

INTRODUCTION

The Department of Commerce University of Karachi has been instrumental in providing candidates with thorough knowledge and understanding of the principles of commerce and business. The B.S. four years and M.Com program are structured on team based learning, class presentations, case studies, field research reports and other reference materials, to combine academic theory with practical problems. To update the students, seminars and workshops on current economic and business issues are also organized in the Department. These methods of study not only provide excel in personal development but also prepare the students to accept future challenges in the fast growing corporate world. It is for these reasons that the M. Com degree holders from the University of Karachi have been well received by the national and international commercial concerns in and outside the world.

The department offers the following courses of studies:

- Master in Commerce(General) 2 years
- Master in Commerce (Insurance) 2 years(Evening)
- B.Com (Hons.) 3 years
- B.S Commerce 4 years
- M.S Commerce 1 year

This self assessment report has been prepared for the M.Com (General) Morning Program of the Department of Commerce alongwith other information. For technical and administrative support, we are thankful to Prof. M. Sajidin, Director Quality Enhancement Cell and his staff members. The efforts of the team members also need appreciation.

Ms. Dilshad Zafar
Chairperson,
Department of Commerce
University of Karachi

CRITERION-1

PROGRAM MISSION, OBJECTIVES AND OUTCOMES

Criterion-1 Program Mission, Objectives and Outcomes

Institutional Mission

The mission of the Department of Commerce is to equip students with analytical tools required for business management in today's highly competitive world and to provide opportunity to students to explore new business world by enabling them to make optimal business decisions via strategic business planning. We intend to imbibe a spirit of entrepreneurship and creativity among our students to prepare them for a global community that is increasingly reliant on technology.

Program Mission (M.Com)

To produce well skilled human resource capable to carry out financial, managerial, commercial and research activities in national and international organizations.

Standard 1-1: The Program must have documented measurable objectives that support college and Institution mission statements.

Program Objectives:

- Equip students with analytical tools required for financial, management, marketing techniques and commercial activities in today's highly competitive world.
- Understand organizational behaviour in the face of community and environmental issues.
- Develop problem formulation, solving skills and decision making.
- Equip the students with the ability to link the theory to practice.
- Train the students for conducting presentation and research reports.
- Develop Information Technology skills through Management Information System.

Table: Program Objectives Assessment

S. No.	Objectives	How Measured	When Measured	Improvement Identified	Improvement Made
1.	Equip students with analytical tools required for financial, management, marketing techniques and commercial activities in today's highly competitive world.	SURVEYS a) Course Evaluation b) Employer's Opinion c) Graduating Students	Oct 2007 Oct 2007 April 2008	Deficiency in availability of course related books/ material in library.	Some latest books on the subject have been made available partly from the HEC funds.
2	Develop problem formulation, solving skills and decision making.	SURVEYS a) Employer's Opinion	Oct 2007	Only 10% shortcoming was identified.	The chairperson of the department has advised the teachers concerned for more intensive teaching on this input.
3	Train the students for conducting presentation and research reports.	SURVEYS a) Course Evaluation b) Employer's Opinion c) Graduating Students	Oct 2007 Oct 2007 April 2008	Lack of Communication skills	Speech Communication course has been introduced.
4	Equip the students with the ability to link the theory to practice.	SURVEYS a) Course Evaluation b) Employer's Opinion	Oct 2007 Oct 2007	The response was estimated 20% poor and 10% fair.	Problem oriented questions and case studies have been made part of the examination system. Besides, new course Environmental Sciences, Community Development and Entrepreneurship introduced.
5	Develop Information Technology skills through Management Information System.	SURVEYS a) Course Evaluation b) Employer's Opinion c) Graduating Students	Oct 2007 Oct 2007 April 2008	Need to pay more attention to Develop Information Technology Skills	Enriched the syllabus of the course: Management Information System.

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

PROGRAM OUTCOMES

1. The M.Com degree holder of the Commerce Department shall have comprehensive understanding of financial, management, marketing techniques and commercial activities at national and international level.
2. Graduates of the Department of Commerce shall have the knowledge about the organizational behaviour, decision making process and skills.
3. Students of the department shall have the ability to link theory with the commercial activities at national and international level.
4. The students shall have knowledge about environmental and community issues.
5. Students shall have the skills to present their ideas effectively in their professional fields.
6. Graduates of the departments shall have the IT skills for effective and efficient communication in their professional life

The program outcomes are the by-products of the program objectives and are interrelated.

Teachers Evaluation, Graduating Students and Employer Survey:

The following surveys were conducted by the Program Team of the Model Department, Department of Commerce.

- Graduating Students Survey (Master Students Survey)
- Teachers Evaluation Survey
- Students Course evaluation
- Employers Opinion Survey
- Faculty Survey

Standard 1-3: The results of program's assessment and the extent to which they are used improve the program must be documented.

a) Actions Taken

- Request for books has been made.
- To make the teachers available after the class, the Chairperson and Dean have asked the teachers to be available after the class.
- To improve communication skills, teachers have been changed.
- IT course contents have been updated.

b) Strengths and Weaknesses of the Program

i) Strengths

- By and large employers are satisfied with the output.
- Level of satisfaction with teaching in the department is 85%.

ii) Weaknesses

- The research output needs to be improved and strnghtened.
- International Accounting Standards need to be addressed
- New editions and new books for various courses are required.

c) Future Development Plans

- Employer's Opinion Survey shall be repeated
- Teacher's Evaluation shall be conducted
- Course Evaluation proforma shall be administered.

