medical leave act. Affirmative action. Privacy issue.
4	Employee Selection : recruiting and interviewing
	Job analysis, recruitment, realistic job previews, effective employee
	selection techniques, employment interviews, job search skills.
5	Employee Selection : references and testing
	Predicting performance using references and letter of recommendation.
	Performance using applicant training and education.
	Performance using applicant knowledge, ability, skill, prior experience,
	personality and interest and character.
	Performance limitations due to medical and psychological problems.
	Comparison techniques
6	Evaluating Selection Techniques and Decisions :
	Characteristics of effective selection techniques.
	Establishing the usefulness of a selection device.
	Determining the fairness of a test.
	Making the hiring decision.
	Mid Term Exam
7-8	Evaluating Employee Performance :
	Determine the reason for evaluating employee performance,
	identify environmental and cultural limitations, determine who will
	evaluate performance, select the best appraisal method to accomplish your goals,
	train raters, observe and document performance, evaluate performance,
	communicate appraisal results to employees, terminate Employees.
	Behaviorally anchored rating scales, forced-choice rating scales, mixed-

	standard scales, behavioral observation scales
9-10	Designing and Evaluating Training Systems:
	learning, conducting on the job training, ensuring transfer of training, putting it all together, evaluation of training results
11	Employee Motivation :
	Is an employee predisposed to being motivated ? Have the employee's values and expectations been met ? Do employees have achievable goals ? Are employees receiving feedback on their goal progress ? Are employees rewarded for achieving goals ? Are rewards and resources given equitably ? Are other employees motivated ? Integration of motivation theories
12	Employee Satisfaction and Commitment :
	Why should we care about employee attitudes ? What causes employees to be satisfied with and committed to their jobs ? Measuring job satisfaction and commitment, consequences of dissatisfaction and other negative work attitude.
13	Group Behavior, Teams, and Conflict :
	Group dynamics, factor affecting group performance, individual versus group performance, teams, group conflict
14	Stress Management: dealing with the demands of Life and Work :
	Stress defined, predisposition to stress, sources of stress, consequences of stress, managing stress, stress reduction interventions related to Life/Work issues, measuring stress, workplace violence, preventing repetitive stress injuries, product design, system efficiency, Transportation

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 5th

COURSE OUTLINE**Course Title: Inferential Statistics****Course Code: STAT-511****Credit Hours: 3****Course Objectives**

- To understand the terminology related to Inferential Statistics, and to understand the role of sampling theory in estimation of population parameters and testing of hypotheses concerning parameter.
- To provide with the background in different Estimation Methods of population Parameters on the basis of a sample.
- To develop an understanding about the set of rules that lead to a decision culminating in the acceptance or rejection of some statement or hypothesis about the population. To provide with the necessary skills and competencies in using computer statistical package to assist in performing different inferential procedures required in a statistical analysis through practical application

Course Contents**OUTLINE Review of Sampling Theory**

- Introduction to Sampling Theory
- Types of Sampling
- Sampling Error
- Sampling Distribution of Sample Means
- Properties of Sampling Distribution of Sample Means
- Central Limit Theorem
- Uses of the Sampling Distribution of the Sample Mean
- Sampling Distribution of Sample Proportion

- Properties and Application

Point and Interval Estimation

- Branches of Statistical Inference (Estimation and Testing of Hypothesis)
- Need and Significance of Estimation and Type of Estimation (Point and Interval Estimation)
- Confidence Interval Estimate for Mean and Proportion
- Finite Population Correction Factor
- Deciding the Sample Size

Testing of Hypothesis

- Introduction
- Various types of Statistical Hypotheses
- Type-I Error, Type-II Error
- Probability of Type-I error
- One Tailed and Two Tailed Tests of Significance
- Level of Significance and Concept of P-value
- General Procedure for Testing Hypothesis

MID TERM EXAM

One-Sample Tests of Significance

- Assumptions
- Tests of Significance for Population Mean, Proportion and Variance

Two-Sample Tests of Significance

- Assumptions
- Tests of Significance for Two Population Means under various assumptions
- Tests of Significance for Two Population Proportions under various assumptions
- Tests of Significance for Two Population Variances

Chi-Square Tests:

- Tests for Association of Attributes
- Tests for Goodness of Fit (Uniform, Binomial, Poisson, Normal Distributions)

Analysis of Variance

- Basic Concept as Testing Equality of More Than Two Means
- One-Way Analysis of Variance
- Two-Way Analysis of Variance

Computer Competency: To achieve the practical proficiency, the computer package in some way the EXCEL will provide the computational assistance.

TERMINAL EXAM

Recommended Texts:

- Lind, D.A., W.G. Marchal, S.A. Wathen (2005), —Statistical Techniques in Business and Economics.
- Bowen, E.K., and M.K. Starr (2005), —Basic Statistics Business and Economics

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 5th
COURSE OUTLINE

Course Title: Managerial Economics

Course Code: ECO-512

Credit Hours: 3+0

Course Instructor:

COURSE OUTLINE 1. THE NATURE AND SCOPE OF MANAGERIAL ECONOMICS The Scope of Managerial Economics, the Theory of the Firm, the Nature and Function of Profits, Business Ethics, the International Framework of Managerial Economics, Managerial Economics and the Internet.

2. OPTIMIZATION TECHNIQUES AND NEW MANAGEMENT TOOLS Methods of Expressing Economics Relationships, Total, Average, and Marginal Relationships, Optimization Analysis, Differential Calculus; The Derivative and Rules of Differentiation, Optimization with Calculus, Multivariate Optimization, Constrained Optimization and unconstrained Optimization, New management Tools for Optimization

3. DEMAND THEORY The demand for a commodity, Price Elasticity of Demand, Income Elasticity of Demand, Cross- Price Elasticity of Demand, Using Elasticity in Managerial Decision Making.

4. DEMAND ESTIMATION The Identification Problem, Marketing Research Approaches to Demand Introduction to Regression Analysis, Simple Regression Analysis Multiple Regression Estimation by Regression Analysis. Analysis, Problems in Regression Analysis, Demand

5. DEMAND FORECASTING Qualitative Barometric Methods, Economic Models Forecasts, Time-Series Analysis Smoothing Techniques

Mid Term

6. PRODUCTION AND COST ANALYSIS Production Theory and Estimation, The Production Function with One Variable, Optimal Use of the Variable Input, The Production function with Two Variable, Optimal Combination of Inputs

7. COST THEORY AND ESTIMATION The Nature of Costs, Short-Run cost Functions, Long-Run Cost Curves, opportunity Costs. Learning Curves Cost-Volume-Profit Analysis and Operating.

8. LINEAR PROGRAMMING Meaning Assumptions, and Applications of Linear Programming, Some Basic Linear Programming Concepts, and Procedure used in Formulating

and Minimization techniques in linear programming Solving Linear Programming: Profit Maximization, and Cost

9. RISK ANALYSIS Risk and Uncertainty in Managerial Decision, Measuring Risk with Probability Distributions, Utility Theory and Risk Aversion, Adjusting the Valuation Model of Risk, Decision Making Under Uncertainty, Foreign- Exchange Risks and Hedging

10. STRATEGIC MARKET DECISIONS AND GAME THEORY The Strategic Decisions and Strategic Market Decisions, The Nature, Use and Application of Game Theory, Evolution and Development of Game Theory.

