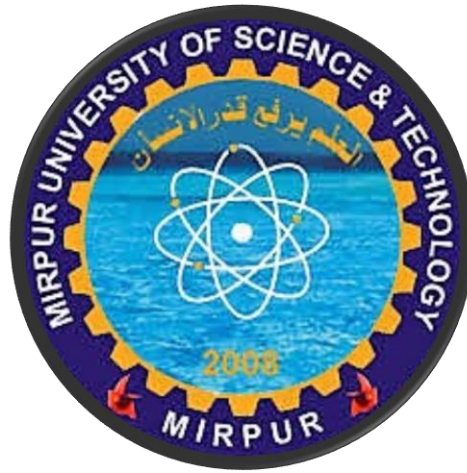


Mirpur University of Science & Technology (MUST) Azad Kashmir
MUST Business School



The 4th meeting of the Board of Studies in MUST Business School was held on September 07, 2019

Mirpur University of Science and Technology (MUST), Mirpur

Board of Studies

Faculty of MUST Business School (MBS)

Held on September 07, 2019

Composition of the Board of Studies;

| No | Name | Designation | Status |
|----|------------------------------------|---|-----------------|
| 01 | Assoc. Prof. Dr. Muhammad Khalique | Director MUST Business School | Convener |
| 02 | Eng. Muhammad Waris | Registrar MUST Mirpur | Member |
| 03 | Prof. Dr. Mushtaq Ahmed Sajid | Senior Dean, Faculty of Commerce, University of Kotli AJ& K | External Member |
| 04 | Prof. Dr. Hassan Mobeen Alam | Principle Hailey College of Commerce University of Punjab | External Member |
| 05 | Dr. Arshad Mahmood Butt | Controller of Examination | Member |
| 06 | Dr. Imtiaz Ahmed | Director QEC, MUST Mirpur | Member |
| 07 | Muhammad Arif Ch. | Vice President/Zonal Chief, Zone Mirpur Bank of AJ&K | Observer |
| 08 | Sohail Shujah Mujahid | President Chamber of Commerce Mirpur | Observer |
| 09 | Mr. Husnain Aurangzeb | Manger HBL Branch (Alumni) | Observer |
| 10 | Dr. Shujahat Ali | Assistant Professor | Secretary |
| 11 | Mr. Zahid-Ur-Rehman | Lecturer | Member |



MBS

Mirpur University of Science & Technology (MUST)
Mirpur Azad Jammu & Kashmir
MUST Business School
Phone No: 05827-961113

The 4th meeting of the Board of Studies in MUST Business School was held on September 07, 2019 at 11:00 am at MUST Business School, Mirpur University of Science and Technology (MUST), AJK. The meeting was started with the recitation of the Holy Quran. Director MUST Business School recited some verses from the Holy Quran. Associate Professor Dr. Muhammad Khalique, Director MUST Business School (MBS), Mirpur University of Science and Technology (MUST), Mirpur AJ&K chaired the meeting.

AGENDA-INDEX

| Item | Title of the Item | Page | Comments |
|-------------|--|-------------|------------------------|
| 01 | Proposal for the approval of faculty of MBS | 01 | Not Recommended |
| 02 | Proposal for the approval of Vision of MBS | 01 | Approved |
| 03 | Proposal for the approval of Mission of MBS | 01 | Approved |
| 04 | Proposal for the approval of BS in Commerce program with 8 semesters | 02 | Approved |
| 05 | Proposal for the approval of 4 digit code for all MBA programs | 02 | Approved |
| 06 | Proposal for the approval of 4 digit code for BBA program | 02 | Approved |
| 07 | Proposal for the approval of 4 digit code for BSBF program | 02 | Approved |
| 08 | Proposal for the replacement of title from “Director” to “Dean” | 03 | Approved |
| 09 | Proposal for the approval of three departments in faculty of MBS: <ul style="list-style-type: none">• Department of Business Administration• Department of Banking & Finance• Department of Commerce | 03 | Approved |

| | | | |
|----|---|---------|-----------------|
| 10 | Proposal for the approval of minimum and maximum duration for MS/MPhil/PhD degree programs. | 03 | Approved |
| 11 | Proposal for the approval of associate degree in commerce for affiliated colleges. | 04 | Approved |
| 12 | Proposal for the approval of MBA two year program after 16 year schooling. | 04 | Approved |
| 13 | Proposal for the approval of admission in BBA program after 14 year schooling. | 04 | Approved |
| 14 | Annexure-I | 07 | Approved |
| 15 | Annexure-II | 08 | Approved |
| 16 | Annexure-III | 09-137 | Approved |
| 17 | Annexure-IV | 138 | Approved |
| 18 | Annexure-V | 139 | Approved |
| 19 | Annexure-VI | 140-145 | Approved |
| 20 | Suggestions and Comments | 146 | Approved |

Dr. Shujahat Ali
Secretary Board of Studies

Dr. Muhammad Khalique
Director
Convener Board of Studies

Agenda Items

Proposal for the approval of faculty of MBS

Item 01: Faculty of MBS

Faculty of MUST Business School (MBS) is proposed for approval as per requirement of *National Business Education Accreditation Council* (NBEAC) is given in Annexure-I.

The item is submitted for approval.

Proposal for the approval of Vision of MBS

Item 02: Approval of Vision

Vision of MUST Business School is proposed for approval. Statement of Vision is given in Annexure-II

The item is submitted for approval/recommendations please.

Proposal for the approval of Mission of MBS

Item 03: Approval of Mission

Mission of MUST Business School is proposed for approval. Statement of Mission is given in Annexure-II.

The item is submitted for approval/recommendations please.

Proposal for the approval of BS in Commerce (BS-Commerce) program with 8 semesters

Item 04: Proposal for the approval of BS in Commerce (BS-Commerce) program with 8 semesters (4 Year)

Degree program entitled “BS in Commerce” is proposed for approval. Details of scheme of studies for BS in Commerce are given in Annexure-III.

The item is submitted for approval/recommendations please.

Proposal for the approval of 4 digit code for all MBA programs

Item 05: Proposal for the approval of 4 digit code for all MBA programs

It is proposed for approval to replace the “3 digit course code” to “4 digit course code”.

The item is submitted for approval/recommendations please.

Proposal for the approval of 4 digit code for BBA program

Item 06: Proposal for the approval of 4 digit code for BBA programs

It is proposed for approval to replace the “3 digit course code” to “4 digit course code”.

The item is submitted for approval/recommendations please.

Proposal for the approval of 4 digit code for BSBF program

Item 07: Proposal for the approval of 4 digit code for BSBF program

It is proposed for approval to replace the “3 digit course code” to “4 digit course code”.

The item is submitted for approval/recommendations please.

Proposal for the replacement of title from “Director” to “Dean”

Item 08: Proposed the replacement of title from “Director” to “Dean”

It is proposed for approval of title from “Director MBS” to “Dean MBS” in accordance with the requirement of *National Business Education Accreditation Council* (NBEAC).

The item is submitted for approval.

Proposal for the approval of three departments in faculty of MBS

Item 09: Proposed three departments in faculty of MBS

It is proposed for the approval of three departments in faculty of MBS. Proposed name of departments:

1. Department of Business Administration
2. Department of Banking & Finance
3. Department of Commerce

The item is submitted for approval.

Proposal for the approval of minimum and maximum duration of MS/MPhil/PhD or Equivalent degree programs

Item 10: Minimum and maximum duration for MS/MPhil/PhD degree programs

It is proposed to approve minimum and maximum duration of MS/MPhil/PhD degree programs in light of HEC policy. Details are given in Annexure-IV.

| | |
|------------------------|---------------|
| MS/MPhil or Equivalent | 1.5 to 4 Year |
| PhD or Equivalent | 3 to 8 Year |

The item is submitted for approval.

Proposal for the approval of associate degree in commerce for affiliated colleges

Item 11: Proposal for the approval of associate degree in commerce for affiliated colleges

Proposal for the approval of associate degree in commerce for affiliated colleges as per letter of HEC NO.54A&C/2019/HEC/691 dated July 11, 2019. Details are given in Annexure-V.

Degree program entitled “MBA two year” after 16 year schooling.

Item 12: It is proposed for the approval of Degree program entitled “MBA two year” after 16 year schooling. Details of program are given in Annexure-VI.

The item is submitted for approval/recommendations please.

Proposal for the approval of admission in BBA program after 14 year schooling.

Item 13: It is proposed for the approval of admission in BBA program after 14 year schooling. The student will complete 75-78 credit hours.

Details of program are given in Annexure-VI.

The item is submitted for approval/recommendations please.

Annexure-I

Annexure-II

MUST Business School

Vision

To become a business school, with an international repute in academia, industry and research for nurturing the future leaders and entrepreneurs. The school aims to provide graduates with the knowledge and skills required to make a positive impact on local and national level businesses.

Mission

MBS aims to link globalized world via creating network of knowledge and assimilating it with our distinct local values. The focus is to modernize business processes while preserving culture. Our belief is embedded in thinking global and acting local, creating strong bond with local businesses, in order to solve real-time problems. Our competitive roots are students; we inspire tomorrow's leaders and entrepreneurs to create a sustainable and viable region.

Annexure-III



Mirpur University of Science & Technology (MUST)
MUST Business School
Mirpur Azad Jammu & Kashmir
Ph.# 05827-961113

Scheme of Study

For

BS in Commerce

*4 year Degree Program under Semester System for the
Session Fall- 2019 and onward*

BS in Commerce:

The commerce qualification is in great demand across the corporate world due to emergence of corporate governance and issues related to better custodians of public wealth.

Four-year BS in Commerce program mainly focuses upon the vital areas of study like that of accounting, auditing, finance, taxation, computer applications, banking, e-commerce, economics, law, statistics, management, and marketing.

Sharp minds are catered in our department aiming at setting and imparting latest trends and setting new traditions into the field of commerce, business, and entrepreneurship. Vim and vigor of the faculty is hereby reflected by the inclination of perfections in all the relevant fields of study by the students. Students are guided by offering them variety of courses developed in the line of knowledge enrich outline to prepare worthy managers and administrators in numerous fields of life.

The education at MBS will provide advanced and in-depth knowledge of various subjects at undergraduate and postgraduate level so they may start their professional career better than simply master's degree holders.

It is a 4-year degree program with 8 semesters and consisting of 129 credit hours including Business Project/Internship Report of 3 credit hours.

Why BS in Commerce:

Major aim of this program is to prepare the mind of youngsters so that they may gather appropriate knowledge of commerce, business, accounting, finance, and economics and can get familiarized with tally of research. In precise verdict such field of subjects helps the nation to produce quality management in their entire respective field of life. Students here opt state of the art computer lab, multimedia, and internet for benefiting their minds by getting useful and latest knowledge about their subject or field of interest and hover around latest infrastructure.

With the economic development of the country, the commercial activity increases which resulted in creation of employment. As every business activity needs finance and accounting as core function, therefore, qualification in this field facilitates better job prospects and quick entry to the practical field. Further, knowledge of accounting and finance helps science students to excel in their career e.g., science students in advance stage of their career, may require financial management skills to prepare budget and forecasts, managing cash inflows and outflows, etc. for their department. The accounting and finance skills assist such professionals to reach to top management positions including heading their own departments of technical nature. Further, accounting and finance has close relationship with logics and mathematics. It is observed that students with mathematical background find accounting and finance related courses more convenient to study as compared to any other professional.

Human Resource (HR) and Training & Development are emerging areas. The knowledge of accounting and finance helps HR professionals to have better understanding of payroll, compensation, and reward management, while ensuring cost and benefit analysis (CBA). It will facilitate them to prepare better projections about organization's financial liability to manage human resources. With regard to training and development, professionals dealing in this area need skills to prepare financial feasibility, income statements, etc. to launch and conclude training programs.

Mission Statement of BS in Commerce:

Purpose of offering admissions in BS in Commerce is to equip the students with proper understanding towards the field of business and industry so that they can pursue their bright career in future endeavours.

Core objective of BS in Commerce:

Providing quality education to the young men and women so that they should develop lust for having compatible knowledge of all the major areas of finance, accounting, economics, management, commerce and most essentially pre-requisites of research, which promises their future growth and successful excel in their relative field of study.

1. Let the students be familiarizing with the cruxes of wide range of problems and practices into the fields of commerce, industry, and economy.
2. Improving the analytical footings of the aspirants so that they should have sufficient knowledge of the techniques that are used to reduce or probably resolve at large managerial problems.
3. For maintaining concrete beneficial relationship with commerce, trade, industry, government and non- profit organizations and to develop intellect minds that could serve the future office needs better.
4. Preparing and proliferation the minds of the young men and women and to furbish them with entrepreneurial calibre and thrift that is necessary to revive in today's global community.

Student Learning Outcomes:

Students qualified the degree of BS in Commerce will undoubtedly:

- 1: Be familiar to the crux of business and industrial persuasions
- 2: Be able to use efficiently the relevant knowledge in the field of commerce and industry.
- 3: Be easily highlighting the way outs of the problems and practices into the fields of commerce.
- 4: Be having improved analytical footing of the aspirants so that they should have sufficient knowledge of the techniques used to reduce or probably resolve at large managerial problems.
- 5: Be maintaining concrete beneficial relationship with commerce, trade, industry, government and non-profit organizations.
- 6: Be having sufficient intellectual mind that could let them serve future needs better
- 7: Be having a decent and gentle man personality that is reflected through their analytical the thoughtful approach towards their field of study.

BS in Commerce Student Outcomes:

The aspirants should be able to:

1. Effectively communicate the problems and crux of commerce, industry, and business.
2. Have a thought full personality with sharp minded approach in communication the recent trends in the field of commerce.
3. Having good financial and economic background of study help them know comprehensively about the global changing patterns in business world.
4. Having ability to use variety of analytical tools to judge the current state of business in all respect.

General Assessment:

Each semester contains 18 weeks of study that is exclusive of two weeks devoted for the conduction of midterm and final term examination. Midterm examination is to commence after 8 weeks of study and final term examination after 7 weeks of study since the resume of class work very after midterm examination. In the meantime, students are awarded sessional marks which are justified in the line with the take up of written quizzes and assignments on various topics.

After 6th semester each student undergoes 8-10 weeks of internship in some reputable and renowned organization and is required to prepare internship report at the climax. Internship viva voce and comprehensive examination is mandatory to be qualified before issuance of result transcript or degree. Internship viva voce and comprehensive examination/Viva is scheduled at an appropriate time and date after the successful fade of last semester.

Internship:

Nothing compares to hands on experience. BS in Commerce program has requisites of 8 to 10 weeks of internship programs that executed in renowned banks, industry and accountancy firms etc. which upgrade student knowledge and sharpens his/her skills so that they are to get industry ready. One the successful completion of all degree requirements, the aspirants let wide job placement market open diligently for themselves. They can easily pursue their career endeavors in industry, media, and communication as well as multi-national organizations. They can also opt professional accountancy courses wherein they qualify to be accorded exemptions in some of the subjects offered to them in subsequent study tenure.

1. Finance

2. Marketing

3. Human Resource Management

4. Accounting

Eligibility Criteria for Admission:

- Higher Secondary School Certificate (HSSC) or Equivalent securing at least 45% marks in aggregate.
- Entry Test as per university rules.

Degree Requirements:

Candidates must successfully complete following requirements for grant of BS in Commerce degree:

| | |
|----------------------------------|-----------------|
| Duration: | 08-12 Semesters |
| Course Work: | 126 Credits |
| Oral / Comprehensive Examination | S/U Basis |
| Internship Report | 03 Credits |
| Total Credit Hours: | 129 Credits |

| Courses | Semester Credit Hrs. |
|-----------------------|-----------------------------|
| (a) Core Courses | 117 SCH |
| (b) Elective | 09 SCH |
| (c) Internship Report | 03 SCH |
| Total | 129 SCH |

SCHEME OF STUDY AND COURSE STRUCTURE SEMESTER WISE:

Scheme of Study of BS in Commerce:

| Semester-I | | |
|----------------------|---|---------------------|
| Course Code | Course Title | Credit Hours |
| HUM -1101 | Islamic & Pakistan Studies | 3(3-0) |
| MAT-1102 | Business Mathematics | 3(3-0) |
| ACC-1103 | Financial Accounting-I | 3(3-0) |
| ENG-1104 | Functional English | 3(3-0) |
| ITB-1105 | Introduction to Business | 3(3-0) |
| Semester –II | | |
| Course Code | Course Title | Credit Hours |
| ENG -1201 | Business Communication & Report Writing | 3(3-0) |
| STA -1202 | Business Statistics | 3(3-0) |
| ACC -1203 | Financial Accounting-II | 3(3-0) |
| ECO-1204 | Micro Economics | 3(3-0) |
| FIN-1205 | Banking Currency & Finance | 3(3-0) |
| Semester –III | | |
| Course Code | Course Title | Credit Hours |
| BC-2301 | Business Law | 3(3-0) |
| BC-2302 | Advance Accounting | 3(3-0) |
| BC-2304 | Business Taxation | 3(3-0) |
| COM-2305 | Computer Applications in Business | 3(3-0) |
| ECO-2306 | Macro Economics | 3(3-0) |
| Semester-IV | | |
| Course Code | Course Title | Credit Hours |
| BC-2401 | Principles of Marketing | 3(3-0) |
| BC-2402 | Introduction to Business Finance | 3(3-0) |
| BC-2403 | Auditing | 3(3-0) |
| BC-2404 | Fundamentals of Cost Accounting | 3(3-0) |
| ECO-2406 | Economics of Pakistan | 3(3-0) |
| Semester-V | | |
| Course Code | Course Title | Credit Hours |
| BC-3501 | Principles of Management | 3(3-0) |

| | | |
|----------------------|-----------------------------------|---------------------|
| BC-3502 | Entrepreneurship | 3(3-0) |
| BC-3503 | Research Methods in Business | 3(3-0) |
| BC-3504 | Interpersonal Skills | 3(3-0) |
| BC-3505 | Consumer Behaviour | 3(3-0) |
| Semester-VI | | |
| Course Code | Course Title | Credit Hours |
| BC-3601 | Banking Law and Practice | 3(3-0) |
| BC-3602 | Financial Management | 3(3-0) |
| BC-3603 | E-Commerce | 3(3-0) |
| BC-3604 | Business Ethics | 3(3-0) |
| BC-3605 | Organizational Behaviour | 3(3-0) |
| BC- | Elective-I | 3(3-0) |
| Semester-VII | | |
| Course Code | Course Title | Credit Hours |
| BC-4701 | Corporate Law | 3(3-0) |
| BC-4702 | Human Resource Management | 3(3-0) |
| BC-4703 | Insurance & Risk Management | 3(3-0) |
| BC-4704 | Management Accounting | 3(3-0) |
| BC-4705 | Project Management | 3(3-0) |
| BC- | Elective-II | 3(3-0) |
| Semester-VIII | | |
| Course Code | Course Title | Credit Hours |
| BC-4801 | International Business & Finance | 3(3-0) |
| BC-4802 | Operation & Production Management | 3(3-0) |
| BC-4803 | Performance Management | 3(3-0) |
| BC-4804 | Strategic Management | 3(3-0) |
| BC- | Elective-III | 3(3-0) |
| BC- 4812 | Internship Report* | 3(3-0) |
| | Total Credit Hours | 129 |

* A detailed research project of an industry in the field of specialization of the candidate.

Optional Subjects: Any one course from the selected field of specialization.

FIELDS OF SPECIALIZATION:

Finance:

BC-3606 Analysis of Financial Statements

BC-4706 Investment Analysis & Portfolio Management

BC-4805 Corporate Finance

Marketing:

BC-3607 Advertising & Promotion

BC-4707 International Marketing

BC-4806 Brand Management

HRM:

BC-3608 Human Resource Development

BC-4708 Organizational Development

BC-4807 Negotiation and Conflict Management

Accounting:

BC-3609 Advance Financial Accounting

BC-4709 Advance Cost Accounting

BC-4808 Strategic Management Accounting

Director

MBS

Methods of Evaluation

METHOD OF LEARNING AND CONTACT HOURS

A variety of techniques will be used to enhance your learning for this course. These include face-to-face lecture, discussion, exams, cases, in-class group activities, and internet research and guest speaker sessions. You are expected to come to every session prepared based on provided material. Weekly contact of this course is 3 hours.

ASSESSMENT ITEMS AND WEIGHTS

Students will have several opportunities to demonstrate their knowledge and understanding of the subject material taught in the class. Though much of the learning is actually achieved in-class, students are expected to complete certain assignment, quizzes, and mini projects to pass the subject. Students will be assessed according to the following criteria.

I. Mid Term Examination (30%)

Midterm exam will consist of applied questions, multiple choice and case studies/scenario Analysis.

II. Final Examination (50%)

The final exam will consist of application of concepts in terms of numerical, MCQ, case study, and questions on guest speaker sessions (if any)

III. Internals (20%)

Internal marks comprises of the following

a. Quizzes

During the semester, at least two quizzes will be given to the class. There will be no retake for those who missed the quiz.

b. Project/ Topic / Case Study Presentation

Class will be divided in to reasonable syndicates for case studies / topic presentation/ class project. Each syndicate will present the case / topic according to the recommended format.

QUALITY ASSURANCE

The completion of the course evaluation survey is mandatory and will be carried before the start of the final exam. The findings of the survey are used in improving the course as well as its delivery. The survey is conducted by quality enhancement cell of the university and is anonymous.

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester-I | | |
|--------------------|----------------------------|---------------------|
| Course Code | Course Title | Credit Hours |
| HUM -1101 | Islamic & Pakistan Studies | 3(3-0) |
| MAT-1102 | Business Mathematics | 3(3-0) |
| ACC-1103 | Financial Accounting-I | 3(3-0) |
| ENG-1104 | Functional English | 3(3-0) |
| ITB-1105 | Introduction to Business | 3(3-0) |

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**

Credit Hours: **03**

Course Code: **HUM-1101**

Course Name: **Islamic & Pakistan Studies**

COURSE DESCRIPTION/OBJECTIVE:

This course is aimed at:

1. To provide Basic information about Islamic Studies
2. To enhance understanding of the students regarding Islamic Civilization
3. To improve Students skill to perform prayers and other worships

The course will focus attention upon the creation of Pakistan examining its several essential and other elements to understand its foundation and later on its function as a state system.

LEARNING OUTCOMES:

1. To enhance the skill of the students for understanding of issues related to faith and religious life.

During the course, among other things, students will be able to

2. Understand the Ideology of Pakistan
3. Understand with clarity the several issues in its formation
4. Learn about the creation of Pakistan and several problems which were faced by the new nation
5. Study the process of governance, national development, issues arising in the modern age and posing challenges to Pakistan

| Weeks | Course Contents |
|--------------|--|
| Week 1 | Basic Concepts of Quran, History of Quran, Uloom-ul-Quran, Verses of |

| | |
|-----------------|--|
| | Surah Al-Baqra Related to Faith (Verse No-284-286) |
| Week 2 | Verses of Surah Al-Hujrat Related to Adab Al-Nabi (Verse No-1-18), Verses of Surah Al-Mumanoon Related to Characteristics of faithful (Verse No-1-11) |
| Week 3 | Verses of Surah al-Furqan Related to Social Ethics (Verse No.63-77), Verses of Surah Al-Inam Related to Ihkam (Verse No-152-154), Verses of Surah Al-Ihزاب Related to Adab al-Nabi (Verse No.6, 21, 40, 56, 57, and 58.) |
| Week 4 | Verses of Surah Al-Hashar (18,19,20) Related to thinking, Verses of Surah Al-Saf related to Tafakar,Tadabar (Verse No-1,14), Life of Muhammad Bin Abdullah (Before Prophet Hood) |
| Week 5 | Life of Holy Prophet (SAW) in Makkah, Important Lessons Derived from the life of Holy Prophet in Makkah, Life of Holy Prophet (SAW) in Madina, Important Events of Life Holy Prophet in Madina.. Basic Concepts of Islamic Law & Jurisprudence, Basic Concepts of Islamic Culture & Civilization |
| Week 6 | Important Lessons Derived from the life of Holy Prophet in Madina, Basic Concepts of Hadith, History of Hadith Historical Development of Islamic Culture & Civilization, Characteristics of Islamic Culture & Civilization, Islamic Culture & Civilization.. Basic Concepts of Islam & Science, Contributions of Muslims in the Development of Science |
| Week 7 | Kinds of Hadith, Uloom-ul-Hadith, Sunnah & Hadith, Legal Position of Sunnah, Selected Study from Text of Hadith.. Basic Concepts of Islamic Economic System, Means of Distribution of wealth in Islamic Economics, Islamic Concept of Riba, Islamic Ways of Trade & Commerce, Basic Concepts of Islamic Political System.. Basic Institutions of Govt. in Islam, Period of Khlaft-e-Rashida, Basic Concepts Of Social System Of Islam |
| MID TERM | |
| Week 9 | 1. Historical Perspective a. Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-i-Azam Muhammad Ali Jinnah. |
| Week 10 | b. Factors leading to Muslim separatism... c. People and Land i. Indus Civilization, ii. Muslim advent, iii. Location and geo-physical features |
| Week 11 & 12 | 2. Government and Politics in Pakistan Political and constitutional phases: a. 1947-58... b. 1958-71, c. 1971-77, d. 1977-88.. e. 1988-99, f. 1999 onward |
| Week 13 | 3. Contemporary Pakistan a. Economic institutions and issues, b. Society and social structure.. c. Ethnicity |
| Week 14 | d. Foreign policy of Pakistan and challenges |

| | |
|--------------------------|-----------------------------------|
| Week 15 | e. Futuristic outlook of Pakistan |
| Week- 16 | Presentations: |
| Final Examination | |

Recommended Books:

1. Hameed Ullah Muhammad, “Emergence of Islam”, IRI, Islamabad.
2. Hameed Ullah Muhammad, Introduction to Islam.
3. Ahmad Hasan, “Principles of Islamic Jurisprudence” Islamic Research Institute, International Islamic University, Islamabad (1993).
4. Ikrame Rabbani: Pakistan Studies
5. Dr. Javaid Iqbal: Ideology of Pakistan, Ferozsons, Rawalpindi

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit Hours: **03**

Course Code: **MAT-1102**

Course Name: **Business Mathematics**

COURSE DISCRIPTION/OBJECTIVE:

This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students' competency in application of mathematical concepts in solving business management problems and to improve their level of quantitative approach.