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

a) Student Enrolment in M.Com

Year	M.Com (Previous)	M. Com(Final)	Total
2006-2007	94	111	205
2007-2008	98	94	192
2008-2009	144	98	242

b) Student/Faculty Ratio

32:1

c) i) Time for B.S (Hons) in Department

4 Years

ii) Time for M.Com

Minimum 2 Years

iii) Time for Ph.D

Minimum 3 Years

d) The minimum student grade point (CGPA)

2.45

The average student grade point (CGPA)

3.0

e) Employer's Satisfaction

In response to questionnaire of the Employer's Opinion, the employers seem to be satisfied with respect to knowledge, communication skills, working and interpersonal skills as can be seen from the attached results and pie charts.

f) Faculty Satisfaction

The findings of the Faculty Survey indicate that the level of satisfaction with teaching in the department is 85% but that of research is only 43%. With respect to salary and compensation package, the level of dissatisfaction is about 71.43% dissatisfied and 14.29 very dissatisfied. The level of satisfaction with overall environment is 57% and needs to be addressed by the university administration.

g) Research Activities

The department mostly comprises young teachers, lecturers with only one Associate Professor. All teachers are enrolled in M.Phil/ Ph.D. programs. The research output is inadequate and it is expected that after completion of the M.Phil/Ph.D. studies, the department shall be able to enhance its research output.

CRITERION-2

CURRICULUM DESIGN AND ORGANIZATION

Criterion-2 Curriculum Design and Organization

Program of Studies offered

The Department of Commerce is running its academic program through semester system of examination. The department offers B.S, M.Com and Ph.D Degree Programs.

B. S (Hons) is a four years degree program. During the first two years of the Degree Program, students are exposed to different areas of Commerce and important theoretical background. In the third year, students are taught advance courses in various field of commerce.

Research assignments and presentation of reports is an integral part of the M.Com courses of studies. A Ph.D dissertation must be based on original research output and is subject to examination and defence by the experts in the field. The expert for Ph.D. examination are approved by the Board of Advance Studies and Research of the University of Karachi out of three, two external examiners must be from technologically advance countries

DEPARTMENT OF COMMERCE

**SEMESTERWISE SECHME OF COURSES
B. S. IN COMMERCE FOUR YEARS PROGRAMME**

FIRST YEAR

<u>I SEMESTER</u>		<i>Credit Hours</i>	<u>II SEMESTER</u>		<i>Credit Hour</i>
C. No.	Course Title		C. No.	Course Title	
301	Islamic Studies	02	302	Pakistan Studies	02
301	Functional English	03	312	Business Communication	03
311	Introduction to Business	03	322	Introduction to Money & Bank.	03
321	Principles of Accounting-I	03	332	Principles of Accounting-II	03
331	Business Maths-I	03	342	Business Statistics	03
341	Human Behaviour		352	Orientation of Computer	03

SECOND YEAR

<u>III SEMESTER</u>			<u>IV SEMESTER</u>		
411	Economics Analysis	03	412	App. Of Computer to Business	03
421	Business & Industrial Law	03	422	Development Economic	03
431	Principles of Auditing (Concepts)	03	432	Principles of Human Resource Management	03
441	Advanced Accounting	03	442	Business Taxation	03
451	Principles of Management	03	452	Principles of Cost Accounting	03
461	Advanced Business Statistics	03	462	Principles of Marketing	03

THIRD YEAR

<u>V SEMESTER</u>			<u>VI SEMESTER</u>		
C. No.	Course Title		C. No.	Course Title	
511	Speech Communication	03	502	Environmental Sciences	03
521	Business Economics	03	512	Business Research Methods	03
531	Strategic Marketing	03	522	Introduction to Finance	03
541	Business Mathematics	03	532	Organizational Behaviour	03
551	Financial Accounting	03	542	Statistical Inference	03
561	Entrepreneurship	03	552	Management Accounting Tech.	03

FORTH YEAR

VII SEMESTER

VIII SEMESTER

C. No.	Course Title	C. No.	Course Title
611	Advanced Management 03	602	Community Development 03
621	International Business 03	612	Management Information System 03
631	Managerial Accounting 03	622	Strategic Management 03
641	Research Project* 03	632	Financial Management 03

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

Two courses from the candidate's field of specialization as listed below, (18 Credit Hours each semester)

OR, Thesis in lieu of two courses. The topic of thesis will be related to the candidate's field of specialization.

48 Courses

Total Credit Hours: 142

Optional Fields of Socialization VIIth Semester.

1. ACCOUNTING A

- 651(a) Taxation
- 661 Governmental Accounting
- 671 Computerized Accounting
- 681 Accounting Function in Business

2. FINANCE B

- 651(b) Financial Appraisal
- 661 International Banking
- 671 Working Capital Management
- 681 Investments

3. MANAGEMENT C

- 651(c) International Business Management
- 661 Public Sector Management

- 671 Regulation and Control – The Legal Environment of Business
- 681 Production Management

4. MARKETING D

- 651(d) Marketing Management
- 661 Industrial Marketing
- 671 Marketing Research
- 681 Brand Management

5. BANKING E

651 (e) Islamic Banking

- 661 Islamic Modes of Finance
- 671 E-Banking
- 681 Seminar on Current Banking Issues

INTERNSHIP: Six weeks.

Optional Fields of Specialization VIIIth Semester.

1. ACCOUNTING A

- 652(a) Specialized Accounting
- 662 Accounting System
- 672 Corporate Law/Advanced Accounting
- 682 Advanced Auditing (Application)

2. FINANCE B

- 652(b) Financial Institutions
- 662 Financial Statement Analysis
- 672 Corporate International Finance
- 682 Financial Management Decision Making

3. MANAGEMENT C

- 652(c) Quantitative Techniques in Management
- 662 Human Resource Management
- 672 Environment and Economics of Business
- 682 Management Information System

4. MARKETING D

- 652(d) Advertising and Promotion
- 662 Global Marketing
- 672 International Marketing Seminar
- 682 Marketing Policy

5. BANKING E

- 652(e) Regulations for Financial Institutions
- 662 Marketing of Financial Services
- 672 Bank Risk Management
- 682 Credit Management in Banks

INTERNSHIP: Six weeks. (after third semester)

M.Com Degree Program

M.COM. TWO YEARS PROGRAMME

FIRST YEAR

I SEMESTER

II SEMESTER

C. No.	Course Title	C. No.	Course Title
511	Speech Communication 03	502	Environmental Sciences 03
521	Business Economics 03	512	Business Research Methods 03
531	Strategic Marketing 03	522	Introduction to Finance 03
541	Business Mathematics 03	532	Organizational Behaviour 03
551	Financial Accounting 03	542	Statistical Inference 03
561	Entrepreneurship 03	552	Management Accounting Tech. 03

SECOND YEAR

III Semester

IV Semester

C. No.	Course Title	C. No.	Course Title
611	Advanced Management 03	602	Community Development 03
621	International Business 03	612	Management Information System 03
631	Managerial Accounting 03	622	Strategic Management 03
641	Research Project 03	632	Financial Management 03

Two courses from the candidate's field of specialization as listed below, (18 Credit Hours each semester)

OR, Thesis in lieu of two courses. The topic of thesis will be related to the candidate's field of specialization.