Recommended Books: 1. Michael Baye, Managerial Economics Latest edition 2. Dominick Salvatore, Managerial Economics in a Global Economy Latest Edition 3. Petersen H. Craig & Lewis. W. Chris. Managerial Economics. Macmillan Publishing Company, New York Latest Edition 4. Douglas, Evan J, 'Managerial Economics Theory', Practice and Problems: Prentice hall Inc. New York Latest Edition 5. Sue. Managerial Economics. McGraw-Hill Latest Edition

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 5th
Course Outline

Course Title: FINANCIAL MANAGEMENT

Course Code: BC-513

Credit Hours: 3+0

Course Instructor:

Prerequisites: Introduction to Finance.

Textbooks

Fundamentals of Financial Management. (11th Edition)

By: James. C. Van Horne & John M. Wachowicz, JR.

- **Fundamentals of Financial Management. (10th Edition)**
By: Brigham and Houston.

Course Description

Financial management is the area of business management, devoted to a judicious use of capital and a careful selection of sources of capital, in order to enable a spending unit to move in the direction of reaching its goals. This course provides an overview of the financial management basics; introduces some of the basic terms as well as the role that finance plays in the firm and markets today. The role of the financial manager is examined; discuss the different types of business organizations; examine how the financial market works; understand accounting income versus cash flows and book values versus market values; study the role of interest rate play in our economy; interpret financial ratios; the concept of time value of money; and examines and understand financial issues in order to make financial decisions.

Reference Material: Students can use following reference books for understanding the concepts

- **An Introduction To Financial Management**
By: Gary L Trennepohl and James E. Wert, & Glenn V. Henderson
- **International Financial Management**

By :Sweeny H.W.Allen & Rachlen Robert

- **Introduction to corporate finance**
By : Stephen A. Ross & Randolph W. Westerfield,

Course Objectives:

The purpose of the financial management is to enable you to understand the financial decision – making process and to interpret the impact that financial decisions will have on value creation. The course introduces the three major decision –making areas in financial management: the investment, financing and asset management decisions.

Course Outcomes:

After completing this course students will be able to

- Describe the opportunities of financial manager.
- Demonstrates the ability in understanding the financial statements by computing the significant ratios and interpreting the values through narrative reports.
- Perform critical analysis on capital investment scenarios.
- Use financial and other information to undertake financial planning and forecasting and analyze alternative investment decisions

Assessment Instrument with Weights

The assessment framework for the judgment of students is comprised of

- Midterm 30%
- End term 60%
- Internal evaluation 10%

The internal evaluation is comprised of 4 assignments, 4 best quizzes out of six, class participation, attendance and final project.

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to financial management Definition of financial management, Difference between accounting and financial management, Acquisition ,Financing and shareholders wealth maximization
	2.	Difference between profit and shareholders wealth and Goals of financial manager and the enterprise
2.	3.	Agency problems and social responsibility and Financial environment and Financial instruments and financial institutions.
	4.	Time Value of Money Interest Rate, Simple interest verses compound interest Annuities verses simple compounding and Discounting
3.	5.	Future value of ordinary annuity and Future value of annuity due Present value of ordinary annuity and Present value of annuity due
	6.	Concept of nominal rate of interest and Effective rate of interest Loan Amortization and Partial Amortization.

4.	7.	Numerical related to effective rate of interest and annuities
	8.	Difference between annuity and uneven cash flows present and future values of uneven cash flows, Practice Questions
5.	9.	Valuation of Long term securities Distinctions among valuation concepts, Types of bonds, Characteristics of bonds and Key characteristics of bonds
	10.	Valuation of bonds and practice questions
6.	11.	Preferred stock Valuation and common stock valuation (Constant growth Model)
	12.	Common Stock valuation (Non constant growth model) and Practice questions
7.	13.	Different Yields Yield to maturity , Yield to Call, Current Yield and Capital and Loss Yield. Practice questions relating to different yields
	14.	Practice questions relating to different yields
MID TERM EXAMS		
8.	15.	Financial ratio analysis and financial planning: Financial statements. Why we do analysis of financial statements.. Ratio analysis, liquidity ratios, debt or leverage ratios. Questions and problems.
	16.	Coverage ratios, activity ratios. Questions and problems relating to the ratios and their interpretation.
9.	17.	Profitability ratios: Gross profit ratio, net profit ratio ,operating profit ratio basic earning power, return on asset and return on equity.
	18.	Common size and index analysis
10.	19.	Capital Budgeting Techniques Capital budgeting and its importance in finance ,Project evaluation and selec Alternative methods
	20.	Pay-back period, Internal rate of return and Practice Questions
11.	21.	Net present value NPV Profile and Practice questions Profitability Index ,Potential difficulties (Dependency and mutual exclusion)
	22.	Ranking problems Differences in Cash flow pattern and Capital Rationing and practice questions
12.	23.	Risk and return Defining risk and return, using probability distribution to measure Risk and toward Risk
	24.	Risk and return in portfolio context
13.	25.	CAPM Model Introductory concept of CAPM model risk and return relationship.
	26.	Systematic risk and unsystematic risk. and practice Question
14.	27.	Required return and cost of capital Cost of capital of firm and calculation of weighted average cost of capital an practice questions.
	28.	Revision.

	END TERM EXAMS
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University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 5th

Course Title: Principles of Marketing

Course Code: BC-514

Credit Hours:3+0

Course Instructor:

PREREQUISITES:

Introduction to Business, Principles of Management

Reference Material

- Philip Kotler, Gary Armstrong, Ehsan Ul Haq *Principles of Marketing, A South Asian Perspective 13th edition*, PEARSON.
- *Marketing* by Michael J . Etzel , Bruce J. Walker and William Stanton , International Edition

Course Objectives:

Principles of Marketing introduces you to the essentials of marketing (key concepts, methods of analysis, strategies and tactics) critical to managing profitable customer relationships in today's dynamic and connected environment. Specifically, the course goals are:

- To understand the marketing concept.
- To recognize and suggest applications of the marketing concept.
- To identify implications of the marketing concept for the accounting, finance, research and development, purchasing, production, and personnel functions for marketing and service functions.
- To evaluate the effects of the marketing concept on the firm, consumers, and society.

Course Outcomes:

The concepts and techniques learnt through this course will help students in a number of ways, including:

- A comprehensive understanding of the basic principles and tools of marketing.
- A better understanding of other business-related courses in their undergraduate programme.
- Making effective career choices.
- Marketing themselves more effectively in their professional and personal lives.
- Be more smart customers of goods and services.

Assessment Instrument with Weights:

Midterm 30% (Subjective Paper)

End term 60% (Applied Paper)

Internal evaluation 10% (Project+ Class activity)

Topic covered in the course.