LEARNING OUTCOMES:

Upon the successful completion of this course, you should be able to:

1. Mathematical Function
2. Building and solving linear and quadratic equations
3. Types of functions
4. Matrices and its applications
5. Determinants and its applications

COURSE CONTENTS:

| Weeks | Course Contents |
|-------------|--|
| Week 1&2 | BASIC MATHEMATICAL CONCEPTS Expression, Equality and Inequality Concepts Business Application and Exercises Basic Algebra and Set Theory, Linear Equation and their characteristics One-Variable Equations Solution of First and Second Degree Equations in One Variable Algebraic and Graphical Characteristics Slope-Intercept Form Determining the Equation of a Straight Line Linear Equations Involving More Than Two Variables |
| Week 3&4 | Systems of Linear Equations Two, Three and n-variable systems and their graphical and algebraic solutions. Simultaneous Equations.. Functions Definition, Nature and Notation of Functions Domain and Range, Restricted Domain and Range |
| Week –5 | Mathematical Functions Types of Functions (Linear, Quadratic Cubic, Polynomials, rational Function) Definition, Types and Graphical Representation of Functions Linear Cost, Revenue and Profit Functions |
| Week 6&7 | Mathematics of Finance Interest and its Computation Single Payment Computations |

| | |
|--------------------------|---|
| | Annuities and Their Present/ Future Value Cost Benefit Analysis |
| MID TERM | |
| Week 9&10 | Matrix Algebra Introduction, Simple and Special Types of Matrices Basic Matrix Operations The Determinant Inverse Solution of System of Linear Equations using Matrices |
| Week 11&12 | Differentiation Limits: Properties and Continuity Average Rate of Change The Derivative Differentiation |
| Week 13&14 | Optimization Identification of Maxima and Minima Application on Revenue, Cost, and Profit Sequence, Series and Progression Sequence, Series and Progression: Introduction and Comparison thereof |
| Week – 15 | Arithmetic Series and its application in business Geometric Series and its application in business Multiplication Principal, Permutation and Combination |
| Week- 16 | Presentation Session |
| Final Examination | |

RECOMMENDED BOOKS:

1. Applied Mathematics For Business, Economics, and The Social Sciences, Frank S. Bud Nick, (Fourth Edition).
2. Business Mathematics, Mirza Mohammad Hassan and Mohammad Ali Mirza.

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS. Com**

Credit Hours: **03**

Course Code: **ACC-1103**

Course Name: **Financial Accounting-I**

Course Introduction/Objective:

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

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to know:

1. History of accounting along with basic concept of accounting and accounts.
2. Accounting equation, financial reporting, and recording business transactions
3. How to pass adjusting entries and closing entries etc.
4. How to prepare various statements and reports such as post close trial balance, reversing entries and worksheet, income statement, balance sheet, and statement of owner's equity.
5. Preparing special journals

Course Contents:

| Weeks | Course Contents |
|-----------------|--|
| Week 1&2 | Introduction: Introduction to Business, Commerce, Trading, Finance and Financial Institutions. Concept of account, assets, liabilities, revenues, expenses, capital etc. history of Accounting, Purpose and Nature of Accounting, Various areas of Accounting, Forms of Business enterprises, Accounting Information users, GAAP, Accounting Systems. Accounting Terminology |
| Week 3,4,5,6 | Recording Business Transactions: Types of Accounts. Debit & Credit Rules. Journal, Ledger, Trial Balance; Introduction to accounting and accounting equation Accounting Cycle. The IASB, and financial reporting IFRS-1 Accounting concepts and conventions: IAS-1 |
| Week –7 | Measuring of Business Income: Recording the business transaction: sources, records and books of original entry Accounting & trial balance, Completing the accounting cycle, closing entries: temporary and permanent accounts, post close trial balance, reversing entries and Worksheet, income statement, balance sheet, and statement of owner's equity., |
| MID TERM | |
| Week | Control of Cash Transactions and Bank Reconciliation Statement. Adjusting entries: contra accounts, accruals and prepayments, adjusting trial |

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|--------------------------|---|
| 9,10,11 | balance, financial statements, Cash Book. Single Column Cash Book. Double Column Cash Book. Three Column Cash Book...Bank Reconciliation Statement. |
| Week 12,13 | Controlling Accounts & Subsidiary Ledger Accounts Control of Cash. Special Journal for Purchase & Sales, Purchase Returns & Sales Returns. Cash Receipts and Cash Payment Journal, Accounts Receivables & Accounts Payables |
| Week 14&15 | Preparation of Income Statement, Statement of Owner's Equity. Adjusting Process. Preparation of Balance Sheet, Closing Entries. Preparation of Work sheet |
| Week- 16 | Presentation Session |
| Final Examination | |

RECOMMENDED BOOKS:

1. Frank wood: Business Accounting-I, Business Accounting-II
2. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition
3. Accounting by Sohail Afzal

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit Hours: **03**

Course Code: **ENG-1104**

Course Name: **Functional English**

COURSE DESCRIPTION/OBJECTIVE:

The command over written and spoken English is now considered a necessity for the business graduates. It equips them with necessary skills and aptitude to deal successfully with the complex and challenging situations, arising out of inter-personal, and organizational dealings. This subject inevitably demands a systematic and comprehensive study of the related topics.

LEARNING OUTCOMES:

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

1. to provide a sound base in the English grammar and composition.
2. to make aware of the fundamental rules and skills for effective oral and written communication in English.
3. to develop proficiency in the art of effective communication
4. To further develop students' skills in reading, writing, speaking and thinking.
5. To develop effective business communication skills and enhance presentation skills.

Course Contents:

| Weeks | Course Contents |
|------------|---|
| Week 1 | Antonyms, Synonyms, Homonyms – one word substitution |
| Week 2 | Traditional Grammar a) Parts of Speech: Major word classes b) Further classifications (regular, countable; uncountable; singular; plural), c) Pronouns d) Verbs e) Adjectives |
| Week 3 & 4 | Adverbs g) Minor word classes: Preposition, h) Conjunctions i) Interjections, Auxiliary verbs and Determiners j) Kinds of verbs: finite and non-finite |
| Week 5 | Modern Grammar – k) Sentence Structure: l) Types of sentences based on function m) Mood n) Transformation, Inversion of sentences o) Analysis of Complex sentences |

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| Week 6 & 7 | Subject, Predicate, Complements, direct & indirect objects q) Phrases r) Syntactical rules (subject & verb agreement) s) Synthesis of sentences Clauses – types and functions |
| MID TERM | |
| Week 9 & 10 | Tense and voice a) Structure of tenses b) Function, Conversion into negative and interrogative. c) Active and Passive voice and usage Punctuation |
| Week 11 | Direct and Indirect speech e.g. Rules of conversion |
| Week 12 & 13 | Articles and usage |
| Week 14 | Precise Writing |
| Week 15 | Essay Writing |
| Week 16 | Presentation Session |
| Final Examination | |

RECOMMENDED BOOKS:

1. Eastwood, J (2005) Oxford Practice Grammar. UK: Oxford..
2. Martinet & Thomson (1992) A practical English Grammar. UK: Oxford
3. Shah, Sayyid (2006) Exploring the world of English. Lahore: Ilmi Kitab Khana

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit Hours: **03**

Course Code: **ITB-1105**

Course Name: **Introduction to Business**

COURSE DESCRIPTION/OBJECTIVES:

Presents concepts and skills for the strategic use of commerce and related information technology from three perspectives: business to consumers, business-to-business, and intra-organizational. Examination of commerce in altering the structure of entire industries, and how it affects business processes including electronic transactions, supply chains, decision making and organizational performance.

LEARNING OUTCOMES:

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

1. Foundations and importance of commerce
2. Business and Commerce relationship
3. Demonstrate an understanding of retailing in commerce
4. Analyzing branding and pricing strategies,
5. Domestic and Foreign Trade.

Course Contents:

| Weeks | Course Contents |
|--------|--|
| Week 1 | <p>Introduction Define the term commerce; differentiate between trade and commerce; differentiate between commerce and business; importance of commerce; describe the scope of commerce with respect to business, trade, industry and profession; define E-commerce or E-business; explain merits and demerits of E-commerce..... Definition of business, its scope and objectives. The concept of entrepreneur, its functions and qualities of good Entrepreneur. Industry, its meanings and types. Meaning and basic principles of business organization. Common features of business enterprise</p> |
| Week 2 | <p>Sole Proprietorship. Meaning. Features. Advantages and Disadvantages. Partnership. Definition, elements, advantages and disadvantages. Partnership agreement: Its contents & importance. Kinds of Partners. Registration of Firms and its benefits. Effects of non-registration Mutual rights, duties and liabilities of Partners. Minor as Partner – The provision of Partnership Act in this respect. viii) Incoming partners, their rights and liabilities. Outgoing partners, their rights and liabilities. Kinds of Partnership. Ordinary Partnership: Definition and features. Partnership at Will: Definition and features. Limited Partnership: Definition and features. Requisites of an ideal Partnership. Dissolution of Partnership versus that of a Firm. Reasons and ways of dissolution of a firm. Conduct of the winding</p> |

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| | up of the firm. Co-ownership |
| Week 3 & 4 | Joint Stock Company. Definition and features. Classification of Joint Stock Companies. Chartered Company. Statutory Company. Registered Company. Kinds of Joint Stock Companies. Limited Company. Public Limited Company. Private Limited Company. Unlimited Company. Guarantee Limited Company. Promoting a Joint Stock Company. Documents to be furnished for Incorporation. Memorandum of Association. Articles of Association. Certificate of Incorporation. Documents to be furnished after incorporation. Prospectus. Statement in lieu of Prospectus. Certificate of Commencement of Business. Advantages and Disadvantages of Joint Stock Company. Difference between Partnerships and Joint Stock Company. |
| Week 5 | Financing of Joint Stock Company. Types of Capital. Fixed Capital. Working Capital. Share Capital. Sources of Raising Funds. Shares: Definition & Procedure of Allotment. Debentures: Definition & Procedure of Allotment. Participation Term Certificate (PTC). Capital Gearing. Under writing of Shares. Lending Institutions (introduction only). Retained Earnings/Un-appropriated profits. |
| Week 6 & 7 | Dividends. Definition. Types of dividends. Rules regarding issuance of dividends. Company Management. Share Holders. How one can become a shareholder? Rights, liabilities and role in company's management. |
| MID TERM | |
| Week 9 & 10 | Directors. Board of directors. Qualification, appointment, power, duties, liabilities, removal and retirement of directors. Managing Director/Chief Executive Officer. Appointment. Terms of appointment Restriction on removal of Chief Executive Officer. Secretary of Joint Stock Company. Appointment. Duties before and after incorporation of the company. |
| Week 11 | Company Meetings. Statutory Meeting. Definition. Procedure and conduct of Statutory Meeting. Business conducted at statutory meeting. Statutory Report. Annual General Meeting (AGM). Definition. Procedure of convening. Business conducted at Annual General Meeting. Legal Requirements. Reports. Extra Ordinary Meeting, Definition. Purposes. Procedure of conduct. Meeting of Board of Directors. Procedure and Conduct. |
| Week 12 & 13 | Winding up of Joint Stock Company. Meaning of winding up. Modes of winding up. Winding up by court or compulsory winding up. Voluntary winding up. Winding up by shareholders and creditors. Voluntary winding up subject to supervision of court. |
| Week 14 | Combinations. Definition. Causes, Objects and Purposes. Types of Combinations. Horizontal. Vertical. Diagonal. Circular. Forms of Combination. Trade Associations. Chambers of Commerce. Pool and Cartel. Advantages and Disadvantages of Combination. TRADE Wholesale and Retail, Meaning, Importance, Functions, Advantages and Disadvantages. Foreign Trade, Imports and Exports, Role in Economic Development of the Country. Insurance. Definition and Concepts. Types of Insurance. Marine. Life. Fire. Advantages and Disadvantages of Insurance Business. Customs & Excise. Definition and Objective of duty. |

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| | Types of duty. Custom duty. Excise duty. |
| Week 15 | Stock Exchange. Meaning. Features. Functions. Procedure of dealing at Stock Exchange. Securities and Exchange Commission of Pakistan (SECP). Definition. Structure. Powers and Functions. |
| Week 16 | Central Depository Company (CDC). Definition. Structure. Functions. CO-Operative society; describe the characteristics of a co-operative society, differentiate between co-operative society and Joint Stocks Co.; |
| Final Examination | |

Reference Books

1. Muhammad Irshad, Introduction to Business, Naveed Publication Lahore
2. Khalid Mehmood Cheema and Syed Mobin Mahmood, Introduction to Business & Co

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester –II | | |
|---------------------|---|---------------------|
| Course Code | Course Title | Credit Hours |
| ENG-1201 | Business Communication & Report Writing | 3(3-0) |
| STA-1202 | Business Statistics | 3(3-0) |
| ACC-1203 | Financial Accounting- II | 3(3-0) |
| ECO-1204 | Micro Economics | 3(3-0) |
| FIN-1205 | Banking Currency & Finance | 3(3-0) |

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit hours: **03**

Course code: **ENG-1201**

Course name: **Business Communication & Report Writing**

COURSE DESCRIPTION/OBJECTIVE:

In this rapidly changing world communication has become very vital and important. Every time we have to contact each other for many reasons and without communication either for ourselves or on the behalf of the organization we cannot make progress in any sphere of life. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organizations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading.

LEARNING OUTCOMES:

By the end of this course students will be able to obtained.

1. Knowledge and understanding of
 - The process of effective communication its importance
 - Report writing skills
 - Oral and written communication
2. Intellectual skills
 - Ability to conceptualize the process of effective communication
 - Ability to recognize the different environment and appropriating the communication tools.
3. Practical skills
 - Ability to develop communication skills that will meet the needs of modern age.
 - Ability to evaluating the communication behaviors to facilitate effective communication.
4. Transferable skills
 - Effective writing skills.
 - Effective oral communication skills.

Course Contents:

| Weeks | Course Contents |
|--------------------------|---|
| Week 1-2 | 1. Effective communication in business . <ul style="list-style-type: none"> • Importance of effective communication. • Components of communication. • Types of communication. • 7 C's of effective communication. • Problems in effective communication. |
| Week 3-4 | 2. Language of letter <ul style="list-style-type: none"> • The opening sentence. • The closing sentence. • Tone of business letter. |
| Week 5 | 3. Form and style of business letter <ul style="list-style-type: none"> • The essential parts of letter • Non-essential parts of letter. • Style of business letter. |
| Week 6-7-8 | 4. Business letters <ul style="list-style-type: none"> • Inquiry letter • Order letter • Complaint and Adjustment letter • Sales letter • Credit letter • Collection letter |
| MID TERM | |
| Week 9-10 | 5. Job application or the Employment letter 6. The covering letter 7. Social letter of Businessmen |
| Week 11-12 | 8. Market Reports <ul style="list-style-type: none"> • How to write it. • Essential of market report. • Terms used in it. |
| Week 13-14-15 | 9. The Business Report <ul style="list-style-type: none"> • Definition • Characteristics • How to write Business report 10. How to make a precise 11. How to write an Essay |
| Week- 16 | Presentation Session |
| Final Examination | |

RECOMMENDED BOOKS:

1. Herta A Murphy, Jane P Thomas: Effective Business Communication
2. Prof. Sh. Aatur Rehman : Effective Business Communication & Report writing
3. Bov'ee D. Philips: Business Communication Today

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit hours: **03**

Course code: **STA-1202**

Course name: **Business Statistics**

COURSE DESCRIPTION/OBJECTIVE:

The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

LEARNING OUTCOMES:

1. To provide students with an understanding of the basic statistical techniques for descriptive and inferential data analysis

COURSE Contents:

| Weeks | Course Contents |
|-----------------|---|
| Week 1-2 | <p>Part – I</p> <p>1. Introduction. Meaning of Statistics. Observations and Variables. Collection of Data.</p> <p>Presentation of Data. Introduction. Classification. Tabulation. Frequency Distribution. Graphical Distribution.</p> <p>Measures of Central Tendency or Averages. Introduction. Desirable Qualities of a Good Average. Types of Averages. The Arithmetic Mean. The Geometric Mean. The Harmonic Mean. The Median. The Mode. Empirical Relations between Mean, Median and Mode. Relative Merits and Demerits of Various Averages.</p> |
| Week 3-4 | <p>Part – II</p> <p>Measures of Dispersion, Moments and Skewness. Introduction. Range. The Semi-Inter-Quartile Range or the Quartile Deviation. The Mean (or average) Deviation. The Variance and Standard Deviation. Moments. Skewness. Kurtosis. Describing a Frequency Distribution.</p> |
| Week 5 | <p>Index Numbers. Introduction. Main Steps in the Construction of Index Numbers of Wholesale Prices. Un-Weighted Index Numbers. Weighted Index Numbers. Quantity Index Numbers. Theoretical Test for Index Numbers. Consumer Price Index Number. Uses of Index Numbers. Limitations of Index Numbers.</p> |
| Week 6-7-8 | <p>Part – III</p> <p>Methods of Least Squares and Curve Fitting. Introduction. Finding Plausible Values by LS Method. Curve Fitting. Exponential Curves. Other Types of Curves. Criteria for a Suitable Curve</p> |
| MID TERM | |
| Week 9-10 | <p>Time Series. Introduction. Components of a Time Series. Analysis of Time Series. Measurement of Secular Trend. De-trending. Measurement of Seasonal Variations. De-seasonalization of Data. Measurement of Cyclical Variations.</p> |

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| | Measurement of Irregular Variations. Forecasting. |
| Week 11-12 | Simple Regression and Correlation. Introduction. Deterministic and Probabilistic Relations or Models. Scatter Diagram. Simple Linear Regression Model. Correlation. Rank Correlation. |
| Week 13-14-15 | Part – IV Multiple Regression and Correlation. Introduction. Multiple Linear Regression with Two Regression. Multiple Regression and Correlation --- An Alternative Approach. Partial Correlation. Curvilinear Regression. Interpolation. Meaning. Extrapolation. Necessity of Interpolation. Assumptions of Interpolation. Methods of Interpolation. Newton's Method of interpolation for equal intervals. Newton's formula for unequal intervals. Lagrange's Method of interpolation. |
| Week- 16 | PROBABILITY DISTRIBUTION Basic concept. Types of probability distribution, Random variables. The Binomial distribution. The Poisson distribution, The Hyper-geometric distribution. The Normal distribution SAMPLING AND SAMPLING DISTRIBUTIONS Introduction to sampling, Random sampling. Simple random sampling. Systematic sampling. Stratified sampling. Cluster sampling. Sampling distribution for means and proportions |
| Final Examination | |

Recommended Books:

1. Introduction to Statistical Theory: Professor Sher Muhammad Chaudhry.
2. Elements of Statistics: Iqbal Bhatti.

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit hours: **03**

Course code: **ACC-1203**

Course name: **Financial Accounting- II**

Course Introduction/Objective:

This course is offered as an extension of Financial Accounting 1 course and for the students who have prior accounting knowledge. Therefore, this course deals with comparatively advance topics in accounting. The objectives are to familiarise students with advance accounting practices and standards in contemporary business world.

Learning Outcomes:

After successful completion of this course, the students are expected:

1. To understand plant asset and natural asset management in accounting.
2. To understand the partnership, corporation related accounting.
3. To understand the application of accounting electronically.
4. To understand the management of inventory in accounting records and so as per contents.

Course Contents:

| Weeks | Course Contents |
|-------------|--|
| Week 1-2 | <p>Capital and Revenue Items.</p> <p>i) Capital and Revenue Expenditure. a) Rules for determining Capital Expenditure. b) Rules for determining Revenue Expenditure. ii) Deferred Revenue Expenditure. iii) Capital and Revenue Receipts. iv) Capital and Revenue Profits. v) Capital and Revenue Losses.</p> |
| Week 3-4 | <p>Bad Debts, Provision for Bad Debts and Doubtful Debts.</p> <p>i) Introduction. ii) Estimating Bad Debts. iii) Effects of not providing for future Bad Debts. iv) Accounting for Bad Debts. v) Accounting for Provision for Bad Debts. vi) Provision for Discount on Debtors. vii) Reserve for Discount on Creditors. viii) Recovery of Bad Debts. ix) Treatment of Bad Debts recovery in the books of buyer.</p> |
| Week 5 | <p>Depreciation.</p> <p>i) Introduction. ii) Depreciation is an Expense. iii) Objects of providing Depreciation. iv) Effects of not providing Depreciation. v) Factors in the Measurement of Depreciation. vi) International Accounting Standard – 16 (Revised 1998). vii) The Accounting Concept of Depreciation. viii) Important terms regarding Depreciation. ix) Methods of Depreciation.</p> |

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| <p>Week 6-7</p> | <ul style="list-style-type: none"> a) The Straight Line Method (SLM). b) The Diminishing Balance Method. c) Sinking Fund Method. d) Sum of years' digits Method. e) Depletion Method. x) Factors to be taken into Consideration in Selecting a Depreciation Method. xi) Intangible Assets and Depreciation. <ul style="list-style-type: none"> a) Patents. b) Trademarks. c) Copyrights. xii) Charges for Depreciation and Materiality Concept. xiii) Profit and Loss on Disposal of Fixed Assets. <ul style="list-style-type: none"> a) When no provision for depreciation is maintained. b) When provision for depreciation is maintained. xiv) Exchange of Used Asset with New Asset/ Trade-in. xv) Change of Method of Depreciation. <ul style="list-style-type: none"> a) With Retrospective Effect. b) Without Retrospective Effect. xvi) Depreciation -- A source of Fund or not. |
| <p>MID TERM</p> | |
| <p>Week 9</p> | <p>Part – III Inventories.</p> <ul style="list-style-type: none"> i) Introduction. ii) Objectives of Accounting for Inventories. iii) Methods of Recording Closing Stock. iv) Effects of an error in Valuing Inventory. v) Accounting for Inventories. <ul style="list-style-type: none"> a) Perpetual and Periodic Inventory Method. b) Inventory Valuation. c) Choice among the flow of Cost. <ul style="list-style-type: none"> 1- Specific Identification Method. 2- FIFO Method. 3- LIFO Method. 4- Weighted-Average Method. 5- Moving-Average Method. vi) International Accounting Standard – 2 (Revised 1993). vii) Problems of Stock Taking. |
| <p>Week 10</p> | <p>Bills of Exchange.</p> <ul style="list-style-type: none"> i) Definition. ii) Distinction between Bills of Exchange and Promissory Notes. iii) Parties to a bill of exchange. iv) Types of Bills of Exchange. v) Bills Receivable and Bills Payable. vi) Due date of a bill of exchange. vii) Methods of dealing with a Bill of Exchange by the drawer: <ul style="list-style-type: none"> a) Holding the bill till the date of maturity and then presenting the bill to the drawee for payment. b) Discounting the bill with the banker. c) Endorsing the bill in favour of a third party. d) Sending the bill to the banker for collection. viii) Bills Receivable Book and Bills Payable Book. ix) Dishonour of a Bill. |

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| | <ul style="list-style-type: none"> x) Noting Charges. xi) Insolvency: <ul style="list-style-type: none"> a) Effect of insolvency of the Drawee. b) Provision against Doubtful Drawees. xii) Renewal of a Bill. xiii) Retiring a Bill. xiv) Accommodation Bill. |
| Week 11-12 | <p>Part – IV</p> <p>Final Accounts.</p> <ul style="list-style-type: none"> i) Trading Account. ii) Profit and Loss Account. iii) Adjustments. <ul style="list-style-type: none"> a) Interest on Capital. b) Interest on Drawing. c) Depreciation. d) Outstanding Expenses. e) Accrued Income. f) Prepaid Expenses. g) Income Received in Advance. h) Valuation of Inventory. iv) Balance Sheet. v) Distinction between Profit & Loss and Balance Sheet. vi) Form of a Balance Sheet. vii) Assets and their Classification. viii) Liabilities and their Classification. ix) Uses of Balance Sheet. x) Limitation of Balance Sheet. |
| Week 13-14-15 | <p>Partnership accounts with reference to Partnership Act-1932 Formation, admission, retirement, death, profit distribution and dissolution.</p> <p>Rectification of Errors.</p> <ul style="list-style-type: none"> i) Types of Errors. ii) Rectification of Errors before preparation of Trial Balance. iii) Rectification of Errors after preparation of Trial Balance. iv) Suspense Account. v) Rectification of Errors after the preparation of Final Accounts. |
| Week- 16 | <p>Manufacturing Account and Cost Statement.</p> <ul style="list-style-type: none"> i) The Cycle of Production. ii) Elements of Cost. iii) Manufacturing Account sharing Manufacturing Profit. iv) Cost Statement. <p>Accounting for Non-Profit Organisation.</p> <ul style="list-style-type: none"> i) Accounting Procedures. ii) Preparation of: <ul style="list-style-type: none"> a) Receipt and Payment Account. b) Income and Expenditure |
| Final Examination | |

RECOMMENDED TEXT BOOKS:

1. Frank wood: Business Accounting-I, Business Accounting-II
2. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition
3. Accounting by Sohail Afzal

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit hours: **03**

Course code: **ECO-1204**

Course name: **Micro Economics**

COURSE DESCRIPTION/OBJECTIVE:

This course begins with a general introduction to economic ideas and methods and then proceeds to focus on microeconomic issues. The course aims at providing the students a solid understanding of basic microeconomic theories and the ability to apply those tools and ideas in real world. Main objective of the course is to equip the students with a solid knowledge, techniques of measurement, understanding with real world examples and practical application of Micro Economic issues and to enable them to demonstrate their ability to apply economic theory to a range of economic problems and effectively communicate their analysis.

LEARNING OUTCOMES:

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

1. Economy, factor of productions and their scarcity of resources
2. Determinants, factors and law of demand and supply
3. Analyze the effect of market structure on firm behavior
4. Micro economic variables and their classification

Course Contents:

| Weeks | Course Contents |
|-----------------|---|
| Week 1-2 | 1. Introduction: Definition of Economics by: Adam Smith. Marshal. Robbins. Nature of Economic Laws. Methodology of Economics. The Concept of Economic Welfare. Economic Analysis and Economic Policy. Microeconomics versus Macroeconomics. Importance of studying Economics. |
| Week 3-4 | Theory of Consumer Behaviour. Cardinal Approach. Meaning of Utility. Meaning of Consumption and its importance in Economic Activity. Law of Diminishing Marginal Utility. Graphical and Numerical illustration. Assumption and its Practical Importance. Law of Substitution/Equi-Marginal Utility. Its Assumptions, Limitations and Importance |
| Week 5 | Marginal Rate of Substitution (MRS). The Indifference Curve -- Defined. Properties of Indifference Curve. Price Line or Budget Line. Equilibrium of the Consumer Through Indifference Curves Income Effect. |
| Week 6-7 | Substitution Effect. Income Consumption Curve. Price Consumption Curve Consumer's Equilibrium under Various Situations. Demand Curves through Indifference Curve |
| MID TERM | |

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| Week 9 | <p>Demand. The Meaning of Demand. The Law of Demand, Assumptions. Exceptions Slope of the Demand Curve Elasticity of Demand. Type of Elasticity. Price Elasticity. Income Elasticity. Cross Elasticity. Importance and Measurement of Elasticity of Demand.</p> |
| Week 10 | <p>Supply. Meaning. The Law of Supply. Movements Vs Shift in Supply. Determinants of Supply. Elasticity of Supply. Determinants of Supply. Importance and Measurement of Elasticity of Supply.</p> |
| Week 11-12 | <p>Part – II The Theory of Production. Production Functions. Factors of Production The Law of Diminishing Returns. The Law of Increasing Returns. The Law of Constant Returns.</p> |
| Week 13-14-15 | <p>Cost Analysis. Different Concepts of Production Cost. Marginal Cost. Average Cost. Relation of Average Variable Cost and Average Total Cost to Marginal Basic Market Models. Definition of Market. Description of following Market Models. Perfect Competition. Monopoly. Monopolistic Competition. Oligopoly</p> |
| Week- 16 | <p>Part – III Rent. Meaning. Net and Gross Rent Wages. Meaning. Real and Nominal Wages. Theories of Wages. Interest. Meaning. Economic/Net/Gross Interest. Liquidity Preference Theory of Interest by Keynes. Profit. Meaning. Net and Gross Profit. Difference between Economic and Accounting Profit.</p> |
| Final Examination | |

Recommended Books:

1. Modern Microeconomics: A. Koutsoyiannis.
2. An Introduction to Economics: M. Saeed Nasir.

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit hours: **03**

Course code: **FIN-1205**

Course name: **Banking Currency & Finance**

COURSE DESCRIPTION/OBJECTIVES:

The goal of the course is to help students learn these basic principles and issues so well that they can thereafter understand and participate intelligently in discussions of banking matters, including monetary policy, banking regulation, interest rates, inflation and deflation. There is always plenty to learn about money and banking; the goal of the course is to give students a sound framework on which to build their continued learning.