Optional Fields of Specialization IIIrd Semester.

1. ACCOUNTING A

- 651(a) Taxation
- 661 Governmental Accounting
- 671 Computerized Accounting
- 681 Accounting Function in Business

2. FINANCE B

- 651(b) Financial Appraisal
- 661 International Banking
- 671 Working Capital Management
- 681 Investments

3. MANAGEMENT C

- 651(c) International Business Management
- 661 Public Sector Management
- 671 Regulation and Control – The Legal Environment of Business
- 681 Production Management

4. MARKETING D

- 651(d) Marketing Management
- 661 Industrial Marketing
- 671 Marketing Research
- 681 Brand Management

5. BANKING E

- 651 (e) *Islamic Banking*
- 661 Islamic Modes of Finance
- 671 E-Banking
- 681 Seminar on Current Banking Issues

INTERNSHIP: Six weeks.

Optional Fields of Specialization IVth Semester.

1. ACCOUNTING A

 652(a) Specialized Accounting
 662 Accounting System
 672 Corporate Law/Advanced Accounting
 682 Advanced Auditing (Application)

2. FINANCE B

 652(b) Financial Institutions
 662 Financial Statement Analysis
 672 Corporate International Finance
 682 Financial Management Decision Making

3. MANAGEMENT C

 652(c) Quantitative Techniques in Management
 662 Human Resource Management
 672 Environment and Economics of Business
 682 Management Information System

4. MARKETING D

 652(d) Advertising and Promotion
 662 Global Marketing
 672 International Marketing Seminar
 682 Marketing Policy

5. BANKING E

 652(e) Regulations for Financial Institutions
 662 Marketing of Financial Services
 672 Bank Risk Management
 682 Credit Management in Banks

INTERNSHIP: Six weeks. (after third semester)

PhD Degree Program

A Ph.D dissertation must be based on original research output and is subject to examination and defence by the experts in the field. The expert for Ph.D. examination are approved by the Board of Advance Studies and Research of the University of Karachi out of three, two external examiners must be from technologically advance countries

PROPOSED M.S./M.Phil. PROGRAMME

Approved by Board of Studies in Commerce.

I SEMESTER

II SEMESTER

S. No.	Course Title	Cr.Hrs	Major
1	Research Methodology	03	Marketing (any Four Courses)
2	Econometrics	03	Finance (any Four Courses)
3	Communication Skills	03	Accounting (any Four Courses)
4	Adv. Strategic Management	03	Management (any Four Courses)
	Total Credit Hours	12	Banking (any Four Courses)

Total Credit Hours 24

Elective Major Subject:

MARKETING

1. Corporate Marketing Strategy
2. Advanced Marketing Research
3. Consumer Behavior Analysis
4. Brand Equity Management

FINANCE

1. Investment and Security Analysis
2. Derivatives and Marketing
3. Advance Corporate Finance
4. International Finance
5. Financial Risk Management

ACCOUNTING

1. Computerized Accounting
2. IAS Application in Pakistan
3. Advance Managerial Accounting
- 4.

MANAGEMENT

1. Corporate Governance
2. Advance Strategic Management
3. Supply Chain Management
4. Operational Management

BANKING

1. Islamic Banking
2. Islamic Insurance
3. Investment Management
4. Challenges in Banking Sector
5. Bank Risk Management
6. Credit Management in Banks

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

The following table manifests how the program content (Courses) meets the Program Objectives.

Courses	Program's Objectives					
	1	2	3	4	5	6
Major Courses (No.)	521,522,531,551,561, 621,632	502,532,602	541,542,552,611, 631	512,622, 632	511,641	612
Elective Courses (No.)	662	671	651-B	662	651-B	671
Practical (Field and Lab) (C.No.)	612,641	602				
Thesis/Dissertation						

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

The following table indicates the elements covered in core courses:

Elements	Courses
i) Theoretical Background	All courses offered by the Department
ii) Problem Analysis	All courses of the Department Elective Courses Internships/Thesis/Dissertation
iii) Solution Design	All courses of the Department Elective Courses Internships/Thesis/Dissertation

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

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

The Department follow HEC requirement for each Degree Program in Commerce as per approved by academic council, competent authority and statutory body.

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

Program	Math and Basic Sciences	Engineering Topics	General Education	Others
M.Com	C.No.541, C.No. 502	x	C.No. 602	

Standard 2-6: Information technology component of the curriculum must be integrated throughout the program.

C.No.612- Management Information System is compulsory while C.No. 671- Computerized Accounting is an elective subject.

Standard 2-7: Oral and written communication skills of the student must be developed and applied in the program.

C.No.511- Speech Communication and C.No.512-Business Research Methods are compulsory in M.Com program.

CRITERION-3

LABORATORY AND COMPUTING FACILITIES

CITERION-3: Laboratory and Computing Facilities

Computer Facilities

The department has two computer labs with internet facility for the teachers and students. The internet facility is available in computer lab and offices of teachers. A large number of international research journals are also available on Digital library provided by Higher Education Commission and research article of interest can be downloaded.