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Understanding the Marketing concept
	2.	The Marketing Process
2.	3.	Marketing in a Changing World
	4.	Creating Customer Value and Satisfaction
3.	5.	Marketing in a Changing World
	6.	Creating Customer Value and Satisfaction
4.	7.	Strategic Planning and the Marketing Process
	8.	The Marketing Environment
5.	9.	Analyzing Marketing Opportunities
	10.	Marketing Research and Information Systems
6.	11.	Consumer Markets
	12.	Consumer Buyer Behavior
7.	13.	Business Markets
	14.	Business Buyer Behavior
MID TERM EXAMS		
8.	15.	Selecting Target Markets, Positioning For Competitive Advantage.
	16.	Measuring and Forecasting Demand,
9.	17.	Developing The Marketing Mix,Details of Marketing Mix
	18.	Designing Products
10	19.	Products, Brands, Packaging, and Services
	20.	Designing Products: New Product Development ,Product Life-Cycle stra
11	21.	Pricing Products: Pricing Considerations , Approaches and Strategies
	22.	Logistics and supply chain management
12	23.	Promoting Products: Advertising, Sales Promotion, and Public Relations
	24.	Promoting Products: Personal Selling and Sales Management
13	25.	Building Customer Relationships through Satisfaction, Value, and Quality
	26.	Creating Competitive Advantage: Competitor Analysis and Competitive Marketing Strategies
14	27.	Marketing Services, Organizations, Persons, Places, and Ideas
	28.	Marketing and Society: Responsibility and Marketing Ethics
END TERM EXAMS		

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 5th

Course Title: Principles of Management

Course Code: BC-515

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Textbook (or Course Material) with Edition

- Stephen P. Robbins, Mary Coulter, Management, 12th edition.

Course Description:

- Principles of management are a fundamental course of basic learning in business studies focusing on definitions, differentiation and implication of learning concepts.
- Following course facilitate the what, why, who, where and how explanations of planning, organizing, leading, controlling, corporate social responsibility and managerial ethics.

Reference Material:

- Courtland L Bovee, John V Thill, Marian Burk Wood, George P. Thill, Management, international Edition.
- Emerald Case studies for Management practice.
- Activity of “Six Thinking Hat” By Edward DeBono.
- Analytical discussions on “Seven Habits of highly Effective People” by Stephen R. Covey 1989.

Course Objectives:

- To introduce the concept of principles of management, functions of management: Planning, Organizing, leading and controlling, Practical Learning for the 21st century.
- To address the most pertinent issues likely to be encountered in Organizational life and future by professionals especially in Pakistan.

Course Outcomes:

- To enhance the primary knowledge and analytical skills as it is prerequisite for upcoming courses.
- To familiarize the current social, cultural, economical, political and global challenges of management and business world.
- To enable the students to select and pursue their area of Specialization effectively later on.

Assessment Instrument with Weights

Midterm 30%

End term 60%

Internal evaluation 10% (5 quizzes, 5 assignments, viva voce).

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Foundation of management. Definition Scope and Functions of Management
	2.	Different Levels Roles and Skills of Management, Management & Organization.
2.	3.	Management theories and perspectives, Evolution of Management Theories.
	4.	Scientific Management, Administrative Management, Bureaucratic Management.
3.	5.	Behavioral theories, Hawthorne Studies, System Approach, Contingency Approach.
	6.	Current Trends & Issues of Management; workforce diversity, globalization.
4.	7.	Organizational culture & environment: Different Views and Sources of Culture.
	8.	External & Internal Environmental Factors, Task & Mega Environment.
5.	9.	Corporate social responsibility, Views on CSR, value based management
	10.	Ethics in management, factors affecting ethics and improving ethical behaviors.
6.	11.	Decision making: Decision making process of eight steps and its Conditions.
	12.	Decision Making Errors and Biases, Types of Problems & Respective Decisions.
7.	13.	Foundation of planning: Conceptual View of Planning and its Purpose & importance.
	14.	Challenges & Types of planning, Developing Organizational Goals, Types of Goals.
		MID TERM EXAMS
8.	15.	Strategic management: Strategic Management Process & Formulation of Strategies.
	16.	Organizational & Environmental Analysis: SWOT & PEST analysis.
9.	17.	Types of Organizational Strategies: Corporate and business Strategies

	18	Types of Organizational Strategies: Functional strategies, Strategic Flexibility.
10.	19	Organizing; Foundation of Organizational Structure & design. Contingency Factors.
	20	Types of Organizational Structure, Departmentalization & Chain of Command.
11.	21	Span of Control & Formulization, Centralization & Decentralization, Work division.
	22	Traditional & Contemporary Designs, Mechanistic & Organic Organizations.
12.	23	Leadership & management: Who are Leaders? What is Leadership?
	24	Early Leadership Theories: Trait & behavioral theories, Models of Leadership
13.	25	Different Leadership Styles, Contingency Theories of Leadership. Today challenges.
	26	Foundation of Control: Importance of Control, Control Process of different steps.
14.	27	Elements, Approaches & Types of Controlling, Organizational Performance
	28	Measures to Control Organizational Performance. Control Strategies for deviations.
END TERM EXAMS		

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 5th

Course Title: Corporate Social Responsibility

Course Code: BC-516

Credit Hours: 3+0

This course will address the issues and current trends in global corporate social responsibility and responsible, sustainable, globalization. The quadruple bottom line of social, environmental, cultural, and economic responsibility will be explored. Corporate Social Responsibility is defined as responsibility to all stakeholders, not just shareholders.

Course objectives:

Module	Topics
1	<p><i>The Meaning, Definition and Importance of Corporate Social Responsibility</i></p> <p>1.01 Evolution of CSR 1.02 CSR and the law of economics 1.03 CSR and social legitimacy 1.04 CSR expectations in rich and in poor societies 1.05 The evolving role of stockholders 1.06 The iron law of social responsibility 1.07 Moral and economic arguments for CSR</p>
2	<p><i>The Role of Stakeholders in CSR</i></p> <p>2.01 Stakeholder advocacy 2.02 The role of business in society 2.03 Consumers' awareness and willingness to pay for socially responsible corporate behavior 2.04 The communications revolution and its impact on CSR 2.05 Globalization and CSR</p> <p style="text-align: center;">Mid Term Examination</p> <p>2.06 Different stakeholders, different perspectives 2.07 Success and failure with CSR initiatives 2.08 Corporate response to citizen demands via CSR 2.09 The five stages of organizational growth in CSR</p>

3	<p><i>The Strategic Importance of CSR Implementation</i></p> <p>3.01 CSR as a balance between organizational means and ends</p> <p>3.02 The strategic lens: vision, mission, strategy, and tactics</p> <p>3.03 Environmental and other global forces propelling CSR</p> <p>3.04 Impact of globalization and communications technologies</p> <p>3.05 The strategic CSR model</p> <p>3.06 The business-level CSR threshold</p> <p>3.07 Implementing CSR</p> <p>3.08 CSR as competitive advantage</p>
4	<p><i>Case Studies in Organizational, Economic, and Societal CSR Issues</i></p> <p>4.01 Organizational issues (actions versus intentions, corporate commitment, voluntary versus mandatory, stakeholder activism)</p> <p>4.02 Economic/business issues (branding, diversity, sustainability, fair trade, wages)</p> <p>4.03 Social issues (outsourcing, corruption, human rights, patents)</p>

Recommended Reading material:

These are optional books to supplement your learning. Most are available on Amazon.