LEARNING OUTCOMES:

After the successful completion of this course, students will be able to:

1. Understand origin and growth of money
2. Understand conventional banking and accounts of customer.
3. Learn to Retail banking and different products of retail banking.
4. Learn to Islamic banking & finance
5. Learn to negotiable instruments and endorsement.

Course Contents:

| Weeks | Course Contents |
|-----------|--|
| Week 1 | Bank. Definition of Bank. Origin and scope of banking. Test of efficiency of a good bank. Classification of banks Importance of bank for the development of a country. |
| Week 2 | Credit and Credit Instruments. Definition of Credit. Difference between negotiable and non-negotiable instruments. Credit Instruments. Cheque. Bill of exchange. Promissory Note. Bank Draft. Travellers Cheque. Letter of Credit. The Concept of Plastic Money. Credit Cards. Telephonic transfer of Money. Electronic transfer of Money. |
| Week 3 | Part –II Commercial Banks. Definition, Importance and Functions of Commercial Banks. Credit Creation and its Limitations. The Principal Features of Different Bank Accounts. Fixed Account. Current Account. PLS Saving Account. PLS Fixed Term Account. Rights and Duties of a Bank Customer and a Banker. Reasons for Dishonouring Cheques. Kinds and Importance of Crossing and Endorsing Cheques. |

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| | Types of Bank Advances. Cash. Credit. Fixed Loans. Overdraft. Principles of Bank Advances. Securities and Kinds of Securities. Banker's Lien. Pledge. Mortgage. Hypothecation. |
| Week 4 | Central Bank (with special reference to Pakistan). The nature, principles, constitution and objectives of Central Bank. Importance of Central Bank for an economy like Pakistan. Methods of Credit Control. State Bank of Pakistan. Its Primary and Secondary Functions. |
| Week 5 | Part – III Finance. Meaning, definition and importance of Finance. Sources of Business Funds. Creditors' and owners' fund. Advantages and disadvantages of creditors' and owners' fund. |
| Week 6-7 | Kinds of Finance. Short Term Finance: Its sources, advantages & disadvantages. Intermediate Term Finance: Its sources, advantages & disadvantages. Long Term Finance: Its sources, advantages & disadvantages. |
| Mid Term | |
| Week 9-11 | Islamic Financing. Definition and importance. Islamic modes of financing. Musharakah. Mudaraba. Participation Term Certificate (PTC). Term Finance Certificate (TFC). Leasing. Rent Sharing. |
| Week 12 | Development Financial Institutions (DFIs). Definition, Organization and Functions of the following Institutions: National. Pakistan Industrial Credit and Investment Corporation (PICIC). Agricultural Development Bank of Pakistan (ADBP). Industrial Development Bank of Pakistan (IDBP). |
| Week 13-14 | Small Business Finance Corporation (SBFC). Investment Corporation of Pakistan (ICP). National Investment Trust (NIT). |
| Week 15-16 | International. International Monetary Fund (IMF). International Bank for Reconstruction and Development (IBRD) --- World Bank. International Finance Corporation (IFC). Paris Club. |
| Final Examination | |

Recommended Books:

1. Money, Banking & Credit: Prof. M. Saeed Nasir.
2. Islamic Finance: Justice Taqi Usmani.
3. Banking Currency & Finance: M. Irshad.

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester –III | | |
|----------------------|-----------------------------------|---------------------|
| Course Code | Course Title | Credit Hours |
| BC-2301 | Business Law | 3(3-0) |
| BC-2302 | Advance Accounting | 3(3-0) |
| BC-2304 | Business Taxation | 3(3-0) |
| COM-2305 | Computer Applications in Business | 3(3-0) |
| EC0-2306 | Macro Economics | 3(3-0) |

**Mirpur University of Sciences & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-2301**

Course name: **Business Law**

COURSE DESCRIPTION/OBJECTIVE:

In today's' modern and complex business world the legal environment does have a great impact upon trade and business, and the related decision-making process. The study of different mercantile laws is of great importance for the business graduates. It does equip them with necessary skills and aptitude to deal successfully with the complex and challenging situations arising out of legal jargon.

LEARNING OUTCOMES:

1. To familiarize the students with the different Mercantile Laws affecting the economic and business environment in Pakistan.
2. To make students understand the important elements and aspects of business and industrial laws.
3. To enable the students to grasp the difference among various important aspects of business and industrial laws.
4. To enable the students to assess the nature and impact of certain types of rules and Regulations by analysing the cases referred to in the recommended books/sources.
5. To equip the students with the necessary skills and aptitude to deal tactfully with the

legal situations arising out of business routine matters.

Course Contents:

| Weeks | Course Contents |
|------------------|---|
| Week 1-2 | Introduction to Law of Contract 1872 Definition of Contract. Essentials of a valid contract. Contract and its kinds. Offer and Acceptance. Revocation of offer |
| Week 3-4 | Consideration and Object Exceptions to Considerations Unlawful consideration. Capacity of Parties Persons of unsound mind. Disqualified persons. Free consent. Coercion and Undue influence. Fraud and misrepresentation. Mistake and its types Void Agreements |
| Week 5-6 | Types and conditions Contingent and Quasi Contracts Performance of Contracts. Performance of joint promises. Reciprocal promises. Contracts not requiring performance. Discharge of Contract. Breach of Contract and its remedies |
| Week 7 | Indemnity and Guarantee Bailment and Pledge Essential features, and parties. Rights and duties of parties. Termination of pledge and Bailment Contract of agency Creation of agency. Rights and duties of Principal and agent. Termination of agency Contract of Sale of Goods Essentials of a sale. Agreement to sell. Fixation of Price Conditions and Warranties. Definitions and Difference. Doctrine of Caveat Emptor. Transfer of Property. Sale by non-owner. Performance of Contract of Sale. Rights of Unpaid seller. |
| Mid Term | |
| Week 9-10 | Law of Negotiable Instruments Parties of Negotiable Instruments Presentment of Negotiable Instruments. Negotiation of Negotiable Instruments. Dishonour of Negotiable Instruments. Banker and customer |

| | |
|-----------------------------|--|
| Week 11-12 | Law of Carriage of Goods Carriage of Goods of Land. Carriage of Goods by Sea. Carriage of Goods by Air. Law of Industrial Relations. Unfair Labour practices |
| Week 13-14 | Law of Labour in factories Law of Industrial and Commercial Employment |
| Week 15 | Law of Partnership Introduction and scope of Partnership Act 1932 |
| Week 16 | Presentations |
| Final Examination | |

Recommended Text: (Latest Editions)

1. Cheema, Khalid Mahmood, Business Law, Sayed Mobin Mahmud & Co. Lahore.
2. Saeed, Khawaja Amjad, Mercantile and Industrial Laws in Pakistan, Institute of Business Management, Lahore.
3. Internet source: www.Paksearch.com

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit hours: **03**

Course code: **BC-2302**

Course name: **Advance Accounting**

COURSE DESCRIPTION/OBJECTIVE:

1. Preparation of financial statements of companies in accordance with statutory requirements of Companies Act and International Accounting Standards (IAS) to deal with business combinations of two or more business entities. It involves preparation of financial statements for group of undertakings, for publication in accordance with International Financial Reporting Standards (IFRS)

Learning Outcomes:

1. After successful completion of this course, the students are expected to know:
2. History of accounting along with basic concept of accounting and accounts
3. Accounting equation, financial reporting, and recording business transactions
4. How to pass adjusting entries and closing entries etc.
5. How to prepare various statements and reports such as post close trial balance,
6. reversing entries and worksheet, income statement, balance sheet, and statement of
7. owner's equity.

Course Contents:

| Weeks | Course Contents |
|--------------------------|---|
| Week 1-2 | Company Financial Statements: Introduction, Trading Account. Profit & Loss Account, Profit & Loss Appropriation Account, Dividend. Reserves. Long term investment. Balance Sheet. Exercises |
| Week 3-4 | Analysis of Accounting Ratios Meaning of Ratio. Significance of ratio, Classification of ratios, Analysis of short term financial position, Activity ratios/Efficiency ratios. Profitability ratios. Solvency ratios Return on investment ratios. Limitation of accounting ratios. Exercises |
| Week 5-6 | Joint Stock company: Introduction and important concepts, Share capital, Issuance of shares, over & under subscription, Issue of share at par, at premium, at Discount, Exercises |
| Week 7 | Bonus Issue and Right Issue: Introduction, accounting treatment of Bonus issue and Right issue |
| Mid Term | |
| Week 9-10 | Debenture: Introduction, Redemption of Debenture at par, discount, premium, Cum-interest and Ex-interest concepts, Exercises |
| Week 11-12 | Hire Purchase Accounting Introduction, accounting treatment of Hire purchase transactions |
| Week 13-14 | Branch Accounts Introduction, Exercises |
| Week 15 | Departmental Accounts...Joint Venture Accounts |
| Week 16 | Presentation |
| Final Examination | |

Recommended Texts:

1. Javed H. Zuberi , Advanced Accounting”, 2009, Petiwala Book Depot.
2. Mukherjee A. Hanif, Modern Accountancy□, Volume I-II. 2ND Edition.
3. Advance Accounts Sohail Afzal

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-2304**

Course name: **Business Taxation**

COURSE DESCRIPTION/OBJECTIVE:

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.

Course Contents:

| Weeks | Course Contents |
|-----------------|---|
| Week 1-2 | Introduction and scope of Income Tax Law in Pakistan. Definitions and Terminologies Exclusions from total income. Reduction in tax liability Exemption from specific provisions of income tax ordinance 2001. |
| Week 3-4 | Capital and revenue: Distinction between capital and revenue items of expenditures. Tests for different of capital and revenue receipts. Tests for differentiating capital and revenue expenditures. Capital loss |
| Week 5-6 | Income from Salary, Scope of salary income. Allowances and relieves under the Ordinance. Types of provident fund, treatment of provident fund, the sixth schedule, employer's contribution of approved gratuity fund deduction from income, gratuity fund deduction from income, gratuity fund and schemes. Computation of income tax payable from salaried persons. |
| Week 7 | Income from business and profession Terms used. Considerations governing taxation of business profits. Maintenance of accounts on mercantile or cash basis. Income chargeability under income tax law on income from business. Principles of computation of taxable profits, allowable deductions. Deduction for computing business income, significant changes introduced by the ordinance. Non-admissible expense. Bad-debts. |
| Mid Term | |

| | |
|--------------------------|---|
| Week 9 | <p>Income from property tax on agriculture income.</p> <p>Calculation of ALV. Allowable deduction from income from property</p> <p>Set-off and carry forward of losses.</p> <p>Types of Losses. Rules for set-off and carry forward.</p> <p>Penalties, offenses, appeals and prosecutions.</p> |
| Week 10 | <p>Income tax authorities their appointments adducties and the limitation and powers.</p> <p>Income from other sources.</p> <p>Deduction for computing income from other sources.</p> |
| Week 11-12 | <p>Capital gains.</p> <p>Exchange gain/losses, income deemed to accrue or arise.</p> <p>Tax accountings and assessment cycle, procedure filling of return.</p> <p>Deferred taxation and its treatment.</p> <p>Assessment of individual salaried and non-salaried person.</p> <p>Self-assessment scheme.</p> |
| Week 13-14 | <p>Practical Problems</p> <p>Introduction and scope of sales tax.</p> <p>Definitions and terminologies.</p> <p>Sales tax authorities. Registration in Sale Tax. Book Keeping and invoicing requirements. Furnishing of Return of Sales Tax.</p> |
| Week 15 | <p>Appeals</p> <p>Federal & excise duty concepts</p> <p>Appeals.</p> <p>Practical Problems</p> |
| Week 16 | Presentations |
| Final Examination | |

Recommended Text: (Latest Editions)

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

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit Hours: **03**

Course Code: **COM-2305**

Course Name: **Computer Applications in Business**

COURSE DISCRIPTION/OBJECTIVE:

The progress in Information Technology (IT) has been very rapid: new concepts and technologies are constantly emerging and are leading to the development of new products and innovative applications. IT is also expected to fuel development of next generation technologies in other disciplines. IT has become a critical tool for economic, business and social development and will play a pivotal and catalytic role in our nation's progress.

LEARNING OUTCOMES:

Through this course, students will be able:

1. Develop awareness of computers' hardware and peripherals; concepts regarding software – its types, basic operations, basic OS concepts, OS installation.
2. Develop advanced user level skills in various Application Packages: MS Word, MS Access, MS Excel, and MS PowerPoint.
3. Set up a computer for World Wide Web connection; Use e-mail to send / receive messages and file attachments; Concepts of on-line discussion groups.

Course Contents:

| Weeks | Course Contents |
|---------------|--|
| Week 1 & 2 | Computer (Definition), Characteristic of Computer, Function of Computer. Uses of computer, Computer Generations, Types of Computer, Classification of Computers |
| Week 3 & 4 | Components of Computer, Input devices, output devices, CPU, Memory(RAM & ROM and their types),Cache memory, Flash memory, Storage devices, Software, types of software, Operating system, Types of OS Utility programs, Programming Languages, Types of Programming Languages, Language Processors |
| Week 5 | Concepts on Computer Virus, Worms, Hacking, Spam, Desktop, Icons, Start Menu, Programs, The taskbar, System tray, Settings, Control Panel, Display, Date & Time, Keyboard / Mouse, Shutdown. Managing Files & Folders. Managing Files And Folders Windows Explorer, Accessing Windows Explorer |

| | |
|-----------------|---|
| | <p>Opening Documents / Files</p> <p>Copying and Moving Files</p> <p>Deleting Files and Folders</p> <p>Controlling the View Detail Level</p> <p>Customizing the Tool Bars</p> |
| Week 6 | Computer network, Types of computers in network, Types of computer networks, Data communication, Modem, Network topologies, Network protocols, Data & information, Types of data |
| Week 7 | Introduction of E- Business and E-Commerce, Types of E-Commerce, Benefits of E-Commerce. Features, Tips & Techniques, E-Banking |
| MID TERM | |
| Week 9 & 10 | <p>WORD PROCESSING BASICS, Types of documents created with a word processing program(MS Word)</p> <p>An overview of the menus in MS Word</p> <p>Principal features of a word processing program Create and format a business letter</p> <p>Create and format a schedule containing a table</p> <p>Select and use style features to create new documents</p> <p>Use the Help system to answer questions and troubleshoot problems</p> <p>Use Important Add-on features like Mail Merge, Spell Check, Thesaurus Select and use style features to create new documents</p> |
| Week 11 & 12 | <p>SPREADSHEET APPLICATIONS</p> <p>Spread sheet basics, its vocabulary, principles</p> <p>Usage of functions, macros, sorting, formatting, generating charts, pivot tables.</p> <p>Financial Management related Formula's Implementation.</p> <p>Statistics related Formula's Implementation.</p> <p>Cell Formatting, print previewing / printing of selected data, • Insert and name worksheets, Import spread sheet reports and charts into word processing documents. Set up and analyse itemized lists of numbers e-g- various types of budgets / financial Statements</p> |
| Week 13,14,15 | Features of power point, Text and formatting in power point, Creating a basic presentation, building presentation, modifying visual elements, formatting and checking text, inserting objects, applying transitions,. Preparing handouts and slides for display. Find and replace, Spell check. Introduction to DBMS, Types of DBMS. |
| Week- 16 | Security on the Internet – Tools & Tips |

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|--------------------------|---|
| | IT Issues Privacy Ethics.... Presentation Session |
| Final Examination | |

RECOMMENDED BOOKS:

- 1.Introduction to Computer by Peter Norton,
- 2.Mastering Microsoft Office 2000 by Gini Courter, Anneth Marquis Professional Edition
- 3.Computer Fundamentals Concepts, Systems & Applications, by P.K. Sinha

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS. Com**
 Credit hours: **03**
 Course code: **ECO-2306**
 Course name: **Macro Economics**

COURSE DESCRIPTION/OBJECTIVE:

The Economics is much too interesting to be left to the professional economists. The course has been designed to make students aware of all Macro Economic aspects and to make their approach more abroad towards all Marco Economics indicators

LEARNING OUTCOMES:

1. To develop in students a clear understanding of Macro Economics concepts and indicators
2. To equip them with adequate knowledge so that they have an informed and comprehensive understanding of the building blocks and drivers of National Economy.

Course Contents:

| Weeks | Course Contents |
|-------------|---|
| Week 1-2 | National Income. Gross National Product (GNP).Net National Product (NNP). National Income at a Factor Cost. Personal Income. Disposable Personal Income (DPI).National Income Measurement. Circular Flow of Income in Two-Sector Economy. Determinants of National Income. Difficulties in the Measurement of National Income. GNP as a Measure of Welfare. |
| Week 3-4 | Public Finance. Fiscal Policy Vs Monetary Policy. |

| | |
|--------------------------|---|
| | What is Fiscal policy? Objectives of Fiscal Policy. Principal Weapons of Fiscal Policy. Fiscal Policy with Reference to Underdeveloped Countries. Principles of Taxation. Tax types, Sources of public revenue Direct and Indirect Taxes and their advantages and disadvantages. Monetary policy Instruments |
| Week 5-6 | Role of State in Islam. The Institution of Zakat. Difference Between Zakat and Tax. Impact of Zakat on Production and Distribution. |
| Week 7 | Developing Economy and its Characteristics. Economic Development – Definition. Twelve musts for Economic Development. Measurement of Economic Development. |
| Mid Term | |
| Week 9-10 | Obstacles to Economic Development in an Underdeveloped Country. Main Obstacles to Economic Growth in Pakistan. Vicious Circle of Poverty. Rostow’s Growth Stages. Obstacles to Economic Development in Pakistan. |
| Week 11-12 | Capital Formation and Economic Development. Meaning of Capital Formation. Sources of Capital Formation in Pakistan. Deficit Financing in Pakistan. |
| Week 13-14 | Foreign Trade. Contribution of Foreign Trade to Economic Development. Pakistan Export Performance. Balance of Trade --- Description. Balance of Payment --- Description. Terms of Trade (TOT). Rupee Exchange Rate. Rupee Devaluation. Business Cycles Boom, Recession, Recovery, ways to overcome, Business Cycles in the view of Keynes and Monetarist. |
| Week 15 | Foreign Capital Inflow. Foreign Economic Assistance. Forms of Foreign Economic Assistance. Sources of Foreign Loans. Foreign Aid. Benefits and Costs of Foreign Economic Assistance. Private Foreign Investment. Domestic Debt. |
| Week 16 | Presentation |
| Final Examination | |

Recommended Books:

1. An Introduction to Economics: M. Saeed Nasir.
2. Economics of Pakistan: M. Saeed Nasir & Syed Kamal Haid

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester-IV | | |
|--------------------|----------------------------------|---------------------|
| Course Code | Course Title | Credit Hours |
| BC-2401 | Principles of Marketing | 3(3-0) |
| BC-2402 | Introduction to Business Finance | 3(3-0) |
| BC-2403 | Auditing | 3(3-0) |
| BC-2404 | Fundamentals of Cost Accounting | 3(3-0) |
| ECO-2406 | Economics of Pakistan | 3(3-0) |

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS. Com**
Credit hours: **03**
Course code: **BC-2401**
Course name: **Principles of Marketing**

COURSE DESCRIPTION/OBJECTIVE:

This course is designed to introduce basic principles and foundations of marketing with respect to a business organization. This course focuses on developing an understanding of key marketing concepts. Moreover, the objective of the course is to impart the conceptual knowledge tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives.

LEARNING OUTCOMES:

The students completing the course should be able to:

1. Understand the consumers and the marketplace,
2. Understand the marketing mix and its applicability in marketing decisions,
3. Understand the functions of marketing communication and discuss social responsibility and ethics in marketing.

Course Contents:

| WEEKS | Course Contents |
|----------------|---|
| 1 | Understanding Marketing and Marketing Process What is marketing? Marketplace and customer's needs Basic functions of marketing, Importance of marketing |
| 2&3 | Marketing Strategy: Building strong customers relationship |

| | |
|--------------------------|---|
| | Defining marketing role, Marketing strategy and marketing Mix, Managing the marketing efforts |
| 4&5 | Consumer Buying Behavior. What influence consumers behavior, Types of buying decision behavior, The buying decision process, The buying decision process for new products |
| 6,7&8 | Business markets and Business Buyers' Behavior Business markets, Business buying behavior, Stages in business buying process, Institutional and government markets |
| MID TERM | |
| 9 | Market Segmentation, Targeting and positioning for competitive advantage Market Segmentation, Market Targeting, Differentiation, and positioning |
| 10 | Product and Services Marketing Strategies. What is product and service, Level of product and services, Product and services classification, Product and services decision, Services marketing |
| 11 | New Product Development and Product Life Cycle Strategies. New product development strategies, New product development process, Product life cycle strategies |
| 12 | Developing pricing Strategies What is price? Setting price, Price adjustment strategies, New-product pricing strategies, Price changes, |
| 13 | Marketing channels and Supply Chain Management. Nature and importance of marketing channels, Various marketing channels, Channel design decision, Channel management decision |
| 14 | Retailing and Wholesaling Types of retailers, Retailers marketing decision, The future of retailing, Types of wholesaling, Wholesalers marketing decision, Trends in wholesaling |
| 15 | Integrated Marketing Communication. The marketing communication mix, A view of communication process, Steps in developing effective communication, Socially responsible marketing communication |
| 16 | Advertising and Public Relations. Setting advertising objectives, Types of advertising, The advertising decision process, The role and impact of public relation, Major public relation tools |
| Final Examination | |

Recommended Books:

1. Michael J. E. Brvce J. Walker William J. Stanton "PRINCIPLES OF MARKETING"
2. McGraw Hill (11th Edition 1997)
3. K. Philip and Gray Arms, "The Principles of Marketing"

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**

Credit hours: **03**

Course code: **BC-2402**

Course name: **Introduction to Business Finance**

COURSE DESCRIPTION/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.

LEARNING OUTCOMES:

At the end of this course students will be to know.

1. Understand the foundations of Islamic Finance
2. Identify the emergence of Islamic Finance in its modern form
3. Examine the Law of Contract and the basis of Islamic structures
4. Examine the financial structures and techniques applied by Islamic Banks
5. Examine the financial products offered through Islamic Finance

Course Contents:

| Weeks | Course Contents |
|---------------|---|
| Week 1 | An overview of Finance <ul style="list-style-type: none">• Scope of Finance and its Career Opportunities• Alternative form of Business Organization• Finance in the organizational structure of the firm• Managerial Actions to Maximize Shareholders Wealth• Functions of a Finance Manager |
| Week 2 | The Financial Environment: Markets, Institutions, and Interest Rates <ul style="list-style-type: none">• The Financial Market• Financial Institutions |

| | |
|-------------------------|---|
| | <ul style="list-style-type: none"> • The Stock Market • The cost of Money • Interest • The Determinants of Market Interest Rates |
| Week 3 & 4 | Time Value of Money <ul style="list-style-type: none"> • Future Value Concept • Present Value Concept • Future Value of an annuity • Present Value of an annuity • Annuities • Amortization |
| Week 5 & 6 | The Valuation of Long-Term Securities <ul style="list-style-type: none"> • Distinctions Among Valuation Concepts, • Bond Valuation, • Bonds with a Finite Maturity, • Preferred Stock Valuation, • Common Stock Valuation, • Rates of Return (or Yields) |
| Week 7 & 8 | Risk and Return <ul style="list-style-type: none"> • The concept of Risk, • Risk Aversion, • The Risk-Return relationship, • The Types of Risks Firms Encounter |
| Mid Term | |
| Week 9 & 10 | Analysis of Financial Statements <ul style="list-style-type: none"> • Financial Statements, • A Possible Framework for Analysis, • Balance Sheet and Income Statement Ratios • Vertical and common size analysis • Uses and Limitations of Ratio Analysis |
| Week 11 | Short-Term Financing <ul style="list-style-type: none"> • Sources and types of spontaneous financing • Stretching payables • Types of negotiated (or external) short-term borrowing |
| Week 12 & 13 | Working Capital Management <ul style="list-style-type: none"> • The importance of Working Capital • Short-term Financial Decisions and Value Maximization • Why Current Assets and Current Liabilities are Required • Deciding on an Appropriate Working Capital Policy |
| Week 14 | Cash and Marketable Securities Management <ul style="list-style-type: none"> • The Efficient Collection and Disbursement of Operating Cash • The Optimal Level of Operating Cash Balance • Investment Excess Cash in Marketable Securities • Evaluating Cash Management Strategies |

| | |
|--------------------------|--|
| Week 15 | Accounts Receivable and Inventory Management <ul style="list-style-type: none"> • Managing Accounts Receivables • Managing Inventory • Monitoring of Accounts Receivable, Aging and Collection Schedules |
| Final Examination | |

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.

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS. Com**

Credit hours: **03**

Course code: **BC-2403**

Course name: **Auditing**

COURSE DESCRIPTION/OBJECTIVE:

1. To equip the students with the latest knowledge of auditing helping them to make rational auditing techniques and thereby to maximize the wealth of the organization.
2. To develop understanding of the students in terms of International Auditing Standards.
3. To equip the students with latest tools and techniques in internal & external auditing.

LEARNING OUTCOMES:

After the successful completion of this course, students will be able to:

1. Demonstrate a complete understanding of auditing principles, procedures, techniques, methods, and their application in industry.
2. Internal audit functions
3. Compliance, regulatory issues, and its application in banks.