Standard 3-1: Laboratory manuals/ documentation instruction for experiments must be available and readily accessible to faculty and students

Not Applicable

Standard 3-2: There must be adequate support personnel for instruction and maintaining the laboratories

Not Applicable

Standard 3-3: The University computing infrastructure and facilities must be adequate to support program's objectives

i) Computing Facilities

Now the department of Commerce has adequate computer facilities/ services and administrative staff to support its faculty, students and staff in their academic and administrative activities. The two computer labs are maintained and managed.

ii) Multimedia

The Department of Commerce has six (06) multimedia and six (06) overhead projectors.

iii) Website

The university website <http://www.uok.edu.pk> has a link on the Commerce department.

iv) Internet

Internet facility and a connection with main communication network of the University is available.

CRITERION-4

STUDENT SUPPORT AND ADVISING

Criterion-4 Student Support and Advising

Students of the Department of Commerce must have adequate support to complete the program in a timely manner and must have ample opportunity to interact with their teachers of respective courses and receive timely advice about program requirements and career development.

Standard 4-1: Courses must have been offered with sufficient frequency and number for students to complete the program in a timely manner.

Departmental Strategy for Course Offering

The department offers courses for B.S, M. Com and Ph.D. Degree Programs. The department having its own time table for graduate programs. The time table is strictly followed to complete the program well in time.

Program	Classes per Week	Practical Classes per Week	Research Guidance
B.S	16	6 periods	3 periods per week
M.Com	16	3 periods	3 periods per week
Ph.D	16	Course work	Course work

Standard 4-2: Course in the major must be structured to ensure effective interaction between students, faculty and teaching assistants.

Course allocation is made in the meeting of the faculty members. The chairperson presides over the meeting.

Standard 4-3: Guidance on how to complete the program must be available to all students and access to academic advising must be available to make course decisions and career choices

- The chairperson nominates a faculty member as ‘Students Advisor’ who is available to all students for course decision and career choices. The student advisor and the chairperson help the students in providing information to the students who have recently passed out about the career opportunities available for them.
- By providing facilities to the recruiting companies for on-campus recruiting.
- The chairperson places on the Notice Board the opportunities regarding membership in technical and professional societies.

CRITERION-5

PROCESS CONTROL

Criterion-5: Process Control

Standard 5-1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria and clearly documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

ADMISSION:

Eligibility

B.S. four year : (45% Inter Science, Commerce & Arts) and Aptitude Test
M.Com : (45% marks in B.Com)

EVALUATION & GRADING SYSTEM:

Grade point average system is followed in department of Commerce. Grading and examinations system is spread over study reports, research reports, class presentations, Quizzes, market analysis & final examinations semester wise. Academic Year have 2 semesters.

The details of grade point average and relevant ranges are:

MARKS	GRADE	GRADE POINT	CREDITS
90& above	A+	4.0	12.0
85-89	A	4.0	12.0
80-84	A-	3.8	11.4
75-79	B+	3.4	10.2
71-74	B	3.0	9.0
68-70	B-	2.8	8.4
64-67	C+	2.4	7.2
61-63	C	2.0	6.0
57-60	C-	1.8	5.4
53-56	D+	1.4	4.2
50-52	D	1.0	3.0
Below 50	F	0	0

$$\text{GPA} = \frac{\text{Total Grade Point Product}}{\text{Total Credit Hrs}}$$

Note:-

A student is require to maintain minimum G.P.A. of 2.45

Standard 5-2: The process by which students are registered in the program and monitoring of students progress to ensure timely completion of the program must be documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

The M.Com students opt for specialization in the 2nd year.

Standard 5-3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institutional mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.

HEC rules with approval by the University Syndicate are applied for appointment.

Appointments/ Promotion Procedure

Basic Pay Scale (BPS)

Appointments are based on HEC rules given below.

a. Lecturer (BPS- 18):

Minimum Qualification

Master's Degree (first Class) in the relevant field with no 3rd division in the Academic Career from HEC recognized University/Institution. During the next two years (i.e. until June 30th, 2008) if no candidate is available without 3rd division in the academic record, then the University may forward the case for appointment of a selected candidate to the HEC for consideration and approval.

No experience required

b. Assistant Professor (BPS- 19):

Minimum Qualification

Ph.D. in the relevant field from HEC recognized University/Institution, No experience required.

OR

Master's Degree (foreign) or M.Sc (Hons). (Pakistan) in the relevant field from HEC recognized University/Institutions, with 4 years teaching/research experience in a recognized university or a post-graduate Institution.

c. Associate Professor (BPS- 20)

Minimum Qualification

Ph.D. in relevant field from HEC recognized University / Institution.

Experience

10-years teaching / research in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization.

OR

5-years post Ph.D. teaching/research experience in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization.

Minimum Number of Publications

8 research publications (with at least 2 publications in last 5 years) in internationally abstract Journals recognized by the HEC.

d. Professor (BPS-21)

Minimum Qualification

Ph.D. from HEC recognized Institution in relevant field.

Experience

15-years teaching / research experience in HEC recognized University or post-graduate Institution or professional experience in the relevant field in a National or International Organization.

OR

10-years post-Ph.D teaching/research experience in a recognized University or a post post-graduate Institution or professional experience in the relevant field in a National or International Organization.

Minimum Number of Publications

12 research publications in internationally abstracted Journals recognized by the HEC.

Bases for Appointments / Promotions

Four main areas where a candidate is evaluated for Tenure Track Scheme;

- Teaching
- Research
- Service
- Personal Characteristics

General Criteria for Appointment on TTS

All faculty members in any discipline are eligible to apply for appointment provided they fulfill the following minimum eligibility conditions;

a. Assistant Professor

Minimum Qualification

PhD from a recognized University with excellent communication/presentation skills.

b. Associate Professor

Minimum Qualification

PhD with 6 years post - PhD teaching / research experience in a recognized University.

Minimum Number of Publications

10 research articles published in journals having impact factor.

c. Professor: Minimum Qualification

PhD with 11 years post-PhD teaching / research experience from a recognized University.

Minimum Number of Publications:

15 research articles published in journals having impact factor.

Faculty Evaluation Process

University rules are adopted.