1. Taylor, J. Gary and Patricia Sharlin. *Smart Alliance: How a Global Corporation and Environmental Activists Transformed a Tarnished Brand – Chiquita*. Yale University Press, 2004.
2. Grayson, David and Adrian Hodges. *Everybody's Business: Managing Risks and Opportunities in Today's Global Society*. Doring Kindersley, 2001.
3. Anderson, Ray. *Mid-Course Correction: Toward a Sustainable Enterprise: The Interface Model*. Chelsea Green Publishing Company, 1998.
4. Makower, Joel. *Beyond the Bottom Line: Putting Social Responsibility to Work for your Business and the World*. Simon and Schuster, 1994.
5. Tapscott, Don and David Ticoll. *The Naked Corporation: How the Age of Transparency Will Revolutionize Business*. Free Press, 2003.
6. McDonough, William. *Cradle to Cradle: Remaking the Way We Make Things*. North Point Press, 2002.
7. Lovins, Amory; Hunter Lovins; and Paul Hawken. *Natural Capitalism: Creating the Next Industrial Revolution*. Back Bay Books, 2000.
8. Batstone, David. *Saving the Corporate Soul, and Who Knows, Maybe your Own*. Jossey-Bass, 2003.

9. Prahalad, CK. *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*. WhartonSchool Publishing, 2004.
10. Savitz, Andrew. **The Triple Bottom Line**. Jossey-Bass, 2006
11. Friedman, Thomas. **Hot, Flat and Crowded**, 2008

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 7th

Course Title: E-Commerce

Course Code: BC-611

Credit Hours: 3

Course Objectives:

Students will be able to develop the skills in the field of Electronic Commerce and to keep students at the forefront of the Global Digital Economy via facilitating innovation, creating values in the Electronic market place with the Cooperation of leading Edge organizations.

The Objectives of this course are three fold:

- I. To become familiar with state of the art Electronic Model, Payment Mechanisms.
- II. To understand the basic principal of E-Government, Securities, Supply Chain Management.
- III. To Evaluate and observe various online businesses.

Course Contents:

- **Introduction to E-commerce**
 - The difference between e-commerce and e-business
 - Types of e-commerce
 - Origins and Growth of E-commerce
 - Impact of E-commerce on Consumer, Organization and Society
 - Benefits and Limitations of E-commerce to Consumer, Organization and Society.
 - Barriers to E-commerce
- **E-commerce business models and concepts**
 - Business-to-consumer (B2C), Business-to-business (B2B) and Business-to-Government (B2G) business models
 - Business models in other emerging e-commerce areas
 - How the Internet and Web change business, strategy, structure, and process

- **The Internet today**
 - The Internet Backbone
 - Network access points and metropolitan area exchange
 - Internet Service Providers
 - Intranets and extranets
- **Building an E-commerce website**
 - Planning
 - Systems analysis and design
 - Building the system: In-house vs. outsourcing
 - Website hosting: In-house vs. outsourcing
 - System Testing
 - Implementation and maintenance
 - Website optimization factors
 - Choosing web server software
 - Logistics and Order Fulfilment

MID TERM EXAM

- **Security and Encryption**
 - The E-commerce security environment
 - Types of threats
 - Technology solutions
 - Protecting Internet communications
 - Encryption
 - Securing channels of communication
 - Secure socket layers (SSL)
 - Protecting networks - Firewalls
- **Web Payment Systems**
 - Payment systems
 - Merchant Accounts, Payment Gateways, Credit Cards Processing & Third Party Payment Processors
 - E-commerce digital payment in the B2C arena
 - Electronic Check, E-Cash, SET based payment systems
- **E-marketing Concepts**
 - The Internet audience
 - Internet traffic patterns
 - What consumers shop for and buy online
 - Basic marketing concepts

- On-site Marketing Techniques
 - Customer feedback, links, banner ads, affiliate programs, newsletters, emails
- **Auctions, Portals, and Communities**
 - Benefits of auctions
 - Risks and costs of auctions
 - The growth and evolution of portals
 - Types of portals
 - Online communities/social networks
- **Assignments**
 - Case Studies
 - Small Projects
 - New Business or e-expanding existing business
 - Business Description
 - Competitive Analysis
 - Product/Service offerings
 - Architecture/Web Development Plan
 - Marketing Plan
 - Operations Plan
 - Financial Plan

Recommended Books:

1. The Complete E-Commerce Book, Second Edition: Design, Build & Maintain a Successful Web-based Business by **Janice Reynolds**
 2. E-commerce: Get It Right! By **Ian Daniel**
 3. E-Commerce 2009: Business, Technology, and Society by **Kenneth Laudon and Carol Guercio Traver**
- Further Reading:**

1. http://www.pakistanlaw.com/electronic_prevention_ord.pdf
2. <http://www.pakistanlaw.com/eto.pdf>
3. <http://www.ecommerce-guide.com>
4. <http://www.ecommerce-resources.com>
5. <http://www.entrepreneur.com/ebusiness/index.html>
6. <http://www.practicalecommerce.com>

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 7th

Course Title: Investment & Portfolio Management

Course Code: BC-612

Credit Hours: 03

Course Instructor:

Prerequisites: Financial Accounting, Cost Accounting, Financial Management

Textbooks (or Course Materials)

- ▶ *“Investment Analysis and Portfolio Management”* by Frank K. Reilly and Keith C. Brown (8th or latter edition)
- ▶ *“Investments Analysis and Management”* by Charles P. Jones
- ▶ *“Investments”* by Bodie Zvi, Kane Alex, and Marcus Alan

Course Description: This course is intended to introduce the concepts and tools of security analysis and portfolio management. The course content covers market structure and trade execution, client characteristics and their effect on portfolio construction, the asset allocation decisions, the security allocation decisions, market efficiency and trading strategies. In addition, selected topics related to portfolio risk management and portfolio performance evaluation will be discussed.

Reference Material

Business Pages of Dawn News, Business Recorder, Karachi Stock exchange Website

Course Objectives: The objective of the course is to study theory and empirical evidence relevant for portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets.

Course Outcomes: At the completion of this unit students will:

1. have an understanding of the nature of an investment, the characteristics of financial assets and the investment environment

2. be able to describe the investment management process and understand the role of objectives and strategy in the portfolio construction process
3. be familiar with the concepts of modern portfolio theory and have an intuitive understanding of asset pricing models
4. have an understanding of the influence of macroeconomic and microeconomic factors on securities markets and the pricing of financial assets
5. be able to display competence in the use of various methods of fundamental analysis to value shares
6. understand various approaches used in portfolio management
7. understand the issues associated with the evaluation of portfolio performance and apply various performance evaluation techniques.