Course Contents:

| WEEKS | Course Contents |
|---------------|--|
| Week 1 | The Nature, Purpose, Scope and Theory of Auditing The purpose of an audit. The nature of an audit. The scope of external audit. The chronology of an audit. The postulates of auditing. How to approach auditing examination. Agency theory. The True and Fair View and Communication: Framework of international Standards on auditing. |

| | |
|-----------------|---|
| | <p>The auditor's report as a means of communication. True and fair view, Materiality</p> |
| Week 2 | <p>The Regulatory Framework of Auditing The structure of the accounting, and auditing profession and the IFAC. Regulation, monitoring and supervision. International Standards on Auditing. International Accounting Standard Board. Appointment, Removal, Duties, and Rights of Auditors. Appointment of auditors. Resignation and removal of auditors. Duties and rights of auditors. Other legal considerations, Code of corporate governance</p> |
| Week 3 & 4 | <p>The Audit Appointment Process Appointment Procedure. Client Screening. The Engagement Letter Audit Planning Aims of planning. Knowledge of the business Audit risk. Materiality. Analytical procedures. Related party transactions</p> |
| Week 5 | <p>Using the work of another auditor. Using the work of an expert The overall audit plan. The audit program</p> |
| Week 6 & 7 | <p>Accounting Systems and Internal Controls: Features of accounting and control systems. Assessment of accounting and control systems. Recording of accounting and control systems.</p> |
| MID TERM | |
| Week 9 & 10 | <p>Audit Evidence and Documentation Audit Evidence Recording of audit work Quality Control Audit Sampling Audit sampling Sampling procedure.</p> |
| Week 11 | <p>Tests of Controls: Income Cycles The sales system. The purchases and expenses systems. The wages system.</p> |
| Week 12 & 13 | <p>Tests of Controls: Asset Cycles The cash system. The inventory system. Long term assets, Investments and general procedures.</p> |

| | |
|--------------------------|---|
| | Revenue and capital expenditure. |
| Week 14 | Auditors' Reports Distinction between reports and certificates. Contents of audit report. Modified report. Qualifications in auditor's report. Audit reports of companies. Signing of audit report. |
| Week 15 | Audit reports in the case of banks and insurance companies. Statutory Report. Reports in company prospectus. Audit reports and certificates for special purposes. Report on review of accounts. Certificate on corporate governance |
| Week 16 | Presentations |
| Final Examination | |

Recommended Books:

1. Auditing, CA Exam study text by Professional Business Publications, Lahore.
2. Gupta Kamal (6th edition), Contemporary Auditing, Tata McGraw Hill, Delhi.
3. Robertson. C. Jack, Davis G Frederick (Latest edition), Auditing, Irwin Publishers, Illinois

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS. Com**

Credit hours: **03**

Course code: **BC-2404**

Course name: **Fundamentals of Cost Accounting**

COURSE DESCRIPTION/OBJECTIVE:

The purpose of this course is to acquaint the students with basic concept of cost accounting, which enable them to use the accounting information system in an industrial and business environment. The course includes basic cost accounting cycle, cost classification and Cost accumulation procedures. The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making.

LEARNING OUTCOMES:

After studying this course student will be able to understand:

1. Determining Costs: Of course, the overall objective of cost accounting is to find out what your products and/or jobs cost you to make or provide.
2. Control: Improving efficiency by controlling and reducing costs. To control the budget through classification and analysis is to control the costs.

- Information: Knowing raw material stock levels, the work in progress, and the amount of finished goods is information provided through cost accounting that can be used immediately by management.

Course Contents:

| WEEK | TOPICS |
|-----------------|---|
| Week 1&2 | Introduction The Nature and Concept of Cost Accounting, Cost terminologies, Classification of Cost. Financial and Cost Accounting differences, Product Cost Accumulation System and its Features |
| Week 3&4 | Financial Statements: Advantages and objectives of cost Accounting, cost elements, Cost and Expense, cost center, cost unit, cost object. Cost of goods sold Income statement |
| Week -5 | Methods of costing: Job order costing, process costing, Contract costing, Batch costing, Standard costing, Marginal costing, Total costing, |
| Week -6&7 | Process Costing: Characteristics of Process Costing, Procedure of Process Costing, Cost of Production Report, Equivalent Production, Unit Cost for Material, Labor and F.O.H, Normal Loss of Unit |
| Week -8 &9 | Controlling and Costing of Material Procedure for Material Procurement and Use, Material Costing Method, FIFO Method, LIFO, Average Methods, |
| MID TERM | |
| Week -10&11 | Job order costing: Introduction of job order costing, Job cost sheet, Cost Accounting Cycle, Job order costing vs Process costing |
| Week-12&13 | Cost Audit: Meaning of cost audit, Types of cost audit, objectives of cost audit, advantages of cost audit, functions of cost auditor, rights of cost auditor, duties of cost auditor, cost audit vs. financial audit, Qualification and disqualification of Cost auditor, Qualified and unqualified report, Cost audit report, |
| Week-14 | FOH Variance: Analysis of variance, Spending & efficiency variance, overall variance. Scrap & waste...Defective & Spoilage goods |
| Week-15 | Labor cost-Costing & Accounting: Material control-Determining & Minimizing Cost: Different Levels of Inventory, Ordering Point, Minimum Level, Maximum Level, Average Stock Level, Danger Level, Economic Order Quantity, Factors Influencing the Different Levels of Inventory |
| Week-16 | Presentation Session |

RECOMMENDED / REFERENCE BOOKS:

- Cost Accounting by Jain Narang
- Cost Accounting by Matz & Usry
- Cost Accounting by Dr. Zahid Mehmood

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS. Com**
Credit hours: **03**
Course code: **ECO-2406**
Course name: **Economics of Pakistan**

COURSE DESCRIPTION/OBJECTIVE:

1. To make students understand the key sectors of economy of Pakistan and contemporary issues in agriculture, industry, and financial and social sector.
2. To make students understand current policies in trade, commerce, fiscal/monetary policy, industry and agriculture.
3. To let the students have a comprehensive knowledge about the current statistics of the various aspects of the economy

Course Contents:

| WEEKS | Course Contents |
|-------------|--|
| Week 1-2 | <p>INTRODUCTION OF PAISTAN ECNOMY What is economy of Pakistan, how does it relate with production, consumption and exchange of goods and services.</p> <p>CHALLENGES OF PAKISTAN ECONOMY What are the challenges face to Pakistan economy which relate to economy saving, consumption, exports, imports, government spending and expenditure, world trade, social indictors, political stability water and energy shortages crisis of governance?</p> |
| Week 3-4 | <p>PROSPECTUS SOLUTIONS IMPROVE ECONOMY How can we improve our economy main focus on human capital, modern technology, young labour force, decentralization?</p> <p>Seventy years of Development Structural change Five decades and five Epochs Laying the foundation:1947-1958 The decade of Development:1958-1968 The Bad Luck year:1971-1977 The second Military Government:1977-1988 The era of structural adjustment:1988 onwards</p> |
| Week 5-6 | <p>AGRICULTURE SECTOR Major crops irrigated and un-irrigated area agriculture inputs, Importance of agriculture sector in economy development of Pakistan What is important of agriculture sector?</p> |

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|-------------------|--|
| | The eight steps given in importance of agriculture which are income, employment indirect employment foreign exchange, raw material supply of food supply of workers market for manufacture. |
| Week 7 | PROBLEMS AND SOLUTIONS OF PAKISTAN AGRICULTURE SECTOR What are the problems? What are the solutions of Pakistan agriculture sector? INFLATION What is inflation measurement and consequences of inflation? Types, effects of inflation unemployment |
| Mid Term | |
| Week 9-10 | GROSS DOMESTIC PRODUCT What is GDP, composition of GDP, growth rate of GDP per capita, GDP economic indicator, consumption, investments government expenditure net exports? FISCAL POLICY What is fiscal policy? Instruments of fiscal policy? |
| Week 11-12 | MONETARY POLICY What is monetary policy tool of monetary policy role of state bank of Pakistan in money supply, open market operation, bank rate and required reserve ratio INDUSTRIAL SECTOR What is the importance of industrial sector in Pakistan economy? Causes of industrial backwardness. |
| Week 13-14 | INDUSTRIAL DEVELOPMENT Small, medium, and large-scale industries, major industries, employment, capital output ratio industrial policy and prospectus POPULATION Population trend, what is birth rate, fertility rate, infant mortality rate? Rural urban migration makes female ratio. Life expectancy and population payment |
| Week 15 | EDUCATION What is the importance of education in Pakistan economy what are the effects of education in economic development? Number of male/female education institutions, student enrolment? Teacher's student ratio, literacy ratio, education policy. HEALTH Number of hospitals, number of medical colleges, major disease access to clean water and sanitation SERVICES INDUSTRY Major services, hotels and motels, tourism, and transpiration FOREIGN TRADE What is trade? What is the importance of trade? Which are the benefits of foreign trade. Major imports and exports commercial policy, What is the difference between tariffs and quota? What is exports subsidies ad rebate? BANKING What is the importance of banking system in economic development? |

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|--------------------------|--|
| | <p>Commercial banking non-banking financial institutions, insurance companies, Multan funds investment banks, consumer banking and interest free banking</p> <p>LABOUR FORCE</p> <p>What is labour force? Why labour force important for production process? Male, female participation skilled/unskilled workers rural/urban, self-employed persons, manpower planning</p> |
| Week 16 | <p>Money /CAPITAL MARKET</p> <p>What is the importance of capital? What is the major role of capital market in the economy?</p> <p>Store exchange and their functioning role of security, exchange commission of Pakistan, stock index, foreign portfolio investment</p> <p>What is the role of capital market in production process?</p> <p>INFRASTRUCTURE</p> <p>What is the role of capital market in production process?</p> <p>What is the importance of infrastructure in development of country</p> <p>Importance of roads and railways in development of country</p> <p>Importance of airplanes merchants' ships, telephone radio, T.V. print media and Internet</p> |
| Final Examination | |

Recommended Books:

1. Dr. Muhammad Hussain Chaudhry, Economic Theory V.2
2. Kh. Amjad Saeed, Pakistan Economics
3. Economics Survey of Pakistan (Latest Issues), Economic Advisor's Wing, Ministry of Finance, Government of Pakistan

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester-V | | |
|--------------------|------------------------------|---------------------|
| Course Code | Course Title | Credit Hours |
| BC-3501 | Principles of Management | 3(3-0) |
| BC-3502 | Entrepreneurship | 3(3-0) |
| BC-3503 | Research Methods in Business | 3(3-0) |
| BC-3504 | Interpersonal Skills | 3(3-0) |
| BC-3505 | Consumer Behaviour | 3(3-0) |

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3501**

Course name: **Principles of Management**

COURSE DESCRIPTION/OBJECTIVE:

Principles of Management is an introductory course and is required for all business majors. This course explains the relationships between organizational mission, goals and objectives and their successful achievement. It will clarify the significance and necessity of managing an organization. Management will reveal understanding of various organizational processes and behaviors and the theories associated with them.

LEARNING OUTCOMES:

At the conclusion of this course, the student should be able to:

1. How organizations are managed.
2. Understand the principles and theories of management in local and international settings.
3. Integrate several of the disciplines studied.
4. Demonstrates critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management.

Course Contents:

| WEEKS | Course Contents | |
|--------------------------|---|--|
| 1 | An Overview of Management | Definitions of Management, Management Process, Characteristics of Management, Difference between Management and Administration. Organization and its types. |
| 2&3 | Functions, Roles, types, skills and challenges of Management | Functions a brief Treatment- Planning, Organizing, Staffing, Directing, Controlling, Coordination, Other Functions of Management, Roles of Management in organizations, Types of Management (Scope of Responsibility and Management Levels), Managerial Skills development, Contemporary Management Challenges. |
| 4&5 | Principles of Management | Taylor's Principles, Fayol's Principles, General Principles, Scope of Management, Importance of Management. |
| 6,7&8 | Nature of Management, Environment and Strategic Management | Management as an art, Management as a Science, Management as a Profession. Evaluating Organization Environment and its Types and Understanding Organizational Culture. Strategic Management, Process and types of Strategies (Generic and Directional). |
| MID TERM | | |
| 9 | Planning (Organizational Goals and Plans) | Definitions of Goals and Plans, Reasons for the importance of Goals, Essentials of a good Plan, Steps in Organizational Planning Process, Characteristics of Effective Goals, Levels and Types of Goals and Plans, Planning time frames, and Management By Objective. |
| 10&11 | Decision Making & Organizing | Importance and Process of Decision Making, Problem and its Types, Decision and its Types, Conditions of Decision Making, Rational Decision Making Process, Group Decision Making Formats and Tools for Effective Group Decision Making. Foundations of Organization Structure: The Vertical and Horizontal structure and elements. |
| 12 | Communication | Definition of Communication, Process of Communication, Importance of Communication, Types of Communication, Barriers to Communication, Over Coming the Barriers, Characteristics of a good Communication System (7Cs). |
| 13 | Staffing | Human Resource Management process, HR Planning, Definition of Staffing, Sources of Recruitment, Steps in Selection Process, Orientation and Socialization, Training and Development, Compensation Management, Employee Evaluation, Employee Movement and Replacement, Exit Interviews. |
| 14 | Directing / Direction, Leadership and Power | Definition of Directing, Function and Importance of Directing, Definition of Leader and Leadership, Traits/Qualities of a Successful Leader, Leadership Styles, Power, Types and Sources of Power. |
| 15 & 16 | Motivation & Controlling | Meaning and Process, Financial and Non-Financial Incentives, Herzberg's Two Factor Theory, Maslow's Need Priority Model, Expectancy Theory, Goal-Setting Theory, Alderfer's ERG Theory, Adam's Equity Theory, Theory X and Theory Y. Definition of Controlling, Types and Levels of Controlling. |
| Final Examination | | |

Recommended Books:

1. Management By Courtland L. Bovee, John V. Thill, Marian Burk Wood, George P. Dovel, International Edition, McGraw-Hill Inc. St.P Robins.
2. Terry, Prentice Hall USA “Principles and Practice of Management” (1998 Edition)
3. P.F. Duck Ker, Macmillan, London, “Practice of Management”(1997 Edition)

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3502**

Course name: **Entrepreneurship**

COURSE DESCRIPTION/OBJECTIVE:

The objective of the course is too elucidating the role of creativity, entrepreneurial and innovative business activities and their management, within a domestic and global environment. The course aims to engender critical analytical skills, creative problem solving in the development and evaluation of new venture ideas while understanding both the opportunities and constraints faced by entrepreneurs.

LEARNING OUTCOMES:

After completing this course, the participants should be able to:

1. Develop an idea for a new venture;
2. Research its potential and understand the risks associated;
3. Undertake marketing, positioning, and customer development;
4. Prepare an analysis of the financial requirements and build a financial strategy for the new venture, including incremental appreciation of the equity base.

Course Contents:

| WEEKS | Course Contents |
|-------|---|
| 1 | 1. The Nature and importance of Entrepreneurship a. Nature and Development of Entrepreneurship b. Entrepreneurial Decision Process c. Role of Entrepreneurs in Economic development d. Ethics and Social Responsibility of Entrepreneurship e. The Future of Entrepreneurship |
| 2&3 | 2. The Entrepreneurial and Entrepreneurial Mind a. The Entrepreneurship process b. Managerial VS Entrepreneurial Decision Making c. Entrepreneurial Leadership Characteristics |
| 4&5 | 3. International Entrepreneurship Opportunities |

| | |
|--------------------------|--|
| | a. The Nature of International Entrepreneurship b. Importance of International Entrepreneurship c. Entrepreneurial Entry into International Business |
| 6 & 7 | 4. The Marketing Plan a. Understanding of Marketing Plan, Characteristics of Marketing Plan b. Environment Analysis and Steps in preparing the Marketing Plan |
| MID TERM | |
| 9 | 5. The Financial Plan a. Operating and Capital Budgets, Break Even Analysis b. Cash Flows and Balance Sheets |
| 10&11 | 6. The Organizational Plan a. Developing the management team b. Building the successful Organization, The Role of BODs |
| 12 | 7. Preparing for the new Launch 8. Managing early growth of the New Venture |
| 13 | 9. Contemporary Options a. Joint Venture, Acquisitions |
| 14&15 | b. Synergy, Mergers c. Hostile Takeovers Leveraged Buyouts d. Franchising |
| 16 | Presentations |
| Final Examination | |

Recommended Books:

1. Hisrich and Peters, (1998) Entrepreneurship, McGraw-Hill
2. Pitts R.A. and Snow C.C., Strategies for Competitive Success, Johan Willy
3. Barlett, Christopher A., and Sumantra Goshal. (1996). Strategy & Leadership.

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3503**

Course name: **Research Methods in Business**

COURSE DESCRIPTION/OBJECTIVE:

Business research methods provide the insight into the challenges faced by managers in research for business decision making.

The course aims at:

- To meet the challenge of the fast-paced decision-making environment,
- Provide the knowledge and skills a manager needs to solve the problems.

- The course is designed to prepare the students to manage business, not-for-profit, and public organization in all functional areas.

LEARNING OUTCOMES:

At the end of this course, the students should be able to

1. To have the knowledge of the key terms and concepts in the business research process.
2. To enable the students to analyze business situations and apply basic qualitative skills to solve business problems and developing effective strategies.
3. To enable the students understand all the steps of Research Methodology and its application to real life business research situation.
4. To understand the scientific research process and awareness of various research dimensions.
5. To identify problem areas in the organization and to conduct research to help solve these problems.

Course Contents:

| Week | Topics |
|----------|--|
| Week 1&2 | <p>1 • Role of business research</p> <ul style="list-style-type: none"> • Basic research and applied research • Managerial value of research <p>2 • Types of business research</p> <ul style="list-style-type: none"> • Decision alternatives in research process • Influences of uncertainty on type of research <p>3 • Scientific investigation</p> <ul style="list-style-type: none"> • Hallmarks of scientific investigation • Obstacles in conducting scientific research <p>4 • Theory building</p> <ul style="list-style-type: none"> • Concepts and nature of proposition • Practical value of theory <p>5 • Deduction and Induction</p> |
| Week 3&4 | <p>6 • The research process. Problem discovery and definition. Planning research design. Sampling - Data collection. Data processing and analysis. Conclusion and report presentation</p> <p>8 • Ethical issues in research</p> <p>9 • Formulating and clarifying the research topic</p> <ul style="list-style-type: none"> • Attributes of good research topic • Importance of problem definition <p>11 • Process of problem definition</p> <ul style="list-style-type: none"> • Assignment 1 <p>12 • The research proposal</p> <ul style="list-style-type: none"> • Assignment 2 <p>13 • Deciding the research approach and choosing a research strategy</p> <ul style="list-style-type: none"> • Need for a clearer research strategy |
| Week -5 | <p>14 • Multi- method approaches</p> <p>15 • Preliminary data collection</p> <ul style="list-style-type: none"> • Literature review • Planning the literature search <p>16 • Obtaining and evaluating the literature</p> <ul style="list-style-type: none"> • Assignment 3 |

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|--------------------------|---|
| | 17 • Exploratory research and qualitative analysis |
| Week -6&7 | <ul style="list-style-type: none"> • Why conduct exploratory research• Categories of exploratory research 18 • Focus group interviews • Projective techniques 19 • Secondary data • Objective of secondary data research design• Classification of secondary data 20 • Determining the research design • Overview of research design 21 • Defining research question and hypotheses • Defining terms and variables• Identifying limitations and delimitations • Assignment 4 |
| MID TERM | |
| Week 9-10&11 | <ul style="list-style-type: none"> 22 • Research method for collecting primary data • Survey research 23 • Errors in survey research • Classifying survey research methods 24 • Basic methods for communication with respondents 25 • Observation methods 26 • Experimental research • Basic issues• Internal and external validity 27 • Types of experimental design and internal validity 28 • Ethical issues in experimental design 29 • Measurement of variables • Operational definitions and scales |
| Week-12&13 | <ul style="list-style-type: none"> 30 • Measurement: Scaling, reliability, and validity 31 • Data collection methods 32 • Questionnaire design • Overview of questionnaire designs |
| Week-14 | <ul style="list-style-type: none"> 33 • Sampling design and sampling procedures 35 • Determining the sample size • Population distribution, sample distribution and sampling distribution 36 • Fieldwork • Principles of good interviewing |
| Week-15 | <ul style="list-style-type: none"> 37 • Analysing qualitative data • Overview of qualitative data analysis 38 • Analysing qualitative data 39 • Editing and coding data 40 • Research report • Integral parts of report 41-45 • Discussion on research projects |
| Week-16 | Presentations |
| Final Examination | |

Recommended Books:

1. Zigmund, William G, Business research methods, Sixth Edition.
2. Collins Jill & Hussey Roger, Business research, Second Edition
3. Sekaran Uma, Research Methods for Business, Fourth Edition.

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3504**

Course name: **Interpersonal Skills**

COURSE DESCRIPTION/OBJECTIVE:

The workforce is continuously facing challenges from changing workplace environment, the pressure of workload, hierarchy, cultural differences and working with various stakeholders. Individuals with interpersonal skills build positive working relationship with others through understand emotions, share differences, resolve conflicts, giving or receiving feedback in a constructive manner. They interact successfully to gain consensus from stakeholders and decision makers, and foster positive communication climate within the challenging workplace environment.

They rise to the top in their personal effectiveness, help to reduce the cost of rehiring and training cost and contribute significantly to the organizational growth.

Learning Outcomes:

1. Understand the types and impact of interpersonal relationships.
2. Develop the qualities of interpersonal skills for personal and team effectiveness.
3. Manage emotions of self and others for positive relationship.
4. Build positive interpersonal communication skills.
5. Improve non-verbal communication to read others easily and accurately.

Course Contents:

| WEEKS | Course Contents |
|----------------------|---|
| Week 1&2 | Increasing interpersonal success through understanding types and impact of interpersonal relationships 1.Types of interpersonal styles and impacts to an organization |
| Week 3&4 | 2.Self/peer assessment of your interpersonal skills – in the eyes of others 3.The characteristic and quality of ideal interpersonal performer |
| Week -5 | Increasing interpersonal success through self-awareness for positive relationship 1.Self/peer assessment of your self-awareness and EQ – in the eyes of others 2.Broaden your self-awareness though understanding the Emotional Intelligence (E.I.) competencies for positive relationship |
| Week -6&7 | 3.Learn to avoid emotional triggers and take control in managing intimidating personalities 4.Application of EI in your workplace for managing our relationship with colleagues for building trust and understanding |
| MID TERM | |

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|--------------------------|--|
| Week 9-10&11 | Managing workforce diversity with effective communication styles <ol style="list-style-type: none"> 1. Understand behavior types and communication styles 2. Self-assessment profile on behaviors and communication styles 3. Strategies for interacting with others who are different from you 4. Identify gaps of interpersonal habits for personal improvement 5. Influencing others when communicating your ideas and gain respect |
| Week-12&13 | Establishing positive workplace interpersonal communication for rapport building <ol style="list-style-type: none"> 1. Recognize and overcome sender, receiver and environmental barriers of communication 2. Speak the language of the audience 3. Master questioning and active listening skills to connect with people |
| Week-14 | <ol style="list-style-type: none"> 4. Read body language and nonverbal cues 5. Learn the power of praise and staying in touch for producing results 6. Deliver positive and constructive feedback |
| Week-15 | Working through conflict and managing difficult people <ol style="list-style-type: none"> 1. Learn to recognize types of conflicts and its root causes 2. Develop strategies to resolve conflict for group collaboration and better relationship 3. Deliver and receive criticism effectively |
| Week-16 | Presentations |
| Final Examination | |

Recommended Books:

1. Writing. Advanced by Ron White. Oxford Supplementary Skills.
2. College Writing Skills by John Langan. McGraw-Hill Higher Education. 2004.
3. Patterns of College Writing (4th edition) by Laurie G. Kirszner and Stephen R. Mandell. St.

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3505**

Course name: **Consumer Behavior**

COURSE DESCRIPTION/OBJECTIVE:

Students develop an appreciation for the influence consumer behavior has on marketing activities. Students apply psychological, social and cultural concepts to marketing decision making. Topics include the importance of consumer behavior and research; internal influences such as motivation and involvement, personality, self-image, life-style, perception, learning, attitude formation and change, and communication; external influences such as culture, subculture, social class, reference groups and family, and the diffusion of innovations; and consumer decision making.

LEARNING OUTCOMES:

Upon successful completion of this course, students should be able to:

1. Explain and apply the key terms, definitions, and concepts used in the study of consumer behavior.
2. Demonstrate how as a marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviors.
3. Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviors of individuals.
4. Complete a project that demonstrates both your working knowledge and analytical skills in assessing the consumer decision-making process.
5. Analyze the trends in consumer behavior, and apply them to the marketing of an actual product or service.

Course Contents:

| Week | Topics |
|--------------------------|---|
| 1,2 & 3 | Introduction to Consumer Behavior and Consumer Research <ul style="list-style-type: none">• Topic 1: Introduction to Consumer Behavior• Topic 2: Consumer Research• Topic 3: Consumer Behavior and Marketing Strategy |
| 4,5 & 6 | Internal Influences on Consumer Behavior <ul style="list-style-type: none">• Topic 1: Motivation and Involvement• Topic 2: Personality, Self-Image, and Life Style• Topic 3: Consumer Perception• Topic 4: Consumer Learning• Topic 5: Consumer Attitude Formation and Change• Topic 6: Communication and Consumer Behavior |
| 7 | External Influences on Consumer Behavior <ul style="list-style-type: none">• Topic 1: The Influences of Culture on Consumer Behavior• Topic 2: Subcultures and Consumer Behavior |
| MID TERM | |
| 9 10 & 11 | <ul style="list-style-type: none">• Topic 3: Social Class and Consumer Behavior• Topic 4: Reference Groups and Family• Topic 5: Consumer Influence and the Diffusion of Innovations |
| 12 & 13 | Consumer Decision Making |
| 14 | <ul style="list-style-type: none">• Topic 1: Consumer Decision Making-Process |
| 15 | <ul style="list-style-type: none">• Topic 2: Consumer Decision Making-Outcomes |
| 16 | Presentations |
| Final Examination | |

Recommended Books:

Leon Schiffman, Leslie Kanuk, and Mallika Das. *Consumer Behavior*. Canadian (1st) edition. Pearson Education, 2006.

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester-VI | | |
|--------------------|--------------------------|---------------------|
| Course Code | Course Title | Credit Hours |
| BC-3601 | Banking Law and Practice | 3(3-0) |
| BC-3602 | Financial Management | 3(3-0) |
| BC-3603 | E-Commerce | 3(3-0) |
| BC-3604 | Business Ethics | 3(3-0) |
| BC-3605 | Organizational Behaviour | 3(3-0) |
| BC- | Elective-I | 3(3-0) |

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3601**

Course name: **BANKING LAW AND PRACTICE**

COURSE DESCRIPTION/OBJECTIVE:

The Law of Banking provides an introduction to relevant legal principles and to aspects of the practice of banking. The course is concerned directly with the relationship between banker and customer and with contemporary transactional techniques. The objectives of the course are to acquaint students with the rationale for banking law, give them an understanding of key statutory provisions and case law and provide practical understanding of banking law and policy. Students will be required to develop sufficient working understanding of banking law to be able to advise in the resolution of problems and the planning of strategies.