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

1. Process to ensure teaching and delivery of course material:
 - a. Time table is strictly followed by all faculty members
 - b. Chairman of the department frequently gets feed back from the students during the semester
 - c. Student feedback on Course Evaluation Questionnaire at the end of the semester

2. On the basis of feedback from the students on the 'Course Evaluation Questionnaire (Proforma-1)', the Department of Commerce attempts to improve the following :
 - i) Books have been provided in the seminar library.
 - ii) Computer/ internet facility are available.
 - iii) Classrooms with overhead projectors and multimedia are available.

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

- a) The department ensures that the graduates are punctual and fulfil the attendance requirement i.e. 75%.
- b) Survey report of Graduating Students(Master Students Survey)

CRITERION-6

FACULTY

Criterion-6 Faculty

Faculty members of the Department of Commerce are active in teaching and research and have the necessary technical depth to support the program. Teachers attempt to cover the curriculum adequately and in case of need hold extra classes.

Standard 6-1: There must be enough full time faculty who are committed to the program to provide adequate coverage of the program areas / courses with continuity and stability. The interest of all faculty members must be sufficient to teach all courses, plan, modify and update courses. The majority must hold a Ph.D. degree in the discipline.

The Department of Commerce is currently having the services of 7 regular faculty members and 7 visiting faculty members. All are qualified to teach Masters Courses.

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

- a) Faculty members of Department of Commerce are considered current in the discipline based on the following criteria:
 - i) All teachers meet the HEC criteria for appointment in the respective cadre.
 - ii) Teachers generally participate in seminars, conferences at National / International levels.
 - iii) Teachers take interest in teaching and involve themselves in research. At present there is only one Ph.D. and all regular staff ie enrolled in M.Phil/ Ph.D.
- b) **Faculty development program at department level**
 - i. The department invites lectures from eminent scholars on various topics related to Commerce, Economics, Business , Communication skills.
 - ii. Facilitate its faculty to acquire Advanced Trainings in the field of commerce and accounting.

- iii) University of Karachi has started Faculty Development Program with the help of HEC. Under this program non-Ph.D faculty are given opportunities to improve their qualification from technologically advanced countries of the world. Further, Post-Doc facilities will be available to the faculty holding Ph.D degrees. The University also helps to organize professional activities such as workshops, seminars and conferences.

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

To help the faculty of Department of Commerce in their progress to excel in their profession, the department and institution has devised the following strategies:

- i) The department ensure fair, timely selection, appointment/promotion as per HEC criteria
- ii) Good working environment exists for research on commercial issues.

CRITERION-7

INSTITUTIONAL FACILITIES

Criterion-7 Institutional Facilities

Institutional facilities, including library, class rooms and offices are adequate enough to support the objectives of the program.

Standard 7-1: The Institution must have the infrastructure to support new trends in learning such as E-learning.

Computer and Internet Facility

The department of Commerce has adequate computer facilities/ services and administrative staff to support its faculty, students and staff in their academic and administrative activities. The two computer labs are maintained and managed. Internet facility and a connection with main communication network of the University is also available.

Standard 7-2: The library must possess on up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.

a) Main Library

Faculty members and students of the department are allowed to use the main library even after normal working hours. The main library provides the following services;

- i. Course books
- ii. Digital library having access to journals and E-books

b) Seminar Library

The Seminar Library has a good number of books and collection of old and new journals covering a wide range of disciplines in Commerce, Economics and Business. Current editions of latest books are required.

Standard 7-3: Class rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibility.

Classrooms

Due to shortage of class rooms, the Department also uses its computer labs for teaching purpose. The department has white boards, black boards, overhead projectors and multimedia. It however needs four class rooms to cater the needs of its under-graduate and graduate students. Further, it also needs one conference room for organizing seminars and workshops.

Faculty Offices

The department of commerce is short of space to adequately accommodate its faculty and administrative staff. A Separate office for individual faculty and for Ph.D students are required.

CRITERION-8

INSTITUTIONAL SUPPORT

Criterion-8 Institutional Support

The institution's support and the financial resources for the program is sufficient enough to provide an environment in which the program can achieve its objectives and retain its strength.

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

The Department of Commerce has two computer labs and a good seminar library for research. The financial resources for regular purchase of books are very limited which needs to be enhanced. The major financial source of the Department is the University of Karachi which allocates budget for the Department, whereas the University relies on HEC funding.

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

The following Table shows the number of students enrolled in each program of the Department of Commerce.

Degree Program	Years		
	2007	2008	2009
B.S	64	124	190
M.Com	192	242	272
Ph.D	-	-	5

Standard 8-3: Financial resources must be provided to acquire and maintain library holding, laboratories and computing facilities.

The University of Karachi provides financial resources to maintain library and computing facilities. The department, however, is not having the separate fund of its own to maintain and upgrade its library and computing facilities. HEC is also requested to provide additional financial resources for further strengthening of the Department of Commerce.

COURSES & SYLLABUS

<p style="text-align: center;">SPEECH COMMUNICATION COURSE No. 511 (3 Credit Hours)</p>

Chapter # 01

Introduction to Speech Communication

- a. Speech Communication Back Ground.
- b. Speech Communication Process.

Speaker
Message
Channel
Listner
Feed Back
Interference
Situation

Chapter # 02

Ethics in Public Speaking.

Importance of Ethics.
Guidelines for Ethics.
Guidelines for Ethics.Listening

Chapter # 03

LISTENING

Listening is important.
Causes of poor listening
Guide lines for Better Listening.

Chapter # 04

Purpose & Analysis of Audience.

Goosing A topic
Central Idea
Audience Centeredness.
Denoy saphic Audience Analysis
Situational Audience Analysis.
Information about audience.
Adopting to the audience.

Chapter # 05
Organizing Speech

- a. Main Points
- b. Supporting Material
- c. Connectives

Chapter # 06
Beginning & Ending the Speech.

Attention
Revise the Topic
Establishment of Liability & goodwill
Signal the end of Speech

Chapter # 07
Out listening the Speech & Language

The preparation out line
Speaking out line
Average of Language
Clarity of Language
Approximation of Language

Chapter # 08
Delivery

Methods of Delivery
Speaker Voice
Non verbal Communication
Practicing delivery
Answering Audience Questions.