Assessment Instrument with Weights

Assignments & Quizzes.....	10%
Mid-Term Exam.....	30%
Final Exam.....	60%
Total.....	<u>100%</u>

Lecture #	TOPICS TO BE COVERED
1.	<ul style="list-style-type: none"> ▶ The Investment Setting ▶ Revisions of Finance basics ▶ What is an investment?
2.	<ul style="list-style-type: none"> ▶ Investments: background and issues ▶ Measuring risk and return ▶ Measures of historical/expected rates of return
3.	<ul style="list-style-type: none"> ▶ The Investment Setting.... ▶ Risk measures for historical/expected returns ▶ Determinants of required rates of return <ul style="list-style-type: none"> ▶ Nominal and real risk free rate
4.	<ul style="list-style-type: none"> ▶ Risk premium ▶ Risk Premium and portfolio theory ▶ Relationship between Risk and Return <ul style="list-style-type: none"> ▶ SML line ▶ Changes in the SML line
5.	<ul style="list-style-type: none"> ▶ The Asset Allocation Decisions ▶ Individual Investor Lifecycle ▶ The Portfolio Management Process ▶ The need for Policy Statement
6.	<ul style="list-style-type: none"> ▶ Input to the Policy Statement ▶ The importance of asset allocation ▶ Objectives and Constraints of Institutional Investors
7.	<ul style="list-style-type: none"> ▶ Setting investment in a Global Market ▶ The case for global investments ▶ Global Investment Choices <ul style="list-style-type: none"> ▶ Fixed-Income Investments

8.	<ul style="list-style-type: none"> ▶ Equity Investments ▶ Special Equity Instruments ▶ Options ▶ Futures Contracts ▶ Historical Risk and Return on Alternative Investments
9.	<ul style="list-style-type: none"> ▶ Organization and Functioning of Securities Markets ▶ What is Market? ▶ Types of Markets <ul style="list-style-type: none"> ▶ Money Vs Capital Markets ▶ Primary Vs Capital Markets ▶ Debt Vs Equity Markets
10.	<ul style="list-style-type: none"> ▶ Regional exchanges and the over-the-counter market ▶ Detailed Analysis of Exchange Markets ▶ How Securities are traded ▶ Types of Orders ▶ Changes in the Securities Markets
11.	<ul style="list-style-type: none"> ▶ Security Market Indicator Series ▶ Uses of Security Market Indexes ▶ Differentiating Factors in Constructing Market Indexes
12.	<ul style="list-style-type: none"> ▶ Stock Market Indicator Series <ul style="list-style-type: none"> ▶ Value-Weighted Series ▶ Price-Weighted Series ▶ Un-weighted or Equal-Weighted Series
13.	<ul style="list-style-type: none"> ▶ Security Market Indicator Series.... ▶ Bonds Market Indicator Series <ul style="list-style-type: none"> ▶ Investment Grade Bonds
14.	<ul style="list-style-type: none"> ▶ Junk Bonds ▶ Annual security risk-returns and correlations ▶ Comparison of Indexes Over Time
MID TERM EXAMS	
15.	<ul style="list-style-type: none"> ▶ Efficient Capital Markets ▶ Why should capital markets be efficient? ▶ Alternative efficient market hypotheses ▶ Implications of efficient capital markets
16.	<ul style="list-style-type: none"> ▶ Tests and results of efficient market hypotheses <ul style="list-style-type: none"> ▶ Weak form hypothesis: Tests and results ▶ Semi-strong form hypothesis: Tests and results ▶ Strong form hypothesis: Tests and results
17.	<ul style="list-style-type: none"> ▶ An Introduction to Portfolio Management ▶ Background assumptions ▶ Markowitz portfolio theory ▶ Risk and return of a portfolio
18.	<ul style="list-style-type: none"> ▶ Measuring risk and return ▶ Expected return for individual investment ▶ Expected return for a portfolio ▶ Variance and standard deviation of return for an individual investment

19.	<ul style="list-style-type: none"> ▶ An Introduction to Portfolio Management.... ▶ Variance and standard deviation of return for a portfolio
20.	<ul style="list-style-type: none"> ▶ More than two assets portfolio and estimation issues ▶ The efficient frontier ▶ The efficient frontier and investor utility
MID TERM EXAMS	
21	<ul style="list-style-type: none"> ▶ An Introduction to Asset Pricing Model ▶ Capital market theory: An overview ▶ Risk-free asset ▶ Market portfolio
22	<ul style="list-style-type: none"> ▶ The Capital Asset Pricing Model: Expected return and risk ▶ Relaxing the assumptions
23	<ul style="list-style-type: none"> ▶ An Introduction to Asset Pricing Model.... ▶ Relationship between systematic risk and return ▶ The market portfolio: theory versus practice
24	<ul style="list-style-type: none"> ▶ Arbitrage Pricing Theory ▶ Using the APT
25	<ul style="list-style-type: none"> ▶ Multifactor Models of Risk and Return... ▶ Security valuation with APT
26	<ul style="list-style-type: none"> ▶ Empirical tests of APT ▶ Multifactor models in practice
27	<ul style="list-style-type: none"> ▶ Portfolio Performance Evaluation ▶ What is required of a portfolio manager? ▶ Composite portfolio performance measures:
28	<ul style="list-style-type: none"> ▶ Treynor portfolio performance measure ▶ Sharpe portfolio performance measure ▶ Jensen portfolio performance measure ▶ Information Ratio (IR)
END TERM EXAMS	

The number of weeks given can vary as the above schedule is tentative. Also, the date of examination may be shifted later or earlier.

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 7th

Course Title: Operation Management

Course Code: BC-613

Credit Hours: 3+0

Prerequisites:

- Students should be specialized in production and operations management aspects.

Textbooks (or Course Materials) with Edition

- Jay Heizer and Barry Render
- Operations Management, Focusing on Quality and Competitiveness; Second edition, Roberta S. Russell & Bernard W. Taylor III, Prentice Hall, 1998

Course Description

- Concepts, problems and techniques applicable to the operations of a variety of business organizations. The emphasis is on decision making (to include business ethics) in operational areas such as: facility requirements and utilization, control and coordination of resource inputs and outputs, types of transformation/conversion processes, and performance measurements.

Reference Material

- Harvard case studies

Course Objectives

- This course gives you an introduction to the functional area of production and operations management as practiced in manufacturing industries and the services sector. It includes decision-making, project management, facility layout in manufacturing and services industries, waiting lines, quality control, just-in-time systems, forecasting, aggregate planning, inventory management, materials requirements planning (MRP), and operations scheduling.
- To provide an introductory course in Prodn/Opns. Management.
- To present the student with an overall view of the decision-making process as it relates to the major areas of Production/Operations Management.
- To place the historical development of Prodn./Opns. Mgmt. Techniques in their perspective by discussing the evolution of principles that make it possible to design facilities, processes, and control systems with a degree of predictability as to their performance.

- To present the principles of operations economies (how to employ labor materials, machines, and capital) in a balance to match the changing relative values of the basic components.

Course Outcomes

- Demonstrate awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise.
- Demonstrate a basic understanding of project management.
- Demonstrate an awareness of the importance of facility layouts.
- Explain the importance of forecasting.
- Demonstrate an understanding of the concepts of operations scheduling

Assessment Instrument with Weights

Midterm 30%

End term 60%

Internal evaluation 10% (5 quizzes, 5 assignments, viva voice).