LEARNING OUTCOME:

The course enables the students to;

1. When and how banking industry came into being and what is history of Pakistani Banking sector.
2. Know the working and performance of commercial Banks
3. Understand the role of central bank
4. Identify the role, services, instrument and functions of commercial banks

5. Evaluate the financial performance of the banking sectors

Course Contents:

| Week | Course Contents |
|-----------------|---|
| Week 1-2 | <p>Introduction to banking in the world and Pakistan Meaning and origin of Banking in the world. Brief history of development of banking in Pakistan. Various types of Banks, nature, scope and their function. Central Bank: Role & Function in an Economy. State Bank of Pakistan as Regular. Various type of banking services available Importance and mobilization of deposits in banking system</p> |
| Week 3-4 | <p>Banker –Customer Relationship Essence of relationship What is a banker? Functions of bank? What constitutes a customer Rights and obligation of banker and customer Rights of banker Banker`s obligations to customer Customer`s obligations to banker Termination of relationship Account of customers – General Importance of introduction and the concept of: Know Your Customer” (KYC) Determination of banker`s obligation and authority to pay cheques Legal process determining banker`s authority to pay cheques</p> |
| Week 5 | <p>Types of Accounts and Accounts of Special Customers Various type of bank account such as current, PLS, cell, short notice deposits and fix deposits accounts, royally accounts, department accounts. Instruction and rules relating to maintaining accounts, balancing ledgers, Statements of accounts passbook, specimen signature.</p> |
| Week 6-7 | <p>Accounts of trading organization Partnership Firm Join Stock Companies Mercantile Law Agents Accounts of non – trading organization Accounts of local bodies Accounts of non – trading organization with liabilities limited by guarantee Trust Accounts Accounts of executors and administrators Accounts of liquidators Accounts of club, societies and associations</p> |
| MID TERM | |
| Week 9-10 | <p>Bill of exchange, Promissory Note, Cheques Endorsements and Remittances Bill of exchange</p> |

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|------------------|--|
| | <p>Requisites of a Bill of exchange Under Negotiable Instruments Act</p> <p>Parties to a Bill of exchange</p> <p>Holder in due course</p> <p>Rights and proviges of a holder in due course</p> <p>Holder for value</p> <p>Liability of parties to bill of exchange</p> <p>Rules for determining the maturity of a Negotiable Instrument</p> <p>Promissory Note</p> <p>Promissory Note vs. Bill of exchange</p> |
| Week 11-12 | <p>Cheques and their payment</p> <p>Definition</p> <p>Silent features</p> <p>Payment of cheques</p> <p>Paying banker`s risk and production</p> <p>Crossed cheques and their collection</p> <p>Crossings</p> <p>Collection of cheques</p> <p>Duties of collecting banker</p> <p>Endorsement defined</p> <p>Kinds of endorsement</p> <p>Inscription of endorsement</p> <p>Bank Draft</p> <p>Issuing & paying of draft</p> <p>Telegraphic Transfer</p> <p>Mail Transfers or M.T</p> <p>Payment orders</p> <p>Other Methods of Transfer of Funds</p> |
| Week 13-14-15 | <p>Development Financial Intuitions</p> <p>History of development financial institutions (International and Nation</p> <p>Type of financial services available in Pakistan through development</p> <p>Financial Intuitions</p> <p>Sources of Funds for development financial institutions</p> <p>Functions, management and services offered by deferent specialized</p> <p>financial institutions in Pakistan</p> <p>Development of Islamic Banking in Pakistan</p> <p>Main feature of the Islamic Economic system</p> <p>Efforts towards Islamization of Banking in Pakistan</p> <p>Implementation of Islamic Banking in Pakistan</p> <p>Modes of non – Interest Financing</p> <p>Financing by Lending</p> <p>Qard-e-Hasna</p> <p>Loans with services charges</p> <p>Trade Related Modes</p> <p>Purchase of Trade bills</p> <p>Purchase and sale of goods on Markup basis</p> <p>Financing for the development of a property on the basis of “Development</p> <p>charge”</p> <p>Purchase of good/immovable property under buy-back agreements</p> <p>Hire purchase</p> <p>Leasing</p> |
| Week- 16 | Investment Type Modes |

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|--------------------------|--|
| | Musharakah Modaraba Rent Sharing Routine Foreign Exchange Transaction in Banking Import License Import Letter of Credit Negotiation of Bills Under L/Cs Collection in the Context of URC Collection Mechanism Form and Structure of Collection Internet, Charges and Expenses Risks Interment in Collection Modes of International Settlements Relevant Banking Law in Pakistan State Bank Of Pakistan Act, 1956 Banking Companies Ordinance, (BCO) 1962 Bank Nationalization Act, 1974 Banking Tribunal Ordinance, 1984 Banking Companies (Recovery of Loans, Advances, Credits and Finances) Ordinance XXV of 1997) Foreign Exchange Regulation Act, 1947 Negotiable Instruments Act 1881 Micro-Finance bank Ordinance, 2000 Microfinance Institution Ordinanc,2001 |
| Final Examination | |

Recommended Books

- Practice and Law of Banking in Pakistan By Dr. Asrsr H. Siddiqui
- Finance of Foreign Trade and Foreign Exchange By Ansar H. Siddiqui
- History of the State Bank of Pakistan (1988-2003) Supplement, Developments and Changes in Banking Legislation and Other Regulation, By M. Ashraf Janju

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS. Com**
 Credit hours: **03**
 Course code: **BC-3602**
 Course name: **Financial Management**

COURSE DESCRIPTION/OBJECTIVE:

The objective of this course is to provide students with a broad understanding of all the important financial principles, concepts, and analytical tools. It is essential for all undergraduates to have a good understanding of the various financial issues faced by a firm. This requires the understanding and analysis of financial statements, fundamental concepts such as the time value of money, risk and return, corporate financing choices and investment analysis. For students, it is important that they have a good grounding in this course to better prepare themselves for other advanced courses such as Advanced Corporate Finance, Investment, Equity Securities, Fixed Income Securities, and Derivatives Securities.

Learning Outcomes:

By the end of the course, students will be able to understand;

1. Time value of money
2. Concepts of bonds and stocks and their valuation
3. Financial statement analysis and use of financial ratios
4. The concept of cost of capital
5. Capital budgeting techniques

Course Contents:

| Week | Topics |
|---------------------|--|
| Week 1&2 | <p>INTRODUCTION Scope of financial management Business organizations Finance management vs. other managerial functions The finance manager and the financial environment Financial markets Financial institutions The roles of the finance manger Goals of the firm Agency problems and their mitigation</p> |
| Week 3&4 | <p>TIME VALUE OF MONEY The role and perspectives of the TVM concept Future values Present values The relationship between future and present values Annuities Future and present values of cash flows under high compounding frequency Impact of higher compounding frequency Inflation and the Time Value of Money</p> |

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|-------------------------|--|
| | Selected applications |
| Week -5 | BOND AND THEIR VALUATION Definition, types and features of bonds Valuation of bonds (the basic process) Basic relationship in bond valuation Bondholder's expected rate of return Risks associated with bond return |
| Week -6&7 | STOCKS AND THEIR VALUATION SHARES AND THEIR BASIC FEATURES Benefits from a share investments Price of ordinary shares Behaviour of expected dividend growth and share price Price of shares based on earnings Expected rate of return Preferred shares and their characteristics Price of preferred share and the expected rate of return Valuing the entire business RISK AND RETURN Expected returns and risk defined Calculating expected return Calculating risk (variance and standard deviation) Portfolio expected returns Portfolio variance and standard deviation Systematic and unsystematic risk Diversification and portfolio risk The principle of diversification and beta Measuring systematic risk portfolio beta beta and the risk premium' Security market line Capital asset pricing model |
| MID TERM | |
| Week 9-10&11 | ANALYSIS OF FINANCIAL STATEMENTS Ratio analysis Liquidity ratios asset management ratios Asset management ratios Debt management ratios Profitability ratios market value ratios Trend Analysis Comparative Ratios and? Benchmarking? Uses and Limitations of Ratio Analysis THE COST OF CAPITAL The cost of capital concepts Individual and weighted average costs of capital Costs of capital and valuation Capital structure/ leverage Analysis Capital structure decision (No taxes or other capital market imperfections) Taxation and capital structure decision Debt equity ratio, cost of capital and the value of the firm (The MM Propositions) Optimal capital structure Costs of financial distress and bankruptcy |

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|--------------------------|--|
| | <p>The static trade off-theory The pecking order theory Personal taxes Evidence on capital structure determinants</p> |
| Week-12&13 | <p>WORKING CAPITAL AN MANAGEMENT SHORT-TERM PLANNING Working capital defined Working capital management policy options Working capital cycle and other cash flows Working capital dynamics Cash management Inventory management</p> |
| Week-14 | <p>CAPITAL BUDGETING TECHNIQUES Computation of initial investment Computation of operating cash flows Computations of terminal cash flows Capital budgeting process Capital budgeting motives Capital budgeting rational Independent Vs. Mutually Exclusive Projects Computations of payback period, net present value, internal rate of return, profitability index, annualized net present value. Capital budgeting under risk: probability decision tree, probability distribution, sensitivity analysis, scenario analysis, simulation (Monticorlo simulation), coefficient of variation, certainty equivalents.</p> |
| Week-15 | <p>CONTEMPORARY FINANCIAL MANANGENT SYSTEMS Islamic Finance Difference between traditional and Islamic finance Islamic modes of financing Other financial systems</p> |
| Week-16 | Presentations |
| Final Examination | |

Recommended Books:

1. Principles of Managerial Finance by Lawrence J. Gittman & Chad J. Zutter (14th edition). Pearson
2. Fundamentals of Financial Management by James, C. Van Horne & John M

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**
Credit hours: **03**
Course code: **BC-3603**
Course name: **E-Commerce**

COURSE DESCRIPTION/OBJECTIVE:

The primary objective of this course is to introduce concepts, tools and approaches to e-commerce. The course will help you to understand the ways in which companies use the Internet as a channel for conducting and expanding commerce. This course provides an introduction to E Business that takes place online. Online business is increasingly important in our networked world of global transactions and global competition. Developments in computing technology and communication systems, most notably the internet, have created many new business opportunities for electronic commerce.

LEARNING OUTCOME:

At the completion of this course student will be able to;

1. Understand the use the Internet as a channel for conducting and expanding commerce
2. Developments in computing technology and communication systems.
3. New mechanisms for making money

Course Contents:

| WEEK | TOPICS |
|-------------|---|
| Week 1 | Introduction to E-Business <ul style="list-style-type: none">• The Digital Economy• E Commerce Fundamentals• Introduction to E-Commerce Technologies• The E Commerce Consumer• Legal and Ethical Issues of e Business• Businesses-to-Business Ecommerce |
| Week 2 | E-Business Infrastructures <ul style="list-style-type: none">• Introduction• Ecommerce Industry Structures• Alliances, Partners, Outsourcing• Portals and Search Engines• Governmental Structures and Resources• Keeping Track of Innovations and Changes |

| WEEK | TOPICS |
|-----------------|--|
| Week 3 | Electronic Retailing <ul style="list-style-type: none"> • Ecommerce Transactions: Shopping Carts and Payment Options • Tracking Customers • Security Issues, Strategies, and Resources |
| Week 4 | Electronic Retailing <ul style="list-style-type: none"> • Interactive Communication with Customers and Partners • Customer-Pleasing E-Service • Know Your Competition |
| Week 5 | Introduction to Ecommerce Web Design <ul style="list-style-type: none"> • Web Design Strategies and Concepts • Web Design Architectures and Infrastructures • Web Design Tools I: HTML, XTL, Java, etc. |
| Week 6 | <ul style="list-style-type: none"> • Web Design Tools II: Plugins and Multimedia • Personalization, Persuasion, and Related Design Strategies • Web Design Trends: Preparing for the Future |
| MID TERM | |
| Week 8 | E Business Marketing <ul style="list-style-type: none"> • Introduction to Marketing Online • E Marketing Strategies and Options • E Marketing Resources • Encouraging Customer Participation • Creating Online Communities • Customer Service and Marketing |
| Week 9 | Advertisement in E Commerce <ul style="list-style-type: none"> • Describe the objectives of Web advertisement, its types, and characteristics. • Describe the major advertisement methods used on the Web • Describe various Web advertisement strategies. |
| Week 10 | <ul style="list-style-type: none"> • Describe various types of promotions on the Web. • Discuss the benefits of push technology and intelligent agents. |
| Week-11 | <ul style="list-style-type: none"> • Understand the major economic issues related to Web advertisement. • Compare paper and electronic catalogs and describe customized catalogs. • Describe Web advertisement implementation issues ranging |
| Week-12 & 13 | Electronic Commerce in Service Industries |

| WEEK | TOPICS |
|--------------------------|---|
| | <ul style="list-style-type: none"> • Understand how broker-based services are performed online. • Describe online travel tourism services and their benefits. • Discuss the impact of EC on the travel industry. • Describe the online job market, its drivers, and benefits. • Describe the electronic real estate market. • Discuss cyber banking, its drivers, and capabilities. • Describe electronic auctions, their benefits, implementation, and impacts. |
| Week-14 | <p>Electronic Payments Systems & Security</p> <ul style="list-style-type: none"> • Describe the typical electronic payment systems for EC. • Identify the security requirements for safe electronic payments. • Describe the typical security schemes used to meet security requirements. • Identify the players and procedures of the electronic credit card system on the Internet. |
| Week-15 | <ul style="list-style-type: none"> • Discuss the relationship between SSL and SET protocols. • Discuss the relationship between EFT and debit cards. • Describe the characteristics of a stored-value card. • Classify and describe the types of IC cards used for payments. • Discuss the characteristics of electronic check systems. |
| Week-16 | Presentations/Revision |
| FINAL EXAMINATION | |

Recommended Books:

1. Kenneth C. Laudon, Carol Guercio Traver (latest edition), E-Commerce: Business Technology, Society, Pearson Education
2. Marilyn Greenstein, Miklos Vasarhelyi (2nd Edition), Electronic Commerce: Security, Risk Management, and Control

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**
 Credit hours: **03**
 Course code: **BC-3604**
 Course name: **Business Ethics**

COURSE DESCRIPTION/OBJECTIVE:

This course introduces ethical dilemmas and issues concerning various aspects of business and management and provides a foundation of ethical concepts and a wide range of perspectives that are relevant to resolving and preventing such problems. It also aims to enhance insights into the planning, organizing, influencing & controlling of corporate social responsibility activities.

Learning Outcomes:

On completion of this course, student will be able to:

1. Identify the moral questions that business activity specifically creates.
2. Distinguish between ethical and other types of values.
3. Recognize ethical considerations and values relevant to business activity.
4. Evaluate common beliefs about ethics—especially common beliefs about the role of
5. ethics in business.

Course Contents:

| Week | Topics |
|--------|--|
| Week 1 | INTRODUCTION TO BUSINESS ETHICS MORAL PHILOSOPHIES utilitarianism Altruism Egoism |
| Week 2 | ETHICAL ISSUES institutionalization of business ethics Emerging business ethics issues Ethical issues and dilemmas in business Role Of Ethical Cultures And Relationships Managing ethical risk through mandated and voluntary programs |
| Week 3 | Defining purpose, mission and values, failures of ethical leadership, ethical dimensions of leadership styles Leading & managing strategy and structure, challenges and issues Impact of Ethical issues on stakeholders Difference between ethics and morality, Framework for studying business ethics, |
| Week 4 | Myths about business ethics Theory of Rights, and Justice How to create an Ethical Culture: an introduction Six steps to create an ethical workplace |

| | |
|--------------------------|---|
| Week 5 | The workforce in the Twenty-First Century, Issues & Implications of Workforce Changes, Generational value differences in the workplace, Moral Foundations of Employee rights |
| Week 6 & 7 | Defining purpose, mission and values, failures of ethical leadership, ethical dimensions of leadership styles The principle of balance in the Employee and employer social contract, Rights & Responsibilities between employees & employers Whistle blowing versus organizational loyalty, Managerial steps to prevent external whistle blowing |
| MID TERM | |
| Week 9 | The nature of corporate social responsibility , approaches to social responsibility, areas of social responsibility, the social responsibility of managers Explain the relationship between business ethics and corporate social responsibility. Real life case study |
| Week 10 | Globalization & the forces of change, issues with globalization Multinational enterprises as stakeholders, power of multinational enterprises, host country perspectives |
| Week 11 | Ethics in the global environment Cross-cultural ethical decision making & negotiation methods |
| Week-12 & 13 | Olympic Athlete drug testing: creating an anti-doping culture and fair competition: Real life case study |
| Week-14 | The responsibility of a corporation as a Moral agent |
| Week-15 | Globalization of ethical decision making |
| Week-16 | Presentations |
| Final Examination | |

Recommended Books:

1. Joseph W. Weiss “Business Ethics.. A stakeholders & issues management approach”, 4th Edition.
2. Manual G. Velasquez, “business ethics.. concepts & cases”, 6th Edition.

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3605**

Course name: **Organizational Behaviour**

COURSE DESCRIPTION/OBJECTIVE:

Objective of this course is to introduce students to psychology theories and research at individual, group, and organizational levels. It helps students understand organizational behavior and management practices by examining psychological principles. It facilitates a critical evaluation of organizational practices and their impact on work behaviors, attitudes, and performance.

Learning Outcomes:

After successful completion of this course, students are expected:

1. To understand main theories of organizational behavior.
2. To be able to analyze how these theories and empirical evidence can help to
3. understand contemporary organizational issues
4. To apply theories to practical problems in organizations in a critical manner.

Course Contents:

| Week | Topics |
|------------|---|
| Week 1 | WHAT IS ORGANIZATIONAL BEHAVIOUR What managers do? Developing an Organization Behavior (OB) model Complementing intuitions with systematic study |
| Week 2 | DIVERSITY IN ORGANIZATIONS Biographical characteristics and Ability Implementing diversity management Strategies |
| Week 3 | ATTITUDES AND JOB SATISFACTION Attitudes related to OB Different ways to achieve job satisfaction in organizations |
| Week 4 | EMOTIONS AND MOODS What are emotions and moods? Emotional labour. Effective events theory Emotional intelligence. OB applications of emotions and moods |
| Week 5 | PERCEPTION AND INDIVIDUAL DECISION MAKING Personal perceptions and perceptual errors Linking perception and individual decision making |
| Week 6 & 7 | LEADERSHIP Leadership theories and contingencies theories Leader member exchange theory |

| MID TERM | |
|--------------------------|---|
| Week 9 | Charismatic and transformational theories Challenges to leadership construct |
| Week 10 | ORGANIZATIONAL CULTURE What is cultural intelligence? How does organizational culture develop? How does organizational culture influence Behavior in organizations and organizational performance? |
| Week 11 | MOTIVATION AND REWARDS Why do individuals work? What are the effects of different reward systems on individual motivation? |
| Week-12 & 13 | MOTIVATION: CONCEPTS TO APPLICATIONS Motivation by Job design Employee Involvement Self-Assessment Library |
| Week-14 | FOUNDATIONS OF GROUP BEHAVIOR Defining and Classifying Groups Stages of Group Development Group Properties: Roles, Norms, Status, Size etc. Group Decision Making |
| Week-15 | UNDERSTANDING WORK TEAMS Difference between Teams and Groups Types of Teams. Creating Effective Teams. Turning Individuals into Team players COMMUNICATION Functions of Communications The Communication Process. Direction of communication Interpersonal and Organizational communication. Barriers to effective communication. Global implications |
| Week-16 | CONFLICT AND NEGOTIATIONS The Conflict Process. Negotiation HUMAN RESOURCE POLICIES AND PRACTICES Selection Process. Training and development Performance evaluation. Managing Work- Life conflicts CHANGE Forces of change. Planned change. Resistance to change Managing organizational change. Create a culture for change |
| Final Examination | |

Recommended Books:

1. Organization Behavior by Stephen P. Robbins and Timothy A. Judge (16th edition). Pearson.

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester-VII | | |
|--------------|-----------------------------|--------------|
| Course Code | Course Title | Credit Hours |
| BC-4701 | Corporate Law | 3(3-0) |
| BC-4702 | Human Resource Management | 3(3-0) |
| BC-4703 | Insurance & Risk Management | 3(3-0) |
| BC-4704 | Management Accounting | 3(3-0) |
| BC-4705 | Project Management | 3(3-0) |
| BC- | Elective-II | 3(3-0) |

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**
Credit hours: **03**
Course code: **BC-4701**
Course name: **Corporate Law**

COURSE DESCRIPTION/OBJECTIVE:

This course is designed to equip the students of business a basic and through knowledge of business and corporate law. The basic knowledge includes the corporate laws practices globally and specifically in Pakistan. Moreover, risks faced by business enterprises due to ignorance of law and risk mitigating method/models are taught in detail. This course also includes practical handling of some of the case studies and example of conflict of interest and law.

Learning Outcomes:

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

1. The business law & practices prevailing in Pakistan. They will be familiar with the
2. corporate laws and corporate crimes.
3. They will be able to go through the entire business enterprises and may be able to evaluate different types of business structures. Students will learn these methodologies through class activities.

Course Contents:

| Week | Topics |
|--------|--|
| Week 1 | ENTREPRENEUR OPTIONS <ul style="list-style-type: none">• Concepts and Definitions of Law• Classification and Sources of Law, Companies Ordinance, 1984 |

| | |
|------------|--|
| | <ul style="list-style-type: none"> • Law relating to companies • Securities & exchange Commission of Pakistan |
| Week 2 | <ul style="list-style-type: none"> • Labor Laws • General studies of king of sole proprietors, firms, companies, association, NGOs, trust. |
| Week 3 | <ul style="list-style-type: none"> • Partnership • Law, meaning and definition • Characteristic • Nature Of Firms • Partnership at will (without time frame) • Particular partnership (for certain purpose or completion of a certain project) • Types of partnership • Kinds of partnership • Rights and duties of partners • Authority of partners |
| Week 4 | <ul style="list-style-type: none"> • Implied or customary authority of individual partner • Dissolution or termination of partnership • Insolvency • Distribution of assets |
| Week 5 | <ul style="list-style-type: none"> • NEGOTIABLE INSTRUMENT (ACT 1881) • Definition • Kinds (DP Note, bill of exchange, cheques) • Parties of negotiable instruments. (maker or drawer, drawee or banker, payee or beneficiary) • Difference between DP Note, bill of exchange and cheques • Characteristics of cheques • Kinds of cheques • Holder in due course • Payment in due course • Cheques and types of crossings • Dishonoring of bill of exchange or cheques • Noting and protesting • Drawee in case of need & alongee in negotiation • Banker and Customer • Banker customer relationship • Rights & duties of a customer, general relationship, specific relations • Mortgages and pledge |
| Week 6 & 7 | <ul style="list-style-type: none"> • LAW OF CONTRACT • Definition • Kinds of contract • Offer and acceptance • Consideration • Conditions, free consent, without coercion and undue influence • Void, valid, and voidable contracts agreement performance and discharge of • agreement |

| | |
|-----------------|---|
| | <ul style="list-style-type: none"> • Indemnity • Guarantee • Bailment and pledge • Agency contract • Different type of agents • Agent duties and rights |
| MID TERM | |
| Week 9 | <ul style="list-style-type: none"> • COMPANY'S LAW • Definition • Kinds • Characteristics • Legal person • Comparison with other business modals • Formation • Memorandum of association • Article of association • Prospectus • Promoters • Kinds of company • Types of meeting • Capital, shares, debentures • Directors, managers, and officers |
| Week 10 | <ul style="list-style-type: none"> • WINDING UP AND INSOLVENCY OF BUSINESS • Definition • Corporate insolvency • Mode of winding up (through court, voluntary and by supervision of court) • Priority of the winding up money |
| Week 11 | <ul style="list-style-type: none"> • LAW OF SALE OF GOODS • Contract of sale • Documents title of goods • Characteristics • Bilateral contract • Transfer of ownership |
| Week-12 & 13 | <ul style="list-style-type: none"> • Money Considerations (Price) • Auction sale • Sale & agreement to sale • Completion of formalities • FRAUDS EMBEZZLEMENTS, LAWS & PREVENTIVE MEASURES: • Corporate Crimes • Money laundering • Fraudulent training • How you recognize the culprit through his change behavior & conduct • Dealing with the culprit with reference to law of land |
| Week-14 & 15 | <ul style="list-style-type: none"> • CORPORATE GOVERNANCE AND LAW OF EQUITY • Introduction of corporate culture with social reference to law of land. (law of equity • the mother of all laws) • Transparency trough board of director's accounts and audit |

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|--------------------------|---|
| | <ul style="list-style-type: none"> • Need of corporate governance in Pakistan with special reference to code of ethics |
| Week-16 | Presentations |
| Final Examination | |

• **Recommended Books:**

1. Partnership, Contrast, Sale of Goods, Negotiable acts, Business Law by Khalid Mehmood Chema,
2. Business and Corporate law by Mirza Muhammad Waheed Baig

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-4702**

Course name: **Human Resource Management**

COURSE DESCRIPTION/OBJECTIVE:

Organizations succeed through efficient and effective use of resources; central to the resources is human resources. It is therefore imperative to know how organization maintain & retain its human resources. The course is designed to give students insight of theoretical perspective, concepts, issues and practices in human resource management. This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations.

LEARNING OUTCOMES:

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

1. Determine comprehensive knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Relationship between HRM theories with practical life and diverse culture.
3. Understand the different phases of HR process like planning, recruitment, selection, training, development, compensation, reward, compensation, bargain and negotiation.