Chapter # 09
Using Visual Aid.

- a. Kind of Visual Aid
- b. Guidelines for preparing visual aid.
- c. Tops for presenting visual aid.

Chapter # 10

Persuasion while Speaking.

Physiology of persuasion.

Persuasive Speeches

Building Credulity

Design Audience

Resorting

Appearing to Emotive

Speaking in Small Groups

SPEECH COMMUNICATION:-

BOOKS RECOMMENDED:-

1. The Art of Public Speaking
Seventh Edition.
Suphen E. Lucas. (Macgrawith Hill)
2. Communicating (Communication a social & Career Focus)
Fourth Edition
Berko/Wolvin / Wolvion
(Hounyton Miff

BUSINESS ECONOMICS

COURSE No. 521 (3 Credit Hours)

I) Managerial Economics – Nature, ?Scope and Concepts:

- i) Fundamental nature of Managerial Economics.
- ii) Appropriate Definitions.
- iii) Basic Characteristics.
- iv) Economic Analysis.
- v) Subject Matter and Scope of Managerial Economics.
- vi) Managerial Economics and other disciplines.
- vii) Role of the Managerial Economist and Summary.

II) Demand Analysis:

- i) Concept of Demand
- ii) Types of demand [Individual and Market]
- iii) Demand function and Demand Curve.
- iv) Demand Elasticity – [Income; Price; Cross]
- v) Demand forecasting.
 - Survey Methods
 - Market studies and Experiments
 - Statistical Methods and Regression Analysis.
 - Specifying the form of Equation etc.
 - Numerical samples and exercises.

III) Supply Analysis:

- i) Concept of Supply
- ii) Types of Supply
- iii) Law of Supply and its determinants.
- iv) Shift of the supply and demand curve and movement along the same.

IV) Production function:

- i) Introduction.
- ii) Production function [short and long run]
- iii) How to variable proportion or Diminishing Marginal Returns.
- iv) Indifference Curve analysis; Superiority of Indifference Curve analysis.
- v) Production Possibility frontier (PPC) with numerical examples.
- vi) Importance of Production Function in Managerial decision – making.

V) Cost Analysis

- i) Need and significance of cost in Marginal Decision – making.
- ii) Cost Concepts.
- iii) Costs in the short and long run.
- iv) Economics of scale
- v) Break even Analysis: Volume, Cost, Profit
- vi) Relevance of Cost theory for Managers.
- vii) Relevance of the shape of costs.
- viii) Numerical samples and exercises.

VI) Revenue Analysis:

- i) Calculating Business revenues.
- ii) Total Average and Marginal revenue Analysis
- iii) Profitability and optimum Production level.
- iv) Numerical Examples and Exercises.

VII) International Trade and Economics:

- i) Comparative advantage with numerical analysis.
- ii) Absolute advantage with numerical analysis.
- iii) Opportunity Cost with numerical analysis.
- iv) Determinants of absolute and comparative analysis.

MACRO ECONOMICS

- i) Basic Concept of National income
- ii) Gross National Product (GNP)
- iii) Net national Product (NNP)
- iv) Methods of Measuring National income with
- v) Some issues of Macro Economics Business Cycle Multiplier, Acceleration, Inflation, Employment etc.

Note: All students shall be required to prepare the following assignments (They are also required to give presentation on any one of these topics).

- i) Capital Budgeting
- ii) Linear Programming
- iii) Pricing Strategies and Practices in Business.

Books Recommended:

- | | |
|---------------------------------------|--|
| 1. Neil Haris.
Heinemann
Avenue | Business Economics, Theory and application Butterworth
Linacre House Jordan Hill, Oxford OX2 SDP, 225 Wildwood
Woburn. M.A 01801-2041., latest edition |
|---------------------------------------|--|

2. Michael Parkin Economics, Addison-Wesley Publishing Company, New York, Chapter 1, 4, 6, 9, 10, 1990
3. Dominick Salvatore, Managerial Economics in a Global Economy, McGraw Hill International Editions. 2nd edition, 1993
4. Joseph G. Nellis Business Economics, Prentice Hall of India, Private Limited, New Dehli, 1997

STRATEGIC MARKETING COURSE No. 531 (3 Credit Hours)
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Definition of Marketing:

1. Dynamic of marketing – Marketing Mix,
 - Exchange Process.
 - Scope of Marketing,
 - Development of Marketing,
 - Internal and External Environment
 - Research, Survey – Information for Marketing Decisions
 - Observation regarding Target Markets.
2. Segmenting Markets.
 - Anatomy of Product
 - Consumer Based Products.
 - Convenience
 - Shopping
 - Specialty
3. Marketing Distribution.
 - Organizational Based Products.
 - Marketing channels
 - Wholesaling
 - Retailing
 - Physical Distribution
 - Machinery
 - Raw materials
 - Tools and Equipment
 - Parts and Semi finished
 - Management Services.

4. Marketing Communication and Promotion:
 - An overview of Promotion Policy
 - Communication and its importance.
 - Elements of Promotional Mix
 - Advertising vs Publicity
 - Personal selling
 - Sales Promotion
 - Public Relationing
 - Packaging.
5. Pricing Context and Perception
 - Pricing Strategy
 - Role of Pricing in Product Life Cycle (PLC)
6. Future Trend in Marketing
 - Relationship
 - Social Aspect of Marketing.

TEXT

1. David W. Cranens, Strategic Marketing, 3rd edition, Irwin.
2. Dvid W. Cansens, Charles W Lamb Jr. Strategic Marketing, Cases and Applications Irwin
3. Evens and Berman;, Marketing, Macmillan.

Additional reading.

Cundiff, Fundamentals of Modern Marketing, Prentice – Hall.
Fulmer, Exploring New Marketing; Macmillan.
McCarthy, Essentials of Marketing; Irwin.

BUSINESS MATHEMATICS

COURSE No. 541 (3 Credit Hours)

Introduction & Objective

Mathematics is an integral part of the education of students in business, economics and the social sciences. The objective is not to make mathematicians of these students, but to make them as comfortable as possible in an environment that increasingly makes use of tools for quantitative analyses of business scenarios for decision-making.