Week	TOPICS TO BE COVERED
0	Introductory class, Introduction Basic Concepts
1	Introduction to Operations Management and Operations Strategy Evolution of OM, Productivity, Competitive priorities, Manufacturing strategies
2,	New Product Development Design for manufacturability, Calculating product reliabilities
3,	Total Quality Management Evolving views of quality, Quality costs, Concepts of TQM, Quality standards
4,	Statistical Process Control Developing charts to monitor the quality of output over time
5	Process and Capacity Design Bottleneck and capacity analysis, Process strategies, Operational hedging
6	Forecasting Qualitative and quantitative forecasting methods, Forecast error calculation
7	Deterministic Demand Inventory Theory ABC Analysis, EOQ/POQ, Quantity discounts, One-time sales, MRP
8	Mid Term Exam
9	Stochastic Demand Inventory Theory Safety stock, Continuous and periodic review systems, Newsvendor problems

10	Just-in-Time and Lean Systems Pull vs Push production, Disadvantages of JIT, Lean Operations
11	Scheduling and Planning Priority rules, Flowtime calculations, Minimizing late jobs, Scheduling on two machines
12	Learning Curves Computing learning rates / procedure durations / future costs, Labor planning
13	Facility Layout and Location Layout strategies for: offices, supermarkets, warehouses, processes; Facility location
14	Supply Chain Management Warehouse centralization, Purchasing philosophies, Supply chain risks
15	International Operations Management Overseas manufacturing, Practices in Japan, South Korea, China, India & Germany
16	Terminal Exam

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 7th

Course Title: Organizational Behavior

Course Code: BC-614

Credit Hours: 3

Course Instructor:

PREREQUISITES:

All BBA/MBA core courses including Principles of Management, Human Resource Management

COURSE DESCRIPTION

Organizational Behavior is an important field of study for anyone who plans to work in an organization at some point in his or her life. Even if the students don't plan to be a manager, understanding some key principles about how people behave in organizations can help make them a more effective co-worker, team member, and organizational citizen. Organizational behavior is the study of how individuals relate in the workplace, and how group and organizational structures affect individual behavior. This course is organized around these three levels of focus: individuals, groups (or teams), and organizations. This class will require students to apply their communication, teamwork, critical thinking, and information synthesis skills in many different ways.

Many students initially find that some of the course concepts seem rather intuitive, or simply a matter of common sense. While this can be true to some extent (i.e., they may have experienced many of the concepts discussed in the class), this course is intended to cover number of specific theories and ideas that are based on systematic research, and are not always consistent with intuitive thinking. Thus, it is important for students to pay attention to these specific theories and research findings and integrate them with their experiences rather than relying solely on intuition.

REFERENCE MATERIAL

- *Organizational Behavior* 11th Edition by Fred Luthans (McGraw Hill eleventh edition)
- *Organizational Behavior* by Stephen P. Robbins 12th Edition

COURSE OBJECTIVES:

The course «Organizational Behavior» has three primary objectives:

- To examine central theories and concepts in organizational behavior which provide students with in-depth understanding of human behavior issues in organizations
- To develop students' analytical and problem solving skills as they relate to organizational behavior issues.

- To develop students' appreciation of the relevance of organizational behavior in understanding the effectiveness of organizations.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- This course will refine the understanding of students towards the study and applications of human side management and organization.
- This course will help them to understand the major environmental challenges plus micro and macro perspectives and unit of analysis of organizational behavior.
- This course is aimed at refining the understanding of students towards the prior knowledge of management and behavioral sciences.
- After studying this course the students will be able to understand the modifications, quality of work life and identifiable trends, which have emerged in organizational behavior.
- This course is aimed at giving the opportunity for the students to receive theoretical knowledge about human behavior within organizational settings and to develop practical skills for managing this behavior.

ASSESSMENT INSTRUMENT WITH WEIGHTS

- Surprise quizzes, Assignments, Class participation, Class Presentations, Mid-Term and Final Examination.
- Midterm exam is of 30% and Final exams will comprise questions based on the entire syllabus and is of 60% of overall evaluation.
- The students will be assigned, individually, or in groups to write term paper / report based on visit to the corporate entities / markets and discussions with professionals and practitioners and are of 10% of overall evaluation.

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Orientation, definition of organizational behavior, Historical background organizational behavior
	2.	Theoretical Frameworks , Challenges and opportunities for OB
2.	3.	Definition and Importance of perception , Social Perception (Attribution Theory, Stereotyping and Halo effect)
	4.	HBS case: Jamie Turner
3.	5.	Definition and meaning of personality and determinants of personality (The Self-concept)
	6.	Big five Model, MBTI, Important personality characteristics, HBS case: Thomas Green
4.	7.	The nature and dimensions of Attitude (Components and functions),

		Ways of changing attitudes
	8.	Job satisfaction, organizational citizenship behavior and organizational commitment, HBS case: Treadway Tire Plant
5.	9.	Meaning of motivation, The content theories of motivation
	10.	The process theories of motivation ,Contemporary theories of motivation
6.	11.	Case Study: Engstrom Auto Mirror Plant
	12.	Principles of learning (Reinforcement and Punishment), Law of effect (Positive and negative rein forcers)
7.	13.	Organizational reward systems (Money as a reward and new pay techniques), Non financial rewards
	14.	Behavioral Performance Management
MID TERM EXAMS		
8	15	Group Dynamics and Teams , Nature of groups
	16	Dynamics of informal groups
9.	17	Definition of conflict and Transitions in conflict thought
	18	The conflict process and Intra-individual conflict (Goal conflict and Role conflict and ambiguity)
10.	19	Interpersonal And Intergroup Conflict
	20	Negotiation skills
11	21	The definition of stress and the background of stress
	22	The causes of stress (Extra-organizational stressors, organizational stressors, group stressors and individual stressors)
12	23	The effects of stress (physical problems, psychological problems and beh problems)
	24	Coping strategies for stress(Individual and organizational coping strategies)
13	25	The meaning of power (distinctions among power, authority and influence the classifications of power
	26	Political strategies used to acquire power
14	27	Traditional theories of leadership, Modern theoretical processes of leadership, Leadership skills
	28	Final project presentations
END TERM EXAMS		

University of Poonch Rawalakot
Faculty of Management, Humanities & Social Sciences
Department of Commerce
BS Commerce, Semester 7th
Course Code BC-615

Course Title	CORPORATE GOVERNANCE
	B.Com (Hons) 7 th Semester
Course Title	Corporate Governance
Instructor	
Reference Books and Material (Further reading may be prescribed in the class.)	<p>“A.C-Fernando (2006), Corporate Governance Principles, Policies and Practices, Pearson Education S. Asia.”</p> <p>“Coporate Governance – An Introductory text for Pakistan” By: Dr. Safdar Ali Butt 2nd Edition</p>
Course Introduction	<p>Corporate governance is a multi-faceted subject.http://en.wikipedia.org/wiki/Corporate_governance-cite_note-0</p> <p>An important theme of corporate governance is to ensure the accountability of certain individuals in an organization through mechanisms that try to reduce or eliminate the principal-agent problem. The grave areas to be addressed by corporate governance can be easily described: the competent, accountable, clear and honest domination of profitable entities, whether they are classified or state owned, large, medium or small. The doctrine set out for Corporate Governance is a well-recognized benchmark. The columns of corporate governance are responsibility, justice, accountability and precision. These pillars must be maintained by an ample authorized and dictatorial structure that has integrity and is imposed.</p>