COURSE CONTENTS:

| Weeks | Course Contents |
|-------------|--|
| Week 1&2 | THE HUMAN RESOURCE FRAMEWORKS Introduction to Human Resource Management & competitiveness, Objectives of Human Resource Management, Human Resource Management Practices, HRM in dynamic environment. |

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|--------------------------|--|
| | Strategic Management, Strategic Human Resource Management, Level of Linkages between Strategic Management team and HRM team, Strategic types (Generic and Directional Strategies), Components of Strategic Management process (Strategy formulation, implementation and evaluation & control). |
| Week 3&4 | JOB ANALYSIS & DESIGN Job Analysis and its importance to Human Resource and Line managers, its Components, Job Analysis Methods: Common methods & Complicated technical methods (Position Analysis Questionnaire, Task Analysis Inventory & Fleishman Job Analysis System) Job Design, redesign, Approaches of Job Design (Mechanistic, Motivational, Biological and Perceptual-motor). |
| Week 5&6 | HUMAN RESOURCE PLANNING Need for Human Resource Planning, Factors Shaping Organization Demand for Human Resources, Forecasting Techniques for Human Resource, Goal Setting and Strategic Planning, Program Implementation and Evaluation, Career Planning Defined, Advantages of Career Planning, Major Actions Aiding Career Development |
| Week – 7 | RECRUITMENT Definition of Recruitment, Recruitment Process, Constraints and Challenges of Recruitment Process, Recruitment Channel |
| MID TERM | |
| Week – 8 | SELECTION Selection Defined, Selection Process, Selection method standards |
| Week – 9&10 | TRAINING AND DEVELOPMENT Difference between Training and Development, Steps to Training and Development |
| Week – 11 | PERFORMANCE APPRAISAL Introduction to Performance Appraisal, Uses of Performance Appraisal, Purposes of Performance Management, Performance Measure Criteria, Sources of performance information, Appraisal Methods, Rater errors in performance measurement, Reduce rating errors and Performance feedback |
| Week – 12 | INTERACTIVE CONFLICTS AND NEGOTIATION SKILLS Individual Conflicts , Interpersonal Conflicts, Inter Group Behavior and Conflicts Organizational Conflicts , Negotiation Skills, Traditional Negotiation Skills, Newly Emerging Skills |
| Week – 13 | HEALTH & SAFETY AT WORK PLACE Introduction, Important of Health & Safety at Work, Health & Safety Policies & Implementation , Changing attitude to Health & Safety |
| Week – 14 | COMPENSATION AND BENEFITS Objectives of Compensation Management, Challenges affecting Compensation |
| Week – 15 | COLLECTIVE BARGAINING & INTERNAL EMPLOYEE RELATIONS The Collective Bargaining Process, Bargaining Issues A Global Perspective of IER |
| Week – 16 | Group Presentations |
| Final Examination | |

RECOMMENDED BOOKS:

1. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. Human Resources Management.
2. Human Resource & Personnel, William B. Werther& Keith Davis

McGraw Hill.

3. Human Resource Management, Bernardin & Russell, latest Edition.

McGraw Hill.

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-4703**

Course name: **Insurance and Risk Management**

COURSE DESCRIPTION/OBJECTIVE:

The purpose of this course is to teach risk management and insurance decisions in personal financial planning, with applications to insurance for life, health, disability, property, and liability risks, as well as annuities, group insurance, and long-term care.

Learning Outcomes:

At the end of this course students should be able to:

1. _ To develop and understanding of Risks and methods of Risk Transfer Mechanism
2. _ To develop an understanding of the structure of Insurance Industry
3. _ To understand the main type of Insurances available to the Individuals & Business
4. _ To gain an understanding of Principles of Insurance and their applications

Course Contents:

| Week | Topics |
|-------------|---|
| Week 1&2 | FUNCTIONS OF INSURANCE <ul style="list-style-type: none">• <input type="checkbox"/> Definition of insurance.• <input type="checkbox"/> Basic characteristics of insurance.• <input type="checkbox"/> Insurable and uninsurable risks.• <input type="checkbox"/> Social costs and benefits of insurance.• <input type="checkbox"/> Law of Large Numbers and nature of insurance |
| Week 3&4 | <ul style="list-style-type: none">• ECONOMIC THEORY OF INSURANCE• <input type="checkbox"/> Expected utility and decision making under uncertainty.• <input type="checkbox"/> Information economics.• <input type="checkbox"/> Insurance demand under adverse selection and moral hazard.• <input type="checkbox"/> Insurance supply. |
| Week 5&6 | <ul style="list-style-type: none">• LEGAL PRINCIPLES OF INSURANCE• <input type="checkbox"/> Principle of indemnity.• <input type="checkbox"/> Principle of insurable interest.• <input type="checkbox"/> Principle of utmost good faith.• <input type="checkbox"/> Principle of Subrogation• ELEMENTS IN AN INSURANCE CONTRACT• <input type="checkbox"/> Basic parts of an insurance contract.• <input type="checkbox"/> Endorsements and riders.• <input type="checkbox"/> Deductibles, coinsurance, and limits. |

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|-----------------|--|
| | <ul style="list-style-type: none"> • <input type="checkbox"/> Warranties, exclusions and cancellation. <input type="checkbox"/> Other-insurance provisions and clauses |
| Week – 7 | <ul style="list-style-type: none"> • TYPES OF INSURANCE AND MARKETING SYSTEMS • <input type="checkbox"/> Insurance classification schemes in Pakistan • <input type="checkbox"/> General and casualty insurance. • <input type="checkbox"/> Liability insurance. • <input type="checkbox"/> Life insurance. • <input type="checkbox"/> Pension and annuity insurance. • <input type="checkbox"/> Reinsurance. • <input type="checkbox"/> Insurance agency and marketing systems. |
| MID TERM | |
| Week – 9&10 | <ul style="list-style-type: none"> • INSURANCE COMPANY OPERATIONS • <input type="checkbox"/> Mutual vs. stock insurers. • <input type="checkbox"/> Overview of insurance organization (rate making, underwriting, claim, adjusting, actuary, accounting, information technology). • <input type="checkbox"/> Factors affecting rating premium rates. • <input type="checkbox"/> Reserves and solvency margin. • INSURANCE REGULATION AND CODE OF CONDUCT • <input type="checkbox"/> Overview of insurance regulations in Pakistan. • <input type="checkbox"/> Basics of contract law and insurance. • <input type="checkbox"/> Insurance authorities and insurer associations. • <input type="checkbox"/> Agents vs. brokers. • <input type="checkbox"/> Regulations of insurance brokers and agents. • <input type="checkbox"/> Code of conduct and related regulations with respect to insurance in Pakistan |
| Week – 11 | <ul style="list-style-type: none"> • SOCIAL INSURANCE AND SOCIAL WELFARE • <input type="checkbox"/> Social Insurance vs. Private Insurance. • <input type="checkbox"/> Social security programs in Pakistan compared to other countries. • INTRODUCTION TO RISK MANAGEMENT • <input type="checkbox"/> The motivation for risk management • <input type="checkbox"/> Causes of financial risk • <input type="checkbox"/> A short story of financial losses and risk management |
| Week – 12 | <ul style="list-style-type: none"> • BASICS PROBABILITY, FINANCE AND STATISTICS • A short review (Mean, standard deviation, correlation, Skewness & kurtosis, • Estimating parameters of distributions, Linear regression and correlation, Monte • Carlo analysis, and an introduction to terms, concepts, principles and governing. • ideas essential for understanding of risk and its management. |
| Week – 13 | <ul style="list-style-type: none"> • TYPE OF RISKS • Business Risk, Operational Risk, Financial Risk (market risk, credit risk, liquidity |

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|--------------------------|---|
| | <ul style="list-style-type: none"> • risk), Legal Risk • MARKET RISK MANAGEMENT • □ Sources of Risks: interest rate, foreign exchange, equity, and commodity risks |
| Week – 14 | <ul style="list-style-type: none"> • HOW FINANCIAL RISKS ARE MANAGED? • □ Hedging, concept and terminology. • □ Ltd derivatives, derivatives markets • FINANCIAL RISK MANAGEMENT INSTRUMENT • □ Forwards, Valuations and risk analysis of forwards. • □ Options, Valuations and risk analysis of forwards. • □ Future, Valuations and risk analysis of forwards. |
| Week – 15 | <ul style="list-style-type: none"> • CREDIT RISK • FX RISK, INTEREST RISK, COMMODITY RISK • OPERATIONAL RISK |
| Week – 16 | <ul style="list-style-type: none"> • REGULATORY ENVIRONMENT, SAFETY CONCERN OVERALL FINANCIAL SYSTEM, BASEL I, II AND BASEL III • FINANCIAL ENGINEERING AND RISK MANAGEMENT |
| Final Examination | |

Recommended Books:

1. Essentials of Financial Risk Management by Karen A. Horcher (latest edition)
2. The essentials of risk management by Robert Mark, (latest edition)
3. Principles of Risk Management and Insurance (12th Edition) by George E. Rejda

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-4704**

Course name: **Management Accounting**

Course Introduction/Objective:

Managerial Accounting tools are intended to be used by students after they have completed a basic course in Financial Accounting. It emphasizes on uses of accounting data internally by managers in directing the affairs of business and non-business organization. This course is designed to equip the business graduates with the fundamentals of managerial accounting.

Learning Outcomes:

After completion of this course, students will be able to explore the nature and use of management accounting as a tool for strengthening the process of decision-making in their organizations. The successful completion of this course should enable them to:

1. Understand the concepts of management accounting.
2. Undertake analysis, using appropriate management accounting concepts, in

3. formulation of business proposals.
4. Apply those concepts and techniques to make the process of decision making more effective.
5. Formulate plans for achieving efficiency and effectiveness in the operations of their organizations.

COURSE CONTENTS:

| Weeks | Course Contents |
|--------------------------|--|
| Week 1&2 | Managerial Accounting and the Business Environment: Definition of Managerial Accounting, Importance of management accounting Line & Staff Authority, Types of fixed cost, Customer value propositions, Financial vs Management accounting, Theory of constraint, Just in time production vs traditional manufacturing, Pull vs push production system, Six Sigma Lean production, Cost terms, concepts & classifications, TQM, Quality costs |
| Week 3&4 | Cost-Volume-Profit and Break even analysis Cost-volume-profit analysis: Assumptions of CVP analysis, Some application of CVP concepts, multi product CVP analysis, break-even point, contribution margin, Margin of safety, Profit targets, Break even chart, Contribution break even chart, Profit volume chart, target profit, Exercises |
| Week 5&6 | Marginal and Total Costing: Purpose of costing, absorption costing, Advantages and disadvantages of Absorption costing, Marginal costing, Marginal cost, Advantages and disadvantages of Marginal costing, Marginal and Absorption costing profit statement, Reconciling the profit...Exercises |
| Week 7&8 | Cost Behavior Analysis Cost behavior and estimation: Cost behavior patterns, High & low point method, Regression analysis,...Exercises |
| MID TERM | |
| Week 9&10 | Introduction to Decision Making Types of decision, shut down decision, sell-process decision, Exercises |
| Week 11 | Relevant cost Analysis: The concept of relevant cost information, terms used in relevant costing, differential cost, avoidable and unavoidable costs, Relevant cost of Material, Relevant cost of labor, Relevant costs for overhead, committed cost, Exercises |
| Week 12&13 | Incremental Analysis: Opportunity costs, Sunk costs versus out of pocket costs, Incremental Analysis in common business decisions, Production constraints decisions, Make or buy and outsourcing decisions |
| Week 14&15 | Factors affecting the “make or buy” and out sourcing decisions, Sell, Scrap or Rebuild decisions, joint products Decisions, Special order decisions, One-off contract decisions. Identify limiting factor, limiting factor. Exercises |
| Week –16 | Group Presentations |
| Final Examination | |

RECOMMENDED BOOKS:-

1. Managerial Accounting—H.Garrison, W. Noreen 12th Edition.
2. Management Accounting-Study Text by Kaplan
3. Financial and Managerial Accounting---Williams,Haka,Bettner
4. Performance Management ...A study text for ACCA

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS. Com**
Credit hours: **03**
Course code: **BC-4705**
Course name: **Project Management**

COURSE DESCRIPTION/OBJECTIVE:

Businesses regularly use project management to accomplish unique outcomes with limited resources under critical time constraints. In the service sector of the economy, the use of project management to achieve an organization's goals is even more common. Advertising campaigns, voter registration drives, political campaigns, a family's annual summer vacation, and even seminars on the subject of project management are organized as projects. A relatively new growth area in the use of project management is the use of project as a way of accomplishing organizational reorganization and change. Indeed, there is a rapid increase in the number of firms that use projects as the preferred way of accomplishing almost everything they undertake.

Learning Outcomes:

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

1. Use a step-by-step process for successful projects
2. Improve estimation of project costs, resources, and time
3. Improve your overall project management tracking
4. Control projects through special methods, tools, and techniques
5. Assess and improve your current project management system

Course Contents:

| Week | Topics |
|----------|---|
| Week 1&2 | INTRODUCTION TO PROJECT MANAGEMENT <input type="checkbox"/> What is a Project? <input type="checkbox"/> Characteristics of a Project <input type="checkbox"/> Importance of Project Management <input type="checkbox"/> Project Life Cycles <input type="checkbox"/> Types of Projects |
| Week 3&4 | PROJECT INITIATION: PROJECT SELECTION <input type="checkbox"/> Project Selection Models (Criteria, Nature, Types) <input type="checkbox"/> Project Portfolio Management <input type="checkbox"/> Project Proposals |
| Week 5&6 | PROJECT MANAGER <input type="checkbox"/> Who is a Project Manager? <input type="checkbox"/> Special demands on PM, Challenges for PM <input type="checkbox"/> PM and related parties (Project Manager's relationships with Boss/Client, Project Team, Functional Managers, Contractors/Sub-Contractors) |

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| Week 7 | <p>PROJECT ORGANIZATION</p> <ul style="list-style-type: none"> <input type="checkbox"/> What is a Project Organization? <input type="checkbox"/> Types of Project Organizations: <ul style="list-style-type: none"> o Project as part of Functional Organization o Pure Project Organization o The Matrix Organization o Mixed Organizational Systems o Choosing an Organization Form for a Project <input type="checkbox"/> The Project Team |
| MID TERM | |
| Week 9&10 | <p>PROJECT PLANNING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Initial Project Coordination <input type="checkbox"/> Systems Integration <input type="checkbox"/> The Action Plan <input type="checkbox"/> The Work Breakdown Structure (WBS) & Linear Responsibility Charts <input type="checkbox"/> Statement of Work, Project Specifications, Milestone Schedules <input type="checkbox"/> Interface Coordination through Integration Management (an Introduction) |
| Week 11 | <p>PROJECT IMPLEMENTATION: PROJECT COSTS AND BUDGETS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Approaches to Budgeting (Top-Down & Bottom-Up Budgeting) <input type="checkbox"/> Work Element Costing <input type="checkbox"/> Iteration in Budgeting Process <input type="checkbox"/> Category/Activity Budgeting vs. Programme Budgeting <input type="checkbox"/> Role of Learning Curves in Cost Estimation <input type="checkbox"/> Identifying Budgeting/Costing Errors, Making Better Estimates |
| Week 12&13 | <p>PROJECT ACTIVITY SCHEDULING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Scheduling Techniques (PERT, CPM) <input type="checkbox"/> Drawing and using Gantt Charts <input type="checkbox"/> Precedence Diagramming <input type="checkbox"/> Graphical Evaluation and Review Technique (GERT) <p>PROJECT FEASIBILITY STUDY</p> <ul style="list-style-type: none"> <input type="checkbox"/> How to prepare Project Feasibility Study? <input type="checkbox"/> How to Prepare Feasibility Study using PC Forms. <input type="checkbox"/> Difference between PC1, PC2, PC3, PC4, PC5 Forms <p>RESOURCE ALLOCATION</p> <ul style="list-style-type: none"> <input type="checkbox"/> Resource Loading & Resource Leveling <input type="checkbox"/> Crashing a Project Through CPM |
| Week14&15 | <p>MS PROJECT</p> <ul style="list-style-type: none"> <input type="checkbox"/> How to draw Gantt chart on MS Project? <input type="checkbox"/> How to draw PERT Network <input type="checkbox"/> Resource Management on MS Project <input type="checkbox"/> Other reporting on MS Project <p>MONITORING AND INFORMATION SYSTEMS</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Planning-Monitoring-Controlling Cycle, Information Needs & Reporting Process (Report Types, meetings) <input type="checkbox"/> The Earned Value Chart, Cost/Schedule Control System Criteria (C/SCSC) <input type="checkbox"/> Milestone Reporting <p>PROJECT CONTROL</p> |

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| | <ul style="list-style-type: none"> <input type="checkbox"/> Fundamental Purposes of Control <input type="checkbox"/> Three Types of Control Processes <input type="checkbox"/> Design of Control Systems <input type="checkbox"/> Control as a function of Management <input type="checkbox"/> Balance in a Control System <input type="checkbox"/> Control of Creative Activities <input type="checkbox"/> Control of Change & Scope Creep |
| Week –16 | <p>PROJECT TERMINATION: PROJECT AUDITING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Purposes of Evaluation <input type="checkbox"/> Understanding nature of Project Audit. Project Audit vs. Financial Audit <input type="checkbox"/> Construction and use of the Audit Report <input type="checkbox"/> The Project Audit Life Cycle <input type="checkbox"/> Essentials of an Audit/Evaluation Measurement <p>RISK MANAGEMENT IN PROJECT</p> <ul style="list-style-type: none"> <input type="checkbox"/> How to evaluate Risk? <input type="checkbox"/> How to make risk management strategy? <input type="checkbox"/> How to implement risk management strategy? <input type="checkbox"/> Miscellaneous issues in Project Risk Management <p>PROJECT TERMINATION</p> <ul style="list-style-type: none"> <input type="checkbox"/> Varieties of Project Termination <input type="checkbox"/> When to terminate a project? <input type="checkbox"/> Process of Project Termination <input type="checkbox"/> Final report on Project Termination |
| Final Examination | |

Recommended Books:

1. Project Management – A Managerial Approach, 8th edition by Jack R. Meredith & Samuel J. Mantel, Jr. Local Publication.
2. Project Management – A Systems Approach to Planning, Scheduling and Controlling – 7th edition (2003) by Harold Kerzner National Book Foundation,
3. Project Management by Larson, 6th Edition (2016).

Scheme of Study of BS in Commerce:

Course Outlines:

| Semester-VIII | | |
|----------------------|-----------------------------------|---------------------|
| Course Code | Course Title | Credit Hours |
| BC-4801 | International Business & Finance | 3(3-0) |
| BC-4802 | Operation & Production Management | 3(3-0) |
| BC-4803 | Performance Management | 3(3-0) |
| BC-4804 | Strategic Management | 3(3-0) |
| BC- | Elective-III | 3(3-0) |
| BC- 4812 | Internship Report* | 3(3-0) |

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-4801**

Course name: **International Business & Finance**

COURSE DESCRIPTION/OBJECTIVE:

The aim of this unit is to focus on the implementation of corporate international business strategy and policy for global success in large multinational companies and in small and medium sized enterprise. The focus will be on the characteristics of international financial markets, institutions, instruments, and innovations, as well as their use in the investment, financing, and risk, management decisions of multinational corporations.

Learning Outcomes:

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

1. How to analyze markets and international markets
2. Understanding the practices related to exports and imports
3. How political and socio-cultural forces effect the business environment
- 4.To facilitate the students how to make the investment decisions in international financial markets.

5.To develop understanding of the students in terms of latest techniques in the international financing process.

Course Contents:

| Week | Topics |
|-------------|---|
| Week 1&2 | INTRODUCTION & HISTORY, GLOBALIZATION FORCES <ul style="list-style-type: none">• Trade Volume & Direction of Trade• FDI & Flow of PDI |

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| | <ul style="list-style-type: none"> • Reasons to enter in International Business • Ways to enter to International Business |
| Week 3&4 | <ul style="list-style-type: none"> • ECONOMIC THEORIES OF INTERNATIONAL BUSINESS • Merchalism • Theory of Absolute Advance • Theory of Comparative Advance • International PLC • International Investment Theories • TRADE RESTRICTIONS • Reasons for Trade Restrictions • Tariff & Non-Tariff Business • ECONOMIC DEVELOPMENT • Measurement of Economic Development Level |
| Week 5&6 | <ul style="list-style-type: none"> • INTERNATIONAL ORGANIZATIONS • UNO • IBRD • IMF • OPEL • EU • Regional Grouping • INTERNATIONAL MONETARY SYSTEM • Gold Standard History • BOP • Equilibrium & Dis-Equilibrium |
| Week – 7 | <ul style="list-style-type: none"> • FINANCIAL FORCES INFLUENCING INTERNATIONAL BUSINESS • Forex Valuation • Currency Exchange Control • Tariff or Duties • Taxation • Inflation • PHYSICAL & ENVIRONMENTAL FORCES • Location • Topography • Climate • Natural Resources • SOCIO-CULTURAL FORCES • Cultural • Components of Culture • Understanding national Culture |
| MID TERM | |
| Week – 9&10 | <ul style="list-style-type: none"> • POLITICAL FORCES • Ideological Forces (Communication, Capitalism, Socialism) • Government Ownership of Business • Privatization • Government Stability |

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| | <ul style="list-style-type: none"> • Country --- Asset • ASSESSING & ANALYZING MARKETS • Marketing Screening • International Management Information System |
| Week – 11 | <ul style="list-style-type: none"> • INTERNATIONAL MARKETING • Marketing Strategies • The Marketing Mix • EXPORT & IMPORT PRACTICES • Export Locating Foreign Markets • Payments & Financing Procedures • Export Procedures • Export Shipments |
| Week – 12 | <ul style="list-style-type: none"> • Global Finance & the World Economic Environment • Introduction. Changes in world environment and economic structure. • Growth of world economy and capital flows. Challenges to governments, • businesses and financial institutions. Global Finance: a continuous • challenge. • International Monetary System • Role of International Monetary System. Early History & Post War • Evolution of International Monetary System. Principle components of the <p>IMS. European Monetary System.</p> |
| Week – 13 | <ul style="list-style-type: none"> • Balance of Payments Analysis • Concepts and accounting relationships. Balance of Payments • Accounting. Evaluating the Balance of Payment Position. Economic • forces and the balance of payments. Comparisons and government • policies. • Foreign Exchange Market • Nature of foreign exchange market. Mechanics of the market. • Transactions in the market. Determination of the spot rate of exchange. • Parity relationships and the forward market. • Alternative exchange rate forecasts |
| Week – 14 | <ul style="list-style-type: none"> • Eurocurrency Market & Offshore Banking • Global Financial Markets. Eurocurrency Market, Origin, Size & Significance. • Eurocurrency Deposit Instruments. Eurocurrency Interbank Market. • Eurocurrency Lending, Note Issuance Facilities. • Revolving Underwriting Facilities. • Euro Commercial Paper. • Euro Medium Note. • Eurocurrency & Offshore Banking Centers. Collaboration |

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| | <p>on Financial Market Policies</p> <ul style="list-style-type: none"> • International Bond Market • Definition and importance. Mechanics of Foreign Bonds. Dynamics of Eurobonds. • Interest Rate & Currency Swaps. Competition in International Bond Markets. Risks in Foreign Trade. |
| Week – 15 | <ul style="list-style-type: none"> • Currency Futures, Options and Swaps • Currency futures. Currency options. Options on Futures. Currency Swaps |
| Week – 16 | <ul style="list-style-type: none"> • Financing Foreign Trade • Risks in foreign trade. Traditional Foreign Trade Financing. Other foreign trade financing. • Institutions promoting and financing foreign trade. • Bank Money Management • The Market Sectors. Bank Treasury Operations. Term structure and forward yield curve. • Single, dual and multi-currency operations. |
| Final Examination | |

Recommended Books:

1. Ball Don, International Business, Wendell McCullough, (latest Edition), 2002.
2. Richard Hodgetts M., International Business A Strategic Management Approach,
3. Global Finance, Harper Collins College Publishers. Levi. D. Maurice (Latest edition), International Finance, McGrah Hill, Incorporated.

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-4802**

Course name: **Operation & Production Management**

COURSE DESCRIPTION/OBJECTIVE:

The main objective of the course is to introduce the field of production/operations management. Topics to be covered represent a blend of concepts from industrial engineering, cost accounting, general management, quantitative methods, and statistics. This will include some operations as well as strategic issues such as: applied forecasting, aggregate planning, scheduling, shop floor control, total quality management, inventory management, facility layout, and project management.

Learning Outcomes:

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

1. Analyse business operations using appropriate performance measures, such as flow time, throughput rate and capacity
2. Analyse business operations using appropriate performance measures, such as flow time, throughput rate and capacity
3. Identify inefficiency and ineffectiveness in business operations and propose adequate

minor changes or major redesigns to improve the process

4. Understand the theory and implementations of quality control activities for different industries

5. Use computing software to determine optimal capacity under various situations in a Process

Course Contents:

| Week | Topics |
|-----------------|---|
| Week 1&2 | <ul style="list-style-type: none"> • COMPETING WITH OPERATIONS • Operations and supply chain across organization, a process view (how processes work, nested processes), services and manufacturing processes, score processes, • support processes • Operational innovation as a competitive as a competitive weapon, order winners order • qualifiers, productivity improvements, global competition, ethical workforce • diversity, environmental issues. |
| Week 3&4 | <ul style="list-style-type: none"> • PROJECT MANAGEMENT • Project management across organization scope and objectives of a project, selecting manager and team, defining work breakdown structure, diagramming network, • developing schedule, analysing cost time trades offs assessing risk, monitoring project status, project resources, controlling projects. |
| Week 5&6 | <ul style="list-style-type: none"> • PROCESS STRATEGY • Process strategy across organization, process strategy decision, process structure in services, customer contact matrix, manufacturing process structuring, production and inventory strategy, customer involvement, resources flexibility, capital intensity • CAPACITY PLANNING • Planning capacity across organization, planning long term capacity economies of scale diseconomies of scale capacity timing and sizing strategies, timing and sizing expansion, systematic approach to long term capacity decision. |
| Week 7 | <ul style="list-style-type: none"> • CONSTRAINT MANAGEMENT • Managing constraints across organization theory of constraints, identification and management of bottlenecks, line balancing managerial considerations, internet resources |
| MID TERM | |
| Week 9&10 | <ul style="list-style-type: none"> • SUPPLY CHAIN DESIGN • SC across organization, SC for services and manufacturing, inventory & SC (Pressure for small inventories, for large inventories, types of inventories, inventory reduction tactics, inventory placement), measuring SC performance (inventory and financial measures), competitive advantage, mass customization, outsourcing processing (vertical integration) efficient vs responsive supply chain |

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| Week 11 | <ul style="list-style-type: none"> • SUPPLY CHAIN INTEGRATION • Integration across organization supplier relationship process (Sourcing, Design collaboration, Negotiation, Buying, information exchange), order fulfilment process, (customer demand planning, supply planning & production, logistics,) customer relationship process (Marketing order placement, customer service) SC and environment (Sustainability reverse logistics) |
| Week 12&13 | <ul style="list-style-type: none"> • FORECASTING • Forecasting across organization, key decisions in making forecasts, forecasting processes, forecasting and supply chain management • OPERATION PLANNING AND SCHEDULING • Managing domain, sales and operations plan (information input, supply option) |
| Week 14&15 | <ul style="list-style-type: none"> • RESOURCE PLANNING • Enterprise resource planning (ERP), Material requirement planning • LEADING & MANAGING CHANGE • Overview of change activities, motivating change, creating vision, developing political support, managing transition, sustaining momentum. |
| Week –16 | <ul style="list-style-type: none"> • INDIVIDUAL, INTERPERSONAL, NAD GROUP PROCESS APPROACH • Training and development, process consultation, third party intervention, conflict management, team building • RESTRUCTURING ORGANIZATIONS, ORGANIZATION TRANSFORMATION • Characteristics of transformational change, culture change, self-designing, organization |
| Final Examination | |

Recommended Books:

1. Operation Management Processes and Supply Chains 9th Edition by Larry P. Ritzman, Manoj K. Malhotra
2. Theory of Organizational Development and Change by Thomas G. Cummings

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-4803**

Course name: **Performance Management**

COURSE DESCRIPTION/OBJECTIVE:

This course examines the importance of an effective performance management system in helping organizations define and achieve short- and long-term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In

addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

Learning Outcomes

Upon successful completion of this course, the student will have reliably demonstrated the ability to:

1. Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.
2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
3. Employ job-related performance standards and performance indicators that reflect the employees range of responsibilities.
4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Course Content:

| Week | Topics |
|-----------------|---|
| Week 1&2 | Performance Management Framework: The importance of performance management |
| Week 3&4 | Performance Planning: Organizational mission, strategy and goals |
| Week 5&6 | Creating a performance management culture through HR programs and practices |
| Week 7&8 | Steps in Performance Management |
| MID TERM | |
| Week 9&10 | Performance planning process and employee performance |
| Week 11 | Rewards and performance |
| Week 12&13 | Designing jobs to enhance performance |
| Week 14&15 | Performance assessment, including 360-degree feedback. Performance improvement planning - identifying root causes of performance issues and developing appropriate responses |
| Week -16 | Coaching and performance management Team management Progressive discipline |

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| | Performance management system review and enhancement |
| Final Examination | |

Recommended Books:

1. Performance Management by Herman Aguinis.
2. Performance Management: key strategies and practical guideline by Michael Armstrong.
3. Performance Management by Robert Bacal

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**
 Credit hours: **03**
 Course code: **BC-4804**
 Course name: **Strategic Management**

COURSE DESCRIPTION/OBJECTIVE:

The purpose of this course is to provide students, knowledge of strategic management including the concept of strategic management process, levels of strategies, strategy making and change along with many others. The students are to be oriented with the process of strategy formulation, implementation, and evaluation in the dynamic and competitive environment of business and industry. The subject will also talk about various issues relating to strategy implementation at middle and higher management level along with new concepts and thoughts in management.