Course Outline

Objective

- | | |
|---|--|
| 1. Equations and their properties | To make students familiar with mathematical equations and different methods of solving an equation and <u>representing solution sets.</u> |
| - Solving quadratic equations
- Rectangular Coordinate System | |
| 2. Characteristics of Linear Equations | Creation of a frame of mind to translate simple business situations into mathematical equations, and relationship of increments and rates of increase/decrease with <u>desired outputs and inputs.</u> |
| 3. Systems of Linear Equations | Finding solutions of multivariate simple business situations and discovering different mixes and blending <u>schemes of inputs and out puts.</u> |
| - Gaussian elimination method 2x2
- Gaussian elimination method 3x3 | |
| 4. Mathematical Functions | Defining relationships between inputs and out puts. |
| 5. Linear Cost, Revenue, Profit Function | Fist step towards quantifying real life business problems like increase in profit, cutting down on costs, choosing correct depreciation method and capacity planning and evaluating effects of changes in one variable on the other. |
| - Other Examples of Linear Functions
- Break-even Models
- Sensitivity Analyses | |
| 6. Quadratic and polynomial Functions | To give an appreciation of increasing at decreasing rate And decreasing at increasing rate like situations. |
| - Demand and Supply Functions | |
| 7. Exponential Functions | Appreciation of situations where variables do not multiply or add but increase or decrease exponentially |

- Applications of Exponential Functions better to say continuously, i.e. time determines the intensity
 - Applications of logarithmic functions
8. Mathematics of Finance – Basics understanding of simple and compound interests, Compound amount annuities time value of money, And cost benefit analyses, e.g NPV
- Single Payment Computations
 - Annuities and their present values
- 9 Differentiation finding out for optimizing production, capacity.
10. Concavity and inflection points procurement of raw material, cost, profit and defining restriction.
- 11 Revenue, cost and profit optimization.
12. Marginal approach to profit maximization

Books Recommended:

Text Books: Applied Mathematics for Business, Economics and the Social Science 4th Edition. By Frank S. Budnick Mc Graw Hill Inc.

Handouts: Will be provided from time to time.

FINANCIAL ACCOUNTING
COURSE No. 551(3 Credit Hours)

1. The Nature and Functions of Accounting.
 - Accounting and Decision Making
2. Financial Statements- The outputs of the system.
 - Learning Objective
 - Objectives of Financial Reporting
 - Qualitative Characteristics of Financial Information

- The Uses and Limitations of Classified Balance Sheets
 - The Uses and Limitations of Classified Income Statements
 - The Retained Earnings Statement or Statement of Changes in Stockholders Equity
 - The Statement of Changes in Financial Position
 - Other Elements of an Annual Report of a Publicly Held Company
3. The statement of changes in financial position.
 - Learning Objectives
 - The purpose of a statement of changes in financial position
 - Statement of changes in financial position working capital basis
 - The statement of changes in financial position cash basis
 4. Interpreting financial statement data
 - Learning Objectives
 - The purposes of financial statement analysis
 - Sources of financial information
 - The techniques of financial analysis
 - Common financial ratios
 - Limitations of financial statement analysis
 5. Accounting for cash and receivables
 - Learning Objectives
 - Management Control Over Cash
 6. Current liabilities and concepts related to the time value of money.
 - Learning Objectives
 - Definition and Recognition of Liabilities
 - Types of Current Liabilities
 - Interest and the time value of money
 7. Accounting for long term liabilities and investments in bonds.
 - Learning Objectives
 - Bonds
 - Accounting for bonds by borrowers
 - Accounting for bonds by the investor
 - Other forms of long term debt
 8. Corporate organization and capital stock transactions.
 - Learning Objectives
 - Characteristics of a Corporation
 - The formation and organization of a corporation
 - Types of capital stock
 - The components of stockholders' equity

- Accounting for the issuance of stock
 - Use of stock information
9. Stockholders equity retained earnings and dividends
 - Learning objectives
 - Corporate income statements
 - Earnings per share
 - Dividends
 - Stock splits prior period adjustments, appropriations, and treasury stock
 - Retirement of capital stock
 - Statement of stockholder's equity
 - Summary of learning objectives
 10. Other relevant data
 11. Present and future value tables
 12. Glossary of key terms

BOOKS RECOMMENDED.

Flamholts Eric. G., Diamond A. Michael & Flamholts Diana Troik, Financial Accounting, McMillan Publishing Company, Latest edition.

Smith Jay.M.& Kousen, Fred K., Intermediate Accounting, 7th Ed. By South Western Publishing Company. Welseh, Glenn A. Charles, T. & Zlatkevich, C.T. Harrison Walter. T., Intermediate Accounting , 5th Ed.

Richard D. Irwin, Ero.Moshich & Larson, Intermediate Accounting KiesoWeygandyt, Intermediate Accounting, 7th Edition.

Meigs and Meigs, Bettner, Whittington ,10th Edition Robert f. Meigs, Mary A. Meigs, Mark Bettner, , Accounting The Basis for Business Decisions, McGraw Hill, Ray Whittington Cos. Inc. 1996, Int. Ed.

<p style="text-align: center;">BUSINESS RESEARCH METHOD COURSE No. 512(3 Credit Hours)</p>
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1. The Nature of Business Research

- Function of Business Research Marketing Information System Marketing Decision Support System Research Process and Research Design – Steps in Research ?Designing Process.

2. Sources of Research Data

- Internal and External Sources of Secondary data – Application of Commercial Survey, Audits, Panels – Nature of Survey Research – Criteria for the selection of a Survey Method – Errors in Survey Research – Issues in Multinational Surveys – Experimentation – Experimental Design Laboratory Experiments – Field Experiment – Text Marketing.

3. Measurement Techniques in Business Research

- Concept and Scales of Measurements – Components of Measurements – Measurement Accuracy Development of a Questionnaire – Nature of Questionnaire Design – Qualitative Research – Observation and Physiological Measures.