Course Objective	<p>This course will introduce participants to the generally accepted knowledge and principles surrounding the field of corporate governance.</p> <p>The course also aims to:</p> <ul style="list-style-type: none"> • To enable the students to understand the mechanism of governance and its valuation for organizational profitability. • To have the students understand the operations of boards. • To enable the students to understand the financial impact and operational mechanism of effective governance in public and private limited corporations.
Course Pre-requisite	Introduction to Business, Human Resource Management, Financial Accounting & Common Sense.
Teaching Methodology	Lectures, Slides, Case Studies, Projects & Class discussions

CLASS SCHEDULE & COURSE CONTENTS

Week	Topics to be Covered
1	Corporate Governance Overview
2	Theory and Practice of Corporate Governance
3	Land marks in the Emergence of Corporate Governance. Rights and Privileges of Shareholders.
4	Investors Problem and Protection.
5	Committees of a Board.
6	BOD: A Powerful Instrument in Governance.
7	Role of Auditors.
	Midterm Exams
8	Financial Reporting.
9	Risk Management
10	Internal Control
11	Business Ethics & Corporate Social Responsibility

12	External Influences on a Company's Governance
13	Security and Exchange Commission. The Pakistani Market Regulator.
14	The Role of the Government in Ensuring Corporate Governance. The Corporation in a Global Society.
	End Term Examination*

Students' Evaluation

A. Quizzes and Assignments	<u>10%</u>
B. Mid-Semester Examination	<u>30%</u>
C. Final Examination	<u>60%</u>
TOTAL	<u>100%</u>

Additional Reading:

1. All cases and appendix in the book by Dr. Safdar Ali Butt are included in the course and shall be discussed in the class.
2. Chew, D.H.(ed.1997) Studies in International Finance and Governance Systems. OxfordUniversity Press.
3. Garratt, Bob (2003), This on Top, Nicholas Brealey Publishing.
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Elective Courses

University of the Poonch Rawalakot, AJK
Faculty of Management, Humanities and Social Sciences
COURSE OUTLINE
BS Commerce 4-Years

Course Title: Analysis of Financial Statements

Course Code: BC-673

Credit Hours: 03

Course Instructor:

Prerequisites: Fundamentals of Accounting, Financial Accounting, Cost Accounting, Introduction to Finance, Financial Management

Textbooks (or Course Materials)

1. **The Analysis and use of Financial Statements (3rd Edition)**
By: Gerald I. White, Ashwinpaul C. Sondhi, and Dov Fried.
2. **Financial Statement Analysis Using Financial Accounting Information (7th Edition)** By: Charles H. Gibson
3. **Fundamentals of Corporate Finance (5th Edition Chapter # 18 only)**
By: Brealey/Myers/Marcus
4. **Fundamentals of Corporate Finance (6th Edition Chapter # 4 only)**
By: Ross/Westerfield/Jordan

Course Description: This course is an introduction to financial statement analysis, aiming to provide you the basic skills and techniques to analyze financial statements for the purpose of valuation. You will learn how to evaluate financial statements and perform prospective, credit, and equity analyses. Students will also learn how to recast and adjust financial statements to obtain a better estimate of earning power.

Reference Material

Annual Reports of Public Limited Companies

Course Objectives: Financial reports are the primary means by which managers communicate company results to investors, creditors and analysts. These parties use the reports to judge company performance, to assess creditworthiness, to predict future financial performance, and to analyse possible acquisitions and take-overs. Users of financial statements must be able to meaningfully interpret financial reports, construct measures of financial performance and analyse the reporting choices made by companies. Also, since company managers choose accounting techniques when making their reports, users must learn to undo the effects of these accounting choices. The purpose of this course is to give the foundation for such analysis.

Course Outcomes: On completion of this course unit, successful students will be able to:

- Calculate and interpret a range of accounting ratios from the financial statements of large companies;
- Appreciate the complex nature of real life financial statement ratio calculations;
- Understand the role of, and draw upon, the strategic (competitive and sustainability) context of a business in interpreting that business's financial statements;
- Effectively interpret financial statements from the perspective of the forward-looking information needs of different stakeholders;
- Understand a range of factors that can indicate the quality and reliability of financial statement information;
- Appreciate the various sources of data that may be useful in analyzing the position, performance and future prospects of a firm

Week	Lecture	TOPICS TO BE COVERED
1	1	Introduction to Analysis of Financial Statements, Utilization and Practicality of the Course
	2	Framework for Financial Statements Analysis

	.	<p>Need for financial statement analysis, Users of financial statements</p> <p>Principal financial statements</p> <p>Qualitative characteristics of accounting data</p> <p>Chapter # 1 (Sondhi) Chapter # 1 (Gibson)</p>
2	3	<p>Framework for Financial Statements Analysis....</p> <p>GAAP</p> <p>Chapter # 1 (Sondhi) Chapter # 1 (Gibson)</p>
	4	<p>Accounting Policies and their Impact on Financial Analysis....</p> <p>Overview of Accounting Cycle</p> <p>Auditor's Report and its types</p> <p>Chapter # 2 (Sondhi) Chapter # 2 (Gibson)</p>
3	5	<p>Accounting Policies and their Impact on Financial Analysis....</p> <p>The accrual concept of income</p> <p>Revenue recognition methods</p> <p style="padding-left: 40px;">Percentage-of-Completion Method</p> <p style="padding-left: 40px;">Completed contract method</p> <p>Chapter # 2 (Sondhi) Chapter # 2 (Gibson)</p>
	6	<p>Accounting Policies and their impact on Financial Analysis.....</p> <p>Nonrecurring items</p> <p>Adjustments for Nonrecurring items</p> <p>Management Discretion and Earnings Manipulation</p> <p>Chapter # 2 (Sondhi)</p>
4	7	<p>Cash Flow Statement Analysis</p> <p>Need for a Cash Flow Statement</p> <p>Importance of Cash Flow Statement</p> <p>Chapter # 3 (Sondhi) Chapter # 11 (Gibson)</p>
	8	<p>Cash Flow Statement Analysis....</p>

	.	<p>Basic Elements of Cash Flow statement</p> <p>Cash Flow Classification Issues</p> <p>Chapter # 3 (Sondhi) Chapter # 11 (Gibson)</p>
5	9	<p>Cash Flow Statement Analysis....</p> <p>Direct and Indirect cash flow method</p> <p>Preparation of Cash Flow Statement</p> <p>Chapter # 3 (Sondhi) Chapter # 11 (Gibson)</p>
	10	<p>Cash Flow Statement Analysis....</p> <p>Analysis of cash flow information</p> <p>Free Cash Flows and Valuation</p> <p>Chapter # 3 (Sondhi) Chapter # 11 (Gibson)</p>
6	11	<p>Foundations of Ratio and Financial Analysis</p> <p>Purpose and use of ratio analysis</p> <p>Cautionary Note</p> <p>Chapter # 4 (Sondhi) Chapter # 5 (Gibson)</p>
	12	<p>Foundations of Ratio and Financial Analysis.....</p> <p>Common size statements</p> <p>Vertical and Horizontal Analysis</p> <p>Case Study: Cooper Tire & Rubber Company.</p> <p>Chapter # 4 (Sondhi) Chapter # 5 (Gibson)</p>
7	13	<p>Foundations of Ratio and Financial cont...</p> <p>Categories of ratios:</p> <p>Liquidity analysis</p> <p>Chapter # 4 (Sondhi) Chapter # 5 & 7 (Gibson)</p>
	14	<p>Foundations of Ratio and Financial cont...</p> <p>Activity analysis</p> <p>Profitability analysis</p> <p>Chapter # 4 (Sondhi) Chapter # 5 & 7 (Gibson)</p>
		MID TERM EXAMS
		MID TERM BREAK