Learning Outcomes:

1. After having studied the course the students should be able to develop a strategic thinking and apply strategic approach in management students should be familiar with the new trends in management
2. They should be able to integrate their knowledge in other disciplines like marketing, Finance, organization behaviour etc. to analyse various management issues and develop workable solutions
3. Develop entrepreneurial thinking among the students who can use their initiative and ideas in all kinds of managerial problems

Course Contents:

| Week | Topics |
|----------|--|
| Week 1&2 | INTRODUCTION TO STRATEGY AND STRATEGIC MANAGEMENT <ul style="list-style-type: none"> • What is Strategy? • What are strategic decisions and why are they important? • The Strategic Management Model • Levels of Strategies (An introduction) |

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| Week 3&4 | THE STRATEGY LENSES <ul style="list-style-type: none"> • Design Lens • Experience Lens • Ideas Lens • <i>Case Study: Honda Motor Corporation</i> |
| Week 5&6 | <ul style="list-style-type: none"> • THE ENVIRONMENT • The Macro Environment • Michael Porter's Five Forces Model • <i>(Porter's Structural Analysis of Industries)</i> • <i>The dynamics of Industry structure</i> • Competitors and Markets • Opportunities and Threats |
| Week 7&8 | STRATEGIC CAPABILITY <ul style="list-style-type: none"> • Foundations of Strategic Capability • Resources and competences • Threshold capabilities • Unique resources and core competences • Achieving Cost Efficiency and Differentiation • Capabilities for achieving & sustainable competitive advantage • Role of organizational knowledge in Strategic capabilities • Diagnosing strategic capability • The Value Chain and Value Network • Activity Maps • Benchmarking and SWOT analysis • Managing strategic capability • <i>Articles Presentation/Discussion</i> |
| MID TERM | |
| Week 9&10 | CULTURE AND STRATEGY <ul style="list-style-type: none"> • Strategic Drift • Influence of different types of cultures on strategy • <i>Case Study: Marks & Spencer</i> |
| Week 11 | BUSINESS LEVEL STRATEGY <ul style="list-style-type: none"> • Introduction • Identifying Strategic Business Units • Michael Porter's Generic Strategies • Cost / Price Leadership • Broad based Differentiation • Focused Differentiation • Bases of Competitive Advantage: The "Strategy Clock" • Case of Japanese Auto makers • How to sustain Competitive Advantage? • Competitive Strategy in Hyper-Competitive Conditions • Competition and Collaboration • Game theory • Sequential Games • Simultaneous Games • Repeated Games • <i>Articles Presentation/Discussion</i> |
| Week 12&13 | CORPORATE STRATEGY AND STRATEGIC |

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| | <p>DIRECTIONS</p> <ul style="list-style-type: none"> • Introduction • Strategic Directions (using Ansoff’s Product Market Matrix) • Consolidation & Market Penetration Strategy • Product Development Strategy • Market Development Strategy • Diversification Strategies (Related and Unrelated) • Reasons and Outcomes for Corporate Diversification • Corporate Parenting and Corporate Parenting Roles • Corporate Parenting Roles by Goold, Campbell, and Alexander • Strategic Planning • Financial Control • Strategic Control |
| Week14&15 | <p>o Corporate Parenting Roles by Johnson et al.</p> <ul style="list-style-type: none"> • The Portfolio Manager • The Synergy Manager • The Parental Developer • Portfolio Matrices • BCG Matrix • The Directional Policy Matrix • The Parenting Matrix • The “Strategic Position and Action Evaluation Matrix” (SPACE) • <i>Articles Presentation/Discussion</i> <p>INNOVATION AND ENTREPRENEURSHIP</p> <ul style="list-style-type: none"> • Innovation Dilemmas • Innovation Diffusion • Innovators and Followers • Entrepreneurship and Relationships |
| Week –16 | <p>METHODS TO PURSUE STRATEGY & STRATEGY EVALUATION</p> <ul style="list-style-type: none"> • Methods to Pursue Strategy • Organic Development • Mergers/Acquisitions • Strategic Alliances • <i>Articles Presentation/Discussion</i> <p>EVALUATING STRATEGIES</p> <ul style="list-style-type: none"> • Criteria for strategy evaluation (Suitability, Acceptability, and Feasibility of Strategy) <p>ORGANIZING FOR SUCCESS</p> <ul style="list-style-type: none"> • Types of Organizational Structures • Organizational Processes/Controls • Internal and External organizational relationships • Making organizational configurations (matching structures, controls, and relationships) <p>STRATEGIC CHANGE</p> <ul style="list-style-type: none"> • Change management roles • Change Levers |

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| | <ul style="list-style-type: none">• Managing strategic change programmes |
| Final Examination | |

Recommended Books:

1. Strategic Management: Concepts & Cases, 14th Edition by Fred R. David
2. Strategic Management: Theory and Policy by Wheelen and Hunger, 13th Edition
3. Strategic Management: Concepts & Cases by Thompson and Strickland

ELECTIVE COURSES:

BS In COMMERCE-FINANCE:

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3606**

Course name: **Analysis of Financial Statements**

COURSE DESCRIPTION/OBJECTIVE:

The objectives of this course are to offer students the basic knowledge necessary to understand the basic financial statements in detail. The aim is to make students utilize the published data for analysis purposes. It provides tools to understand data describe and analyze financial data for decision making.

Learning Outcomes:

1. To enhance financial statements users' understanding of financial reporting in order to facilitate improved decision-making
2. To review financial statements for fairness and completeness in reporting.
3. To apply and critically assess the principal tools and techniques available for analysis.

Course Contents:

| Week | Topics |
|-------------|--|
| 1 | The Demand side of financial statement information Fundamental Concepts and Introduction to Financial Reporting Introduction to Financial Statements. Introduction, Objectives of Financial Statement Analysis, parties demanding financial statement information, conflicts amongst diverse parties, potential and availability of information to reduce uncertainty. |
| 2 | Supply side of financial Statement information Traditional assumptions of the Accounting model Business entity, going concern, Time period, Monetary unit, Historical cost, Conservatism, Realization, Matching, Industry practices, transaction Approach, Cash basis, Accrual Basis |
| 3 | Basic elements of the Balance sheet Assets, Current assets, Long term assets, Intangibles, Liabilities- Current liabilities, Long term liabilities, shareholder's equity, Treasury stock, statement of shareholder's equity, problems in balance sheet presentation. |
| 4 | Basic elements of the Income statement Net sales, CGS, Operating revenue, operating expenses, other income or expense, Special income statement items (Unusual or infrequent items disclosed separately, Equity in earnings of non-consolidated subsidiaries, discontinued, operations, extraordinary items, cumulative effect of change in accounting principle, minority |

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| | share of earnings), earnings per share, retained earnings, dividends and stock splits. |
| 5 | Basics of Analysis Ratio Analysis, Common size Analysis- Vertical and Horizontal Analysis, year to year change analysis, financial statement variation by type of industry, Review of descriptive information, Trend Analysis, Industrial averages and comparisons with competitors. |
| 6 | Liquidity of short term assets current assets, current liabilities and operating cycle, Analysis of receivable (receivable turnover ratio, number of days in sales), analysis of inventories, prepayments and liquidity of other current assets |
| 7 | Liquidity of short term assets Current assets compared with current liabilities (working capital and short term liquidity ratios-current ratio, quick ratio, cash ratio), other liquidity considerations-working capital turnover ratio, off-balance sheet items and liquidity consideration. |
| 9 | Long term debt paying ability Income statement consideration-Interest coverage, fix charges coverage ratio. Balance sheet consideration: debt ratio, (special considerations-reserves, deferred taxes, minority interest, redeemable preferred shares, Debt/equity ratio, debt to tangible net worth, total capitalization ratio. |
| 10 | Long term debt paying ability Special items that influence firms' long term debt paying ability-long term assets vs long term Debt. Long term leasing, Joint ventures, Contingencies, Financial instruments with off-balance sheet risk, Financial instruments with concentrations of credit risk, Disclosure about fair value of financial instruments. |
| 11 | Profitability Analysis: Profitability measures- Net profit margin, total asset turnover, Return on assets, DuPont Return on Assets, Variation in computation of DuPont ratios considering only operating accounts, Operating profit margin, operating Asset Turnover, Return on operating assets, Sales to fixed Assets, return on Investment, return on Total equity, return on common equity |
| 12 | Profitability Analysis: The relationship between profitability ratios, Gross profit margin, trends in profitability, segment reporting, comprehensive income, Performa financial information. |
| 13 | Analysis for the Investors. Financial leverage and magnification effect, basic earnings per share and diluted earnings per share, P/E and Dividend yield ratio, mean reversion and return forecasting, percentage of retained earnings, Dividend pay-out ratio, BV/MV |
| 14 | Credit Risk Analysis Analysis of cash flows Analysis of inventories |
| 15 | Analysis of business Combinations Leases and off-balance sheet debt |
| 16 | Impact of changing prices on Financial Statements. Statement analysis for special Industries Banks, Insurance, Utilities. Forecasting Financial Statements Presentations, Revision & Practice Session |
| Final Examination | |

Recommended Books:

1. Financial statement analysis by Gokul Sinha published in 2009
2. Financial statement analysis by Charles J. Woeful
3. Analysis of financial statements by Pamela P, Peterson and Frank J. Fabozzi

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**

Credit Hours: **03**

Course Code: **BC-4706**

Course Name: **Investment Analysis & Portfolio Management**

COURSE DESCRIPTION/OBJECTIVE:

This course begins by describing the investment environment, the various developments in investment theory, and the principles and practices of valuation. The analyses of fixed-income securities, equity securities, derivative securities, together with other securities such as unit trusts, will then be discussed. The theories, principles, and techniques of portfolio management will also be presented. The topics include the portfolio investment process, asset allocation, portfolio construction, and portfolio performance evaluation. Throughout the course, a global perspective will be emphasized.

LEARNING OUTCOMES:

Students who successfully complete this paper should be able to:

1. Apply the fundamental techniques of decision making under certainty and uncertainty.
2. Relate the principles of utility analysis to returns' distributions within financial markets.
3. Apply mean-variance portfolio selection and single index and multi-index portfolio selection models.
4. Appraise the models of equilibrium in capital markets, their applications and extensions.
5. Explain market efficiency in financial markets.

Course Contents:

| Week | Topics |
|-------------|--|
| Week 1&2 | A Brief History of Risk and Return; Returns, the historical records, average returns, return variability, risk and return. |
| Week 3&4 | Buying & Selling Securities; Getting started, brokerage accounts, short sales, investor objectives, constraints and strategies. Security Types; Classifying securities, interest bearing assets, equities, derivatives, option contracts. |
| Week 5&6 | Mutual Funds; Investment companies and fund types, mutual fund operations, mutual fund cost and fees, short-term funds, long-term funds, mutual fund performance, close-end funds |

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|--------------------------|---|
| Week 7&8 | <p>Stock Market; Who owns stock, primary and secondary stock markets, stock exchange, operation of the stock exchange, NYSE, Nasdaq,</p> <p>Common Stock Valuation Security Analysis, The Dividend Discount Model, The Two Stage Dividend Growth Model</p> |
| MID TERM | |
| Week 9&10 | <p>Price Ratio Analysis. Stock Price Behavior & Market Efficiency Technical analysis, Market efficiency, Stock Price behavior and market efficiency.</p> <p>Bonds Prices and Yields Bond basics, straight bond prices and yield to maturity, more on yields, interest rate risk and malkiel's theorems, duration, dedicated portfolios and reinvestment risk.</p> |
| Week 11 | <p>Corporate bonds; Basics, types, bond indentures, protective covenants, event risk, bond without indenture, preferred stock, adjustable-rate bonds & preferred stock, corporate bond credit ratings, junk bonds, bond market trading</p> |
| Week 12&13 | <p>Diversification and asset allocation; Expected returns and variances, portfolios, diversification and portfolio risk, correlation and diversification, the Markowitz efficient frontier</p> <p>Return, risk and the security market line; Announcements, surprises, and expected returns, systematic and unsystematic risk, diversification, systematic risk & beta, the security market line, more on beta.</p> |
| Week14&15 | <p>Capital allocation between the risky asset and the risk free asset Capital allocation across risky and risk free portfolios, The risk free asset, risk tolerance and asset allocation,</p> |
| Week –16 | <p>The capital asset pricing model The capital asset pricing model, extension of the APM, the CAPM and the liquidity. Index models A single index security market, the CAPM and the index model, the industry version of the index model, index models and tracking portfolios.</p> |
| Final Examination | |

Recommended Books:

1. Bodi Zvi, Kan Alexe, Marcus. J.Alan (sixth edition), Essentials of Investment.
2. Corrado. J. Charles, Jordan. D. Bradford. (International edition 2000), Fundamentals of Investment, McGrah Hills International.

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**

Credit Hours: **03**

Course Code: **BC-4805**

Course Name: **Corporate Finance**

COURSE DESCRIPTION/OBJECTIVE:

This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.

Learning Outcomes:

At the end of the course students will be able to understand.

1. The concept of time value of money
2. Bonds and Stocks Valuation
3. Risk and Return Principles
4. Capital Budgeting
5. Financing
6. Capital Structure and Dividend Policy essentials
7. Financial Planning

Course Contents:

| Week | Topics |
|----------|--|
| Week 1&2 | <p>THE FIRM AND THE FINANCIAL MANAGER</p> <ul style="list-style-type: none"> <input type="checkbox"/> What is corporate finance? <input type="checkbox"/> The role of financial manager <input type="checkbox"/> Legal forms of business organization <input type="checkbox"/> Goals of the corporation <input type="checkbox"/> Financial institutions and Markets <input type="checkbox"/> Agency problem (principal-agent problems). How agency costs can be controlled in corporate finance? <input type="checkbox"/> Research articles (Ten ways to create shareholders wealth) |
| Week 3&4 | <p>THE TIME VALUE OF MONEY</p> <ul style="list-style-type: none"> <input type="checkbox"/> The concept of future value and present value <input type="checkbox"/> Multiple cash flows (future value and present value of multiple cash flows) <input type="checkbox"/> Level cash flows (How to value perpetuities? How to value annuities?) <input type="checkbox"/> Inflation and time value money <input type="checkbox"/> Applications of time value money. <input type="checkbox"/> Research articles <p>VALUING BONDS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Bond characteristics <input type="checkbox"/> Bond prices and yields <input type="checkbox"/> Rate of return <input type="checkbox"/> The interest rate risk <input type="checkbox"/> The yield curve |

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| | <input type="checkbox"/> Nominal and real rates of interest <input type="checkbox"/> Default risk <input type="checkbox"/> Research articles |
| Week 5&6 | VALUING STOCKS <input type="checkbox"/> Stocks and the stock markets <input type="checkbox"/> Book value, liquidation value, and market value <input type="checkbox"/> Valuing common stock <input type="checkbox"/> Estimating expected rates of returns <input type="checkbox"/> Growth stocks and income stocks <input type="checkbox"/> Other approaches valuing common stocks <input type="checkbox"/> Valuing preferred stocks <input type="checkbox"/> Research articles RISK <input type="checkbox"/> Risk and return fundamentals <input type="checkbox"/> Measuring risk (variance and standard deviation) <input type="checkbox"/> Risk and diversification (Diversification, asset versus portfolio risk, market risk versus unique risk) <input type="checkbox"/> The concept of risk-free borrowing and lending (Portfolios of risky and risk free assets, Determining the optimal portfolio, <input type="checkbox"/> The market portfolio (the capital market line) <input type="checkbox"/> The capital asset pricing model (CAPM) (The concept of securing market line, estimation of betas) <input type="checkbox"/> Alternatives to the CAPM (The Arbitrage Pricing Theory, the Fama-French model) |
| Week 7 | THE COST OF CAPITAL - RETURN <input type="checkbox"/> Determining weighted average cost of capital <input type="checkbox"/> Measuring capital structure <input type="checkbox"/> Computing required rates of returns (The expected returns on corporate bond, common stock, and preferred stock) <input type="checkbox"/> How to interpret the weighted average cost of capital? <input type="checkbox"/> Flotation costs and the cost of capital CAPITAL BUDGETING PROCESS AND TECHNIQUES <input type="checkbox"/> Payback analysis (The payback decision rule, pros and cons of back method, discounted payback method, pros and cons of back method) <input type="checkbox"/> Accounting based methods (Accounting rate of returns) <input type="checkbox"/> Net present value (The NPV decision rule, pros and cons of NPV) <input type="checkbox"/> Internal rate of return (How to determine the project's IRR, pros and cons of IRR) <input type="checkbox"/> IRR, NPV and mutually exclusive projects <input type="checkbox"/> The concept of Profitability index – Benefit cost ratio <input type="checkbox"/> The profitability index and capital rationing |
| MID TERM | |
| Week 9&10 | CASH FLOW AND CAPITAL BUDGETING <input type="checkbox"/> Discount cash flows not profits <input type="checkbox"/> Discount incremental cash flows (the concept of indirect effects, sunk cost, and opportunity costs) <input type="checkbox"/> Discount nominal cash flows by the nominal cost of capital <input type="checkbox"/> Separate investment and financing decisions <input type="checkbox"/> Computing cash flow for investment decisions (e.g., initial investment, |

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| | <p>cash flows from operations, and terminal cash flow)</p> <p>PROJECT ANALYSIS</p> <ul style="list-style-type: none"> <input type="checkbox"/> How firms organize the investment process (The capital budget, Project authorizations) <input type="checkbox"/> Sensitivity analysis and scenario analysis <input type="checkbox"/> Breakeven analysis (Accounting breakeven analysis Vs. NPV breakeven analysis) <input type="checkbox"/> Flexibility in capital budgeting (Decision trees, the option to expand, Abandonment options, flexible production facilities, investment timing options) <p>AN OVERVIEW OF CORPORATE FINANCING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Differences between investment and financing decisions <input type="checkbox"/> The concept of an efficient market <input type="checkbox"/> Three forms of the efficient market theory (Weak form efficiency, semi-strong form efficiency, and strong form efficiency) <input type="checkbox"/> Common stock <input type="checkbox"/> Preferred stocks <input type="checkbox"/> Corporate Debt <input type="checkbox"/> Convertibles Securities <p>HOW CORPORATIONS ISSUE SECURITIES?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Venture capital <input type="checkbox"/> The initial public offering <input type="checkbox"/> The underwriters and the procedures of underwriting <input type="checkbox"/> General cash offers by public companies <input type="checkbox"/> Market reactions to stock issues <input type="checkbox"/> The private placement <p>CAPITAL STRUCTURE THEORY – AN OVERVIEW</p> <ul style="list-style-type: none"> <input type="checkbox"/> Modigliani and Miller capital structure irrelevance propositions (Assumptions of the M&M capital structure model, Proposition I, and Proposition II) <input type="checkbox"/> Modigliani and Miller capital structure model with corporate and personal taxes <input type="checkbox"/> The trade-off model of capital structure <input type="checkbox"/> The pecking order hypothesis <input type="checkbox"/> Agency costs and capital structure <input type="checkbox"/> The signaling model of capital structure <input type="checkbox"/> Capital structure patterns observed worldwide |
| Week 11 | <p>DIVIDEND POLICY</p> <ul style="list-style-type: none"> <input type="checkbox"/> Dividend fundamentals (dividend payment procedures) <input type="checkbox"/> Types of dividend policies <input type="checkbox"/> Factors affecting the dividend policy <input type="checkbox"/> Other forms of dividends <input type="checkbox"/> Payout policy in a world with perfect capital markets (Modigliani and Miller irrelevance proposition) <input type="checkbox"/> The effects of market imperfections on payout policy <input type="checkbox"/> The free cash flow hypothesis: dividend payments a solution to agency problems <p>FINANCIAL STATEMENT ANALYSIS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Principal financial statements (Balance sheet, income statement, statement of retained earnings, cash flow statement) <input type="checkbox"/> Financial ratios (Liquidity ratios, activity/asset management ratios, gearing/ leverage ratios, profitability ratios, and market value ratios) <input type="checkbox"/> The DuPont system |

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|--------------------------|---|
| | <input type="checkbox"/> Measuring company performance <input type="checkbox"/> The role of financial ratios |
| Week 12&13 | FINANCIAL PLANNING <input type="checkbox"/> What is financial planning? <input type="checkbox"/> Financial planning models (Components of a financial planning model) <input type="checkbox"/> Pitfalls in model design <input type="checkbox"/> The assumptions in percentage of sales model <input type="checkbox"/> The role of financing planning models <input type="checkbox"/> The concept of external financing and growth |
| Week 14&15 | WORKING CAPITAL MANAGEMENT AND SHORT-TERM PLANNING <input type="checkbox"/> Working capital (the components of working capital, working capital and cash conversion cycle, the working capital trade-off / strategies) <input type="checkbox"/> Links between long-term and short-term financing <input type="checkbox"/> Cash budgeting (forecast sources and uses of cash) <input type="checkbox"/> Sources of short-term financing (bank loans, commercial papers, secured loans) |
| Week -16 | Presentations |
| Final Examination | |

Recommended Books:

1. Fundamentals of Corporate Finance by Richard A. Brealey, Stewart C. Myers and Alan J. Marcus, International Edition, McGraw-Hill Inc., New York.
2. Corporate Finance by Scott B. Smart, William L. Megginson and Lawrence J. Gitman, Thompson (South-Western) USA

ELECTIVE COURSES:
BS.COMMERCE-MARKETING

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**

Credit Hours: **03**

Course Code: **BC-3607**

Course Name: **Advertising & Promotion**

COURSE DESCRIPTION/OBJECTIVE:

This course is intended to train you in the ways of advertising and other components of IMC. There are two parts to that – background knowledge and critical thinking. You will need an understanding of the “who, what and where” questions – advertising concepts in general, the specific terms that are used, and issues that arise. But you will also have to apply those concepts, theories, and tools, and to think through the issues to develop the best possible campaign and executions for the product or service and relevant audience. Advertising agencies know that the selection of strategies and executions are not arbitrary; they must fit into the logic of the marketing plan, and communicate the right message for the product to the right target audience.

Learning Outcomes:

By the completion of the course students should:

1. understand the communication objectives behind advertising and promotions;
2. understand the various communication elements in the communications mix;
3. understand the relationships between marketers and communication agencies;
4. understand communications objectives setting, budgeting and remuneration;
5. appreciate the role of consumer insights/research in communications design;

| WEEKS | Course Contents |
|--------------|--|
| 1&2 | Introduction to Marketing Communications. |
| 3&4 | The Context of Marketing Communications: Planning Marketing Communications. |
| 5 | Communication Theories & Processes. |
| 6 | Communications; Objective Setting & Budgeting. |
| 7 | Creative Strategy Implementation. |
| | Traditional & Digital Media Planning and Implementation. |

| MID TERM | |
|--------------------------|--|
| 9&10 | Direct Marketing Communication Strategy & Implementation. |
| 11&12 | Consumer, Trade & Sales Force; Sales Promotion Strategies & Implementation. |
| 13 | Public Relations & Publicity Strategies & Implementation. |
| 14 | Personal Selling Strategies & Implementation. |
| 15&16 | Assessing Communications Effectiveness. |
| Final Examination | |

Recommended Books:

1. Advertising and Promotion – An Integrated Marketing Communications Perspective.

Author: Belch, G. Belch M. Kerr, G. Powell, I.

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| <p>Mirpur University of Science & Technology (MUST) Mirpur AJK MUST Business School</p> <p>Discipline: BS.Com Credit Hours: 03 Course Code: BC-4707 Course Name: International Marketing</p> |
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COURSE DESCRIPTION/OBJECTIVE:

In this course, students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations. Topics include an overview of international marketing; social, cultural, political, and legal environments; international market-entry opportunities; planning and managing market entry strategies and products; global distribution and pricing; international promotion, sales, and negotiation; and international market planning. Hence, the objective of the course is to teach the concept of International Marketing applied in different organizations and markets in order to make students understand what actually International Marketing is and how it affects business strategy of a firm.

Learning Outcomes:

Upon completion of this course, students should be able to:

1. Apply the key terms, definitions, and concepts used in marketing with an international perspective. Compare the value of developing global awareness vs. a local perspective in marketing.

2. Explain the impact of global and regional influences on products and services for consumers and businesses. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).
3. Understand the importance of the Internet for global business.
4. Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).
5. Develop an effective international marketing plan for use in a foreign market.