8	15	Foundations of Ratio and Financial cont... Long-term debt and solvency analysis Ratios: An integrated analysis Chapter # 4 (Sondhi) Chapter # 8 & 9 (Gibson)
	16	Foundations of Ratio and Financial cont... Earning per share and other ratios used in valuation Trend Analysis Chapter # 4 (Sondhi) Chapter # 10 (Gibson)
9	17	Foundations of Ratio and Financial cont... Operating and financial leverage Leverage and its effect on earnings Chapter # 4 (Sondhi) Chapter # 6 & 10 (Gibson)
	18	Foundations of Ratio and Financial cont... Operating and financial leverage Leverage and its effect on earnings Case Study: “The Case of the Beleaguered, Burgled Balance Sheet” Chapter # 4 (Sondhi) Chapter # 6 & 10 (Gibson)
10	19	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
	20	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
11	21	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
	22	Statement Analysis for Special Industries:

		Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
12	23	Analysis of Inventories Inventory and cost of goods sold: Basic relationships LIFO Versus FIFO: Income, Cash flow, and working capital effect Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)
	24	Analysis of Inventories Inventory and cost of goods sold: Basic relationships LIFO Versus FIFO: Income, Cash flow, and working capital effect Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)
13	25	Analysis of Inventories cont... Adjustments from LIFO to FIFO Financial ratio: LIFO Versus FIFO Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)
	26	Analysis of Inventories cont... Adjustments from LIFO to FIFO Financial ratio: LIFO Versus FIFO Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)
14	27	Financial Planning and Forecasting Introduction to basic financial planning models A simple financial planning model The Percentage of sales approach

		Chapter # 4 (Ross/Westerfield/Jordan) Chapter # 18 (Brealey/Myers/Marcus)
	28	Financial Planning and Forecasting..... Additional/External fund needed Additional/External financing and growth Chapter # 4 (Ross/Westerfield/Jordan) Chapter # 18 (Brealey/Myers/Marcus)

University of the Poonch Rawalakot, AJK
Faculty of Management, Humanities and Social Sciences
COURSE OUTLINE
BS Commerce 4-Years

Course Title: International Finance

Course Code: BC-683

Credit Hours: 3+0

Course Instructor:

Prerequisites: Financial Accounting, Managerial Accounting, Financial Management

Textbooks. **International Financial Management** (8th Edition) by Jeff Madura

Course Description

Reference Material

1. International Financial Management (5th Edition) by Eun & Resnick
2. International Financial Management by Addison Wesley Longman
3. International Finance by Keith Pilbeam
4. International Economics: Theory and Practice by Paul Krugman

Assessment Instrument with Weights

Midterm 30%

End term 60%

Internal evaluation 10% (5 quizez, 5 assignments, viva voice).

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Multinational Financial Management: An Overview Chapter 1 Goal of the MNC Theories of International Business International Business Methods
	2.	Multinational Financial Management: An Overview International Opportunities Exposure to International Risk

		Overview of an MNC's Cash Flows Valuation Model for an MNC
2.	3.	International Flow of Funds Chapter 2 Balance of Payments International Trade Flows Factors Affecting International Trade Flows Correcting a Balance of Trade Deficit
	4.	International Flow of Funds International Capital Flows Agencies that Facilitate International Flows How International Trade Affects an MNC's Value
3.	5.	International Financial Markets Chapter 3 Motives for Using International Financial Markets Foreign Exchange Market International Money Market International Credit Market
	6.	International Financial Markets International Bond Market International Stock Markets Comparison of International Financial Markets How Financial Markets Affect an MNC's Value
4.	7.	Exchange Rate Determination Chapter 4 Measuring Exchange Rate Movements Exchange Rate Equilibrium
	8.	Exchange Rate Determination Factors that Influence Exchange Rates Speculating on Anticipated Exchange Rates
5.	9.	Government Influence on Exchange Rates Chapter 6 Exchange Rate Systems A Single European Currency Government Intervention
	10.	Government Influence on Exchange Rates Exchange Rate Target Zones Intervention as a Policy Tool How Central Bank Intervention Can Affect an MNC's Value
6.	11.	International Arbitrage and Interest Rate Parity Chapter 7 International Arbitrage Locational Arbitrage Triangular Arbitrage Covered Interest Arbitrage.....
	12.	Interest Rate Parity

		Derivation of Interest Rate Parity Determining the Forward Premium Graphic Analysis of Interest Rate Parity.....
7.	13.	Relationships Among Inflation, Interest Rates, and Exchange Rates Chapter 8 Purchasing Power Parity (PPP) Interpretations of PPP Rationale Behind PPP Theory Derivation of PPP.....
	14.	International Fisher Effect (IFE) Implications of the IFE for Foreign Investors Derivation of the IFE..... Comparison of IRP, PPP, and IFE Theories
		MID TERM EXAMS
8.	15.	Forecasting Exchange Rates Chapter 9 Why Firms Forecast Exchange Rates Forecasting Techniques
	16.	Forecasting Services Evaluation of Forecast Performance Exchange Rate Volatility
9.	17.	Measuring Exposure to Exchange Rate Fluctuations Chapter 10 Is Exchange Rate Risk Relevant? Transaction Exposure
	18.	Measuring Exposure to Exchange Rate Fluctuations Economic Exposure Translation Exposure
10	19.	Direct Foreign Investment Chapter 13 Motives for Direct Foreign Investment (DFI) Benefits of International Diversification
	20.	Decisions Subsequent to DFI Host Government Views of DFI Impact of the Direct Foreign Investment Decision on an MNC's Value
11	21.	Multinational Capital Budgeting Chapter 14 Subsidiary versus Parent Perspective Input for Multinational Capital Budgeting Multinational Capital Budgeting Example
	22.	Factors to Consider in Multinational Capital Budgeting Adjusting Project Assessment for Risk
12	23.	Country Risk Analysis Chapter 16 Why Country Risk Analysis Is Important

		Political Risk Factors Financial Risk Factors Types of Country Risk Assessment Techniques to Assess Country Risk Comparing Risk Ratings Among Countries
	24.	Measuring Country Risk Comparing Country Risk Ratings Across Countries Actual Country Risk Ratings Across Countries Incorporating Country Risk in Capital Budgeting Reducing Exposure to Host Government Takeovers
13	25.	Multinational Cost of Capital and Capital Structure Chapter 17 Background on Cost of Capital Cost of Capital for MNCs Costs of Capital Across Countries Using the Cost of Capital for Assessing Foreign Projects
	26.	The MNC's Capital Structure Decision Interaction Between Subsidiary and Parent Financing Decisions Local Versus Global Target Capital Structure Impact of an MNC's Capital Structure Decisions on Its Value
14	27.	Financing International Trade Chapter 19 Payment Methods for International Trade Trade Finance Methods
	28.	Financing International Trade Agencies that Motivate International Trade
	END TERM EXAMS	