Course Contents:

| Week | Topics |
|-----------------|---|
| Week 1&2 | <p>OVERVIEW OF WORLD BUSINESS Nature of international marketing: challenges and opportunities, Marketing strategy: the sound of "global" entertainment, Process of international marketing, International dimensions of marketing, Domestic marketing vs. international marketing, The applicability of marketing, Multinational corporations (MNCs), Characteristics of MNCs, The process of internationalization</p> |
| Week 3&4 | <p>TRADE THEORIES AND ECONOMIC COOPERATION Marketing strategy: Botswana - the world's fastest growing economy, Basis for international trade, Exchange ratios, trade, and gain, Factor endowment theory, The competitive advantage of nations, The validity of trade theories, Limitations of trade theories and suggested refinements, Economic cooperation</p> <p>TRADE DISTORTIONS AND MARKETING BARRIERS Marketing strategy: the best things in life are (not] free, Protection of local industries, Marketing barriers: tariffs, Marketing barriers: nontariff barriers, Private barriers, World Trade Organization (WTO), Generalized System of Preferences (GSP), Some remarks on protectionism</p> |
| Week 5&6 | <p>POLITICAL ENVIRONMENT Marketing strategy: the Indian Bengals of information services, Multiplicity of political environments, Types of government: political systems, Types of government: economic systems, Political risks Privatization, Indicators of political instability, Analysis of political risk or country risk, Management of political risk, Measures to minimize political risk, Political insurance</p> <p>LEGAL ENVIRONMENT Marketing strategy: the long arm of the law, Multiplicity of legal environments, Legal systems, Jurisdiction and extraterritoriality, Legal form of organization, Branch vs. subsidiary Litigation vs. arbitration, Bribery, Intellectual property, Counterfeiting</p> |
| Week 7 | <p>CULTURE Marketing strategy: fish story, Culture and its characteristics, Influence of culture on consumption, Influence of culture on thinking processes Influence of culture on communication processes, Cultural universals, Cultural similarities: an illusion, Communication through verbal language, Communication through nonverbal language, Subculture</p> |
| MID TERM | |

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| Week 9&10 | <p>CONSUMER BEHAVIOR IN THE INTERNATIONAL CONTEXT Marketing strategy: the samurai and luxury cars, Perspectives on consumer behavior, Motivation, Learning, Personality, Psychographics, Perception, Attitude, Social class, Group, Family, Opinion leadership, Diffusion process of innovation</p> <p>MARKETING RESEARCH AND INFORMATION SYSTEMS Marketing strategy: phones as companions, Nature of marketing research, Marketing information sources, Secondary research, Primary research, Sampling, Basic methods of data collection, Measurement, Marketing information system</p> |
| Week 11 | <p>FOREIGN MARKET ENTRY STRATEGIES Marketing strategy: Raging Bull, Foreign direct investment (FDI), Exporting, Licensing, Management contract, Joint venture, Manufacturing Assembly operations, Turnkey operation, Acquisition, Strategic alliances, Analysis of entry strategies, Free trade zones (FTZs)</p> <p>PRODUCT STRATEGIES Marketing strategy: East is East and West is West, What is a product?, New product development, Market segmentation, Product adoption Theory of international product life cycle, Product standardization vs. product adaptation, A move toward world product: international or national product? Marketing of services</p> |
| Week 12&13 | <p>PRODUCT STRATEGIES: BRANDING AND PACKAGING DECISIONS Marketing strategy: global brands and mega brands, Branding decisions, Branding levels and alternatives, Brand consolidation, Brand origin and selection, Brand characteristics Brand protection, Packaging: functions and criteria, Mandatory package modification, Optional package modification</p> <p>CHANNELS OF DISTRIBUTION Marketing strategy: blood diamonds and De Beers (Part 1), Direct and indirect selling channels, Types of intermediaries: direct channel, Types of intermediaries: indirect channel, Channel development, Channel adaptation, Channel decisions, Determinants of channel types, Selection of channel members, Representation agreement and termination, Black market, Gray market, Distribution of services</p> |
| Week 14&15 | <p>PHYSICAL DISTRIBUTION AND DOCUMENTATION Marketing strategy: booming economies and headaches, Modes of transportation, Cargo or transportation insurance, Packing, Containers, Freight forwarder and customs broker, Contract logistics, Documentation</p> <p>PROMOTION STRATEGIES: PERSONAL SELLING, PUBLICITY, AND SALES</p> <p>PROMOTION Marketing strategy: book worms. Promotion and communication, Promotion mix, Personal selling, Publicity, Sales promotion, Overseas product exhibitions</p> <p>PROMOTION STRATEGIES: ADVERTISING Marketing strategy: soft and not-so-soft drinks, The role of advertising, Patterns of advertising expenditures, Advertising, and regulations Advertising media, Standardized international advertising, Global advertising: true geocentricity</p> |
| Week -16 | <p>PRICING STRATEGIES: BASIC DECISIONS</p> |

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| | <p>Marketing illustration: the price is right, The role of price, Price standardization, Pricing decisions, Alternative pricing strategies Dumping, Price distortion, Price fixing, Inflation, Transfer pricing PRICING STRATEGIES: COUNTERTRADE AND TERMS OF SALE/PAYMENT Marketing strategy: noncash trade, Countertrade, Price quotation, Terms of sale, Methods of financing and means of payment FINANCIAL STRATEGIES: FINANCING AND CURRENCIES Marketing strategy: the Big Mac Index, Trade finance, Nonfinancial institutions, Financial institutions, Government agencies, International financial institutions/development banks, International Monetary Fund (IMF) Money, Foreign exchange, Foreign exchange market, Foreign exchange rate, Exchange rate systems, Official classification of exchange rate regimes, Evaluation of floating rates, Financial implications and strategies</p> |
| Final Examination | |

Recommended Books:

1. John J Shaw, International Marketing, (5th edition).
2. Cateora, P. Papadopoulos, N. Gilly, M. Graham, J. International Marketing, (3rd Canadian edition). Toronto, ON: McGraw-Hill Ryerson, 2011.
3. Cateora, Philip Gilly, Mary and Graham, John (2013), International Marketing, (16th edition), Sydney, Australia: McGraw Hill.

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| <p>Mirpur University of Science & Technology (MUST) Mirpur AJK MUST Business School</p> <p>Discipline: BS.Com Credit Hours: 03 Course Code: BC-4806 Course Name: Brand Management</p> |
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COURSE DESCRIPTION/OBJECTIVE:

Brands are gaining momentum, and this is reflected from the fact that in 2014 the total value of the 100 most valuable companies in the Brandz ranking reached \$2.9 trillion. The sky-high growth in the wealth and the culture influence of multinational corporations over the last 40 years can arguably be traced back to a single, seemingly innocuous idea developed by management theorist in the mid-80s': that successful companies must produce brands, as opposed to products. Too often brands are examined through their components: the brand name, its logo, design or its packaging, advertising or sponsorship, the level of image and brand awareness, or most recently, in terms of financial valuation. Real brand management, however, begins much earlier, with a strategy and a consistent, integrated vision. Its central concept is brand identity. This identity must be defined and managed and is at the heart of brand management. Brand management is still at its early stages in Pakistan. At present, in

many cases, the tendency is to manage products which happen to have a name. In part, Brand is a set of promises. It implies trust, consistency and a set of expectations. The strongest brands in the world own a place in the mind of consumers' mind and when they are mentioned almost everyone thinks of the same thing. The basic objective of building powerful brands is primarily influencing purchasing behavior through creating an identity in the mind of consumers. And this requires a full program. This is what we'll learn in this course.

Learning Outcomes:

At the end of this course, student will be capable:

1. To understand the process involved in building a brand and why it is an important and powerful part of the guiding philosophy for most organizations and an important element in a cohesive and sustainable business strategy.
2. To develop the knowledge and perspective necessary to facilitate the development of strong brands and businesses.
3. To become familiar with the opportunities and boundaries presented by brand management tasks and decisions in a wide cross section of industries.
4. To develop an understanding of how to manage brands for continued growth and profitability.

Course Contents:

| Week | Topics |
|----------|--|
| Week 1&2 | <p>BRANDS AND BRAND MANAGEMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> What are brands and why do they matter? <input type="checkbox"/> Can anything be branded? <input type="checkbox"/> Branding challenges and opportunities <input type="checkbox"/> Strategic Brand Management Process |
| Week 3&4 | <p>CUSTOMER BASED BRAND EQUITY</p> <ul style="list-style-type: none"> <input type="checkbox"/> Making the brand strong through knowledge <input type="checkbox"/> The steps of brand building <input type="checkbox"/> Implications for brand building <input type="checkbox"/> Article: <i>If brands are built over years, why are they managed over quarters-HBR-08?</i> |
| Week 5&6 | <p>BRAND POSITIONING AND BRAND VALUES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identifying and establishing brand positioning <input type="checkbox"/> Guidelines on how to position your brand <input type="checkbox"/> Defining and establishing brand values <input type="checkbox"/> Article: <i>Mapping your competitive positioning-HBR-Nov.2007</i> <input type="checkbox"/> <i>Brand Jam. Emotional Branding by Marc Gobe</i> |
| Week 7 | <p>THE BRAND CALLED YOU-PETER MONTOYA</p> <ul style="list-style-type: none"> <input type="checkbox"/> Choosing Brand Elements to Build Equity <input type="checkbox"/> How do you choose a brand name, logo, color, personality, URL, etc.? <input type="checkbox"/> How do you put all the elements together? <p>DESIGNING MARKETING PROGRAMS TO BUILD BRAND EQUITY</p> <ul style="list-style-type: none"> <input type="checkbox"/> The role of value and quality perception <input type="checkbox"/> The influence of product, price and channel strategies on brand management |

| MID TERM | |
|--------------------------|--|
| Week 9&10 | BRAND LEVERAGING Building a brand equity measurement & management system Measuring sources & outcomes of brand equity Designing & implementing branding strategies |
| Week 11 | GLOBAL BRANDING <input type="checkbox"/> Advantages and disadvantages of global marketing programs |
| Week 12&13 | MANAGING BRANDS OVER TIME <input type="checkbox"/> How do we reinforce a brand over time? <input type="checkbox"/> How do we revitalize a maturing brand? <input type="checkbox"/> What adjustments should we consider to the brand portfolio? |
| Week 14&15 | <input type="checkbox"/> Global brand strategies <ul style="list-style-type: none"> • Building Global Customer-Based Brand Equity |
| Week –16 | LAWS OF BRANDING |
| Final Examination | |

Recommended Books:

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity,” by Kevin Lane Keller (3rd Edition)
2. The 22 immutable laws of Branding by Al Ries & Laura Ries
3. Brand Failures-The truth about the 100 biggest branding Mistakes by Matt Haig

ELECTIVE COURSES:

BS In COMMERCE-HRM:

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-3608**

Course Name: **HUMAN RESOURCE DEVELOPMENT (HRD)**

COURSE DESCRIPTION/OBJECTIVE:

This course will enable students to critically understand the role of human resource development in enhancing performance within their own institutions and societies. Emphasis is placed on how HRD can support economic and social advancement by improving public services, and in building capabilities within individuals, organizations and communities to effectively cope with change. The subject aims to develop students' critical appreciation of globalization processes, policy initiatives and development management plans to support skills development and human capabilities, including development issues associated with eradicating gender inequalities, fostering human well-being and maintaining sustainable livelihoods.

LEARNING OUTCOME

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

1. Explain and demonstrate an understanding of the contribution of HRD in an organization
2. Link among HRP, Recruitment, Placement and HRD
3. Show an ability to decide learning and training needs
4. Develop the skill, education and ability inventory of employee
5. Provide competence in design and delivery of learning.

Course Contents:

| WEEK | TOPICS |
|-----------------|---|
| Week 1-2 | Introduction to Human Resource Development: The Evolution Of Human Resource Development, The Relationship between Human Resource, Human Resource Development Function, Roles and Competencies of an HRD Professional, Challenges to Organization and HRD Professionals |
| Week 3-4 | Influences on Employee Behavior: Model Of Employee Behavior, External Influences |

| WEEK | TOPICS |
|--------------------------|--|
| | on Employer Behavior, Motivation: A Fundamental Internal, Other External Factor That Influence |
| Week 5 | Assessing HRD Needs: Strategic/Organizational Analysis, Task Analysis, Personal Analysis, Prioritizing HRD Needs |
| Week 6 | Designing Effective HRD Programs: Defining the Objective of the HRD Intervention, Selecting the Trainer, Preparing a Lesson Plan, Selecting Training Methods And Media , Preparing Training Materials, Scheduling the HRD Program |
| Week 7 | Evaluating HRD Program : The Purpose of HRD Evolution, Models and Frameworks of Evolution, Data Collection for HRD Evolution, Research Design, Ethical Issue Concerning Program |
| MID TERM | |
| Week 9 | Skills and Technical Training : Basic Workplace Competencies, Basic Skills / Literacy Program, Technical Training, Interpersonal Skills Training, Role of Labor Union in Skills and Technical, Professional Development and Education |
| Week 10 | Coaching and Performance Management: The Need for Coaching, Definition for Coaching, Coaching to improve Poor Performance |
| Week 11 | Employee Counseling and Wellness Services: An Overview of Employee Counseling Program, Employee Assistance Program, Stress Management Intervention, Employee Wellness and Health Promotion Programs, Issues in Employee Counseling |
| Week 12 | Career Management and Development: Defining Carrere Concepts, Stage of Life and Career Development, Models of Career Development |
| Week 13-14 | Management Development: Describing the Managers Job: Management Roles and Competencies, Making Management Development Strategic |
| Week 15 | HRD and Diversity: Diversity Training And Beyond : Organizational Culture, Adapting to Demographic Changes, Crosse – Cultural Education and Training Programs, Human Resource Programs |
| Week- 16 | Presentation Session |
| FINAL EXAMINATION | |

Recommended Books:

1. William B. Werther & Keith Davis “Human Resource & Personnel “Bernardin & Russell, McGraw Hill. (Latest Edition)
2. Fred Luthans. Organizational Behavior McGraw Hill, (Latest Edition)

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**

Credit Hours: **03**

Course Code: **BC-4708**

Course Name: **Organizational Development**

COURSE DESCRIPTION/OBJECTIVE:

In this day and age of “globalization,” which has been spurred by quantum leaps in the field of Information and Communication Technology, companies have been faced with a situation of rapid changes. The rapid changes are usually major changes that changes the way of thinking and doing, and corporate leaders are often caught in a quandary over how to implement the changes. The alternative is to fall by the wayside. Company employees are likewise deeply affected since the brunt of implementing changes falls on their shoulders. Thus, Organizational Development (OD) efforts are managed in the formal organization structure by either the Corporate Planning Department or the Human Resources Department or both working in tandem. This is rightly so because OD is a discipline that marries the fields of Social Sciences and Management Science. In OD, students will learn about change – its meaning and concept, who or what causes it, who manages it, who or what is managed and how to manage it. OD is also presented as a process that is complex, not being linear or even cyclical in nature.

Learning Outcomes:

By the end of this course, students shall have been able:

1. To articulate and discuss the history, main concepts, and theories of the field of Organization Development
2. To experience the emotions and dynamics of change, resistance to change and articulate the reasons behind such dynamics
3. To articulate and discuss the process of Change Management with particular attention to the logic behind the stages of the process
4. To interact with, analyze, and report on an organization that is currently managing a change process in the workplace

Course Contents:

| Week | Topics |
|-----------------|--|
| Week 1-2 | BASIC CONCEPTUAL FRAMEWORK ON CHANGE <input type="checkbox"/> EEE <input type="checkbox"/> Kurt Lewin |
| Week 3-4 | CHANGE LEADERSHIP <input type="checkbox"/> The Concept of an Entity |

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|--------------------------|--|
| Week 5 | CHANGE LEADERSHIP <input type="checkbox"/> Personal Clarity <input type="checkbox"/> Content and Behavior of the Individual Entity <input type="checkbox"/> Change Leader Qualities and Behavior |
| Week 6 | THE CHANGE TARGET <input type="checkbox"/> Organizational Frameworks <input type="checkbox"/> Culture and the Primacy of the Mission Statement <input type="checkbox"/> Structured vs. Processual Behavior |
| Week 7 | <input type="checkbox"/> The Black Box Framework <input type="checkbox"/> The Value Chain Framework |
| MID TERM | |
| Week 9 | THE CHANGE TARGET: ORGANIZATIONAL DIAGNOSIS Diagnostic Tools o McKinsey 7S o Weisbord |
| Week 10 | THE CHANGE TARGET: ORGANIZATIONAL CULTURE <input type="checkbox"/> Readiness for Organizational Change |
| Week 11 | THE CHANGE PROCESS <input type="checkbox"/> The Change Cycle |
| Week 12 | CHANGE ACTION PLANNING <input type="checkbox"/> The Change Objective Setting <input type="checkbox"/> Mission Re-Definition, Behavioral, Technical and Structural CHANGE INTERVENTIONS |
| Week 13-14 | THE CHANGE PROCESS <input type="checkbox"/> Managing Resistance to Change |
| Week 15 | MONITORING AND EVALUATION |
| Week- 16 | Presentations |
| Final Examination | |

Recommended Books:

1. French, Wendell, Cecil Bell and Robert A. Zawacki. Organization Development and Transformation: Managing Effective Change, 6th Ed., McGraw Hill. 2005

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit Hours: **03**

Course Code: **BC-4807**

Course Name: **Negotiation and Conflict Management**

COURSE DESCRIPTION/OBJECTIVE:

This course aims at providing a systematic introduction of concepts, theories and practices, with a focus on equipping students with toolkits of handling conflict and negotiation. The course content is composed of two intimately related parts. The beginning part introduces the nature and types of conflict, mechanism of conflict escalation and de-escalation, and conflict

resolution styles. The rest of the class sessions discuss the characteristics of interest-based negotiation and negotiation strategies. Specifically, students will learn strategies to avoid various cognitive biases in conflict situations and negotiation, the building blocks of negotiation, the differences of distributive versus value-creating negotiation approaches, the strategies of achieving integrative outcomes, building trust and controlling emotions, utilizing power and persuasion, the importance of non-verbal communication in gaining information and negotiation ethics. Some topics may also be covered in the context of cross-cultural negotiation to cater to the need of today's international business environment.

Learning Outcomes:

Upon successful completion of the course, students will:

1. Be familiar with the basic concepts, theories and practices of negotiation and conflict resolution;
2. Understand the mechanism of creating values and achieving integrative negotiation outcomes;
3. Know how to systematically prepare a negotiation with proper and strategic information collection regarding self, other(s), and negotiation situations;
4. Understand the importance of and the ability of using communication and information exchange in conflict and negotiation contexts;
5. Be equipped with the toolkits of negotiation strategies that result in achieving goals without jeopardizing relationships;

Course Contents:

| WEEKS | Course Contents |
|-----------------|--|
| 1&2 | Course Introduction; Overview of Topics in Negotiation & Conflict Resolution. |
| 3&4 | Conflict Escalation & de-escalation; Conflict Management Styles; Cooperative and Competitive Styles. |
| 5 | Building Blocks of Negotiation; Distributive Negotiations. |
| 6 | Integrative Negotiations. |
| 7 | Cross-Cultural Negotiation. |
| 8 | Biases & Framing. |
| MID TERM | |

| | |
|--------------------------|--|
| 9,10&11 | Third Party; Mediation and Arbitration. |
| 12 | Power & Persuasion. |
| 13 | Negotiation Ethics. |
| 14 | Job Negotiation. |
| 15&16 | Wrap up & Revision. |
| Final Examination | |

Recommended Books:

1. *The mind and heart of the negotiator*. Author: Thompson, L. L. (2012);
2. *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. Author: Brett, J. M. (2001);
3. *Getting to Yes: Negotiating an Agreement without Giving in*. Author: Fisher, R., Ury, W.L., & Patton, B.;

ELECTIVE COURSES:
BS In COMMERCE-ACCOUNTING:

Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School

Discipline: **BS.Com**
Credit hours: **03**
Course code: **BC-3609**
Course name: **Advance Financial Accounting**

COURSE DESCRIPTION/ OBJECTIVE:

- 1.To deal with accounting issues of amalgamation, absorption and reconstruction.
- 2.Application and selection of accounting techniques and procedures to specific circumstances like leases, branches, departmental stores, consignment, joint venture and construction contracts.

Learning Outcomes

After successful completion of this course, the students are expected to know:

- 1.History of accounting along with basic concept of accounting and accounts
- 2.How to pass adjusting entries and closing entries etc.
3. Information about Business Combination, Departments, Joint venture, Leases, consignment etc.

Course Contents:

| WEEKS | Course Contents |
|-------------|---|
| Week 1-2 | <p>Business Combinations Meaning of amalgamation Why companies do amalgamation? Purchase consideration Absorption External reconstruction. Exercises</p> |
| Week 3-4 | <p>Departmental Accounting Concepts Advantages of departmental accounts. Exercises. Statement of Cash Flows: Introduction, Cash and cash equivalents, Operating Activities. Investing Activities. Financing Activities, Direct Method. Indirect, Method. Exercises Joint Venture and consignment Features of a Joint Venture, methods of maintaining accounts,</p> |
| Week 5-6 | <p>Accounting for Leases : Meaning of lease Classification of lease. Finance and operating lease Features of lease. Methods of determining a lease type</p> |

| | |
|--------------------------|---|
| | Minimum lease payment. Inception of lease. Lease term Net investment in the lease. Gross investment in the lease. Unearned finance income. Exercises |
| Week 7 | Accounting for Construction Contracts and IAS-11 Meaning and nature of contract Kinds of contracts Preparation of contract account Retention Money Contract cost. Contract Revenue Work certified and works uncertified. Exercises |
| Mid Term | |
| Week 9-10 | Consignment Accounts Introduction, Important terms and concepts, Journal entries in the books of consignor and consignee. Valuation of unsold stock Loss of stock. Invoicing goods |
| Week 11-12 | Liquidation of Companies Introduction of Liquidation, Liquidation & Insolvency Modes of winding up, Members and Creditors voluntary winding up Official Liquidator, Liquidator 's final statement of Account Exercises |
| Week 13-14 | EPS, Inventory, Exercises |
| Week 15 | Deferred Taxation, Exercises |
| Week 16 | Presentations |
| Final Examination | |

Recommended Texts:

- 1.Javed H. Zuberi , ?Advanced Accounting”, 2009, Petiwala Book Depot.
- 2.Mukherjee A. Hanif, ?Modern Accountancy□, Volume I-II. 2ND Edition.
- 3.Advance Accounts Sohail Afzal

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**

Credit hours: **03**

Course code: **BC-4709**

Course name: **Advance Cost Accounting**

COURSE DESCRIPTION/OBJECTIVE:

The purpose of this course is to acquaint the students with basic concept of cost accounting, which enable them to use the accounting information system in an industrial and business environment. The course includes basic cost accounting cycle, cost classification and Cost accumulation procedures. The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for

managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making.

LEARNING OUTCOMES:

After studying this course student will be able to understand:

4. Determining Costs: Of course, the overall objective of cost accounting is to find out what your products and/or jobs cost you to make or provide.
5. Control: Improving efficiency by controlling and reducing costs. To control the budget through classification and analysis is to control the costs.
6. Information: Knowing raw material stock levels, the work in progress, and the amount of finished goods is information provided through cost accounting that can be used immediately by management.

Course Contents:

| WEEK | TOPICS |
|------------------------|--|
| Week 1&2 | Introduction The Nature and Concept of Cost Accounting, introduction of financial accounting, Advantages and objectives of cost Accounting, cost elements, Cost and Expense, cost center, cost unit, cost object |
| Week 3&4 | Cost concepts and classifications Concept of cost, classification of cost, methods of costing, types of costing |
| Week -5 | Financial Statements: Trading concern, income statement of trading concern, income statement of manufacturing concern, Cost of goods sold, Income statement, exercises |
| Week -6 | Direct costing and contribution margin Introduction, facets of direct costing, exercises |
| Week -7 | Joint and by-product costing Introduction, methods and importance, exercises |
| MID TERM | |
| Week -10&11 | Differential cost analysis Differential cost studies, quantitative techniques in differential cost analysis |
| Week-12&13 | Variiances Analysis: Standard Costing & Variance analysis, Usefulness of standard cost, Standard cost and variance analysis cycle, Direct material standards, Direct labor Standards... Manufacturing overhead standards... Direct Material variances, Direct Labor variances, FOH variances... Exercises |
| Week-14 | Capital Budgeting-Basic Investment Appraisal Techniques: Process of Investment decision making, Capital investment Appraisal, The payback period, ARR, NPV, IRR Budget and types of Budget |
| Week-15 | Zero base budget, Activity based budget, Incremental budget, Master Budget, Functional budget, Flexible budget... Usefulness and problems of different types of Budget..... Exercises |
| Week-16 | Presentation Session |

RECOMMENDED / REFERENCE BOOKS:

1. Cost Accounting By Jain Narang
2. Cost Accounting By Matz & Usry
3. Cost Accounting By Dr. Zahid Mehmood

**Mirpur University of Science & Technology (MUST) Mirpur AJK
MUST Business School**

Discipline: **BS.Com**
 Credit hours: **03**
 Course code: **BC-4808**
 Course name: **Strategic Management Accounting**

Course Introduction/Objective:

Managerial Accounting tools are intended to be used by students after they have completed a basic course in Financial Accounting. It emphasizes on uses of accounting data internally by managers in directing the affairs of business and non-business organization. This course is designed to equip the business graduates with the fundamentals of managerial accounting.

Learning Outcomes:

After completion of this course, students will be able to explore the nature and use of management accounting as a tool for strengthening the process of decision-making in their organizations. The successful completion of this course should enable them to:

1. Understand the concepts of management accounting.
2. Undertake analysis, using appropriate management accounting concepts, in
3. formulation of business proposals.
4. Apply those concepts and techniques to make the process of decision making more effective.
5. Formulate plans for achieving efficiency and effectiveness in the operations of their organizations.

COURSE CONTENTS:

| Weeks | Course Contents |
|----------|---|
| Week 1&2 | Cost Analysis Activity Base Costing (ABC), Activity Base Management (ABM), Direct Product Profitability (DPP), Customer Profitability Analysis (CPA), Distribution Channel Profitability, Activity-based profitability analysis, Pareto analysis, Exercises |
| Week 3&4 | Activity Base Costing Introduction, how costs are treated under ABC, Traditional costing Vs ABC, Exercises |
| Week 5&6 | Learning Curve Introduction, limitation, approaches of learning curve; tabular approach & algebraic approach, Exercises Target Costing |

| | |
|--------------------------|--|
| | Purpose, advantage, implications of use, eliminating the target cost gap, Exercises |
| Week 7&8 | Transfer Pricing Basic concepts of Transfer Pricing, Divisional performance, General principles of transfer pricing, Exercises |
| MID TERM | |
| Week 9&10 | Performance Appraisal of Investment Centers Introduction, Performance evaluation techniques, responsibility accounting, return on investment, residual income, Exercises |
| Week 11 | Fixed and Flexible budgeting Fixed budget, flexible budget, rolling budget, feedback and feed forward control mechanism, Exercises Linear programming Introduction to linear programming, Linear programming and shadow prices, Exercises |
| Week 12&13 | Profitability Analysis Product Pricing Decisions Exercises |
| Week 14&15 | Risk and Uncertainty Introduction, types of risk, expected value, advantage and disadvantage, simulation, Exercises |
| Week –16 | Group Presentations |
| Final Examination | |

RECOMMENDED BOOKS:-

5. Managerial Accounting—H.Garrison, W. Noreen 12th Edition.
6. Management Accounting-Study Text by Kaplan
7. Financial and Managerial Accounting---Williams,Haka,Bettner
8. Performance Management ...A study text for ACCA

Annexure-IV

Annexure-V

Annexure-VI

Suggestions and Comments