4. Sampling and Data Analysis

- The Sampling Process – Methods of Determining Sample Size, Distribution and Technical Statistical methods of determining sample size – Hypothesis Testing using Interval, Ordinal, Nominal Data – Multivariate Hypothesis testing – Measures of Association – Sales Forecasting.

5. Business Research Report and Ethical Issues

- Business Research Reports
- Preparation of the Written Research Report
- Preparation of Oral Presentations.
- Ethical issues in Marketing Research – Corporate Espionage.

Books Recommended:

1. Marketing Research , Donald S. Tull & Dell I. Hawkins 6th Edition (Mac Millan Publishing Co.

2. Business Research Method, William Emoury, Richard Irwin, Illinois, U.S.A, latest edition.

3. Research Methodology of Business & Social Sciences, Dr. Matin Khan

<p style="text-align: center;">INTRODUCTION TO FINANCE COURSE No. 522 (3 Credit Hours)</p>
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The Scope of Finance

Difference between Finance and accounting Function differences, and its concepts, functions, importance goals and objectives of Financial management.

Financial Markets

Methods of Financial Market classification, structure of market up rates, meaning and types of Financial Markets, Financial institutions, Commercial banks, Intermediaries, stocks markets.

Financial Market Participation

Methods of participation, investment alternatives, Financial and Real Assets, Investment approaches and information sources, common base approach.

Common quantitative Concepts to Finance

Data collection and organization, publications of government corporate data, trade association data, Data analysis – common bae approach corporate data, trend determinations.

The Ideas, the Plans, and the Budget

Definition and meaning of planning, Strategic and Financial plans, estimates, forecasts, Master Budget and Functional Budgets, Flexible Budgets.

The Search for Equity Capital

Nature and importance of equity capital, ordinary shares, preference shares, convertible securities, warrants, options, informal nd formal equity sources, rights and bonus shares, break-up (book value), earnings per shares, price earning rtio, shareholders equity.

Obtaining Bank and Trade Credit.

Nature and importance of credit, Bank Credit, cost of bank credit, Trade Credit, Commercial popper.

The Acquisition of Long-Term Debt.

Nature and impact of Long-term debt, considerations involved in debt usage, obtaining long-term debt capital Debt/Equity Ratio, Leasing – Financial and Operating Lease.

Managing Cash and Temporary Investments

Cash and cash equivalent, Importance and nature of cash management, development of cash management systems, investment alternatives available for small organizations, Cash Budgets anticipated and actual investment income.

Managing Receivables, and Inventory

Accounts Receivables and the Credit Policy, average collection period, aging schedule, credit terms, Inventory management types of inventory, control methods – Perpetual stock method, ABC Method, maximum and minimum balances, re-order level, Inventory turn over ratio, inventory on hand in days.

Financing Government and Government Units

Nature of government and government units, sources of funds, nature of government financing problems, potential solutions to financial problems.

Financing Not-for-Profit Organizations

Types of non-profit organization, sources of funds

Agribusiness Finance

Importance of agribusiness operations, financing agribusiness, sources of private and public financing.

Small Business Finance

Sources of small business finance, limitations of finance, why should banks promote
SME Financing, SMEDA, SBFC.

Recommended Books:

1. Stevenson, Fundamentals of Finance, Mc-Graw Hill, latest edition
2. Weston and Brigham, Essentials of Managerial Finance, Holt Saunders, latest edition
3. Iqbal Mathur Macmillan Publishing Co. , latest edition
4. Ramesh K. S. Rao McMillan Publishing Co., latest edition

<p style="text-align: center;">ORGANIZATIONAL BEHAVIOUR COURSE No. 532 (3 Credit Hours)</p>

- I Organizational Behaviour: A behavioral science and research perspective.
 - Background of the behavioral sciences
 - Anthropology
 - Sociology
 - Psychology
 - Social psychology.
- II PERCEPTION:
 - The nature and importance of perception
 - Sensation versus perception
 - Perceptual selectivity
 - Perceptual organization
 - Social perception.
- III ATTITUDE:
 - Components of Attitude
 - Functions of Attitude
 - Barriers to changing attitude.
- IV PERSONALITY:
 - The meaning of personality
 - The development of personality
 - Major Determinants of personality
- V STRESS:
 - The meaning o stress
 - The GAS Syandroms
 - Causes and consequences of stress.
- VI VATION:
 - The meaning of motivation
 - Primary, general and Secondary motivation
 - Theories of Motivation.
- VII LEARNING:
 - types and Theories of learning
 - Reinforcement.
- VIII GROUPS:
 - The Nature of Groups
 - Groups Formation and Development.
- IX COMMUNICATION:

- The definition of communication
 - Organizational and Interpersonal Communication
 - Superior – Subordinate Communication.
 - Subordinate – Initiated Communication.
- X POWER:
- Sources and Types of Power
- XI INTERACTIVE BEHAVIOUR AND CONFLICT:
- Individual conflict
 - Interpersonal conflict
 - Intergroup Behaviour and Conflict
 - Organizational conflict.
- XII LEADERSHIP:
- Theories of leadership
 - Leadership Styles
- XIII DECISION MAKING AND CONTROL
- XIV ORGANIZATION STRUCTURE
- XV ORGANIZATION DEVELOPMENT.

Books Recommended

- | | |
|---------------------|---|
| FRED LUTHANS | Organizational Behaviour; McGraw Hill Kogekusha, Ltd. Tokyo. |
| ABRAHAM K. KORMAN | Organizational Behaviour; Prentice – Hall, Inc., Englewood Cliffs, New Jersey, U.S.A., latest edition |
| THEODORE T. HERBERT | Dimensions of Organizational Behaviour; Macmillan Publishing Latest edition. |

<p style="text-align: center;">STATISTICAL INFERENCE COURSE No. 542 (3 Credit Hours)</p>
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- 1) Method of Least square, expectations, Moments, Moments generating functions, relationship; between moment about origin and mean.,
- 2) Probability Distribution:
Uniform, Binomial, Hyper Geometric, Poisson, and Normal Distributions.
- 3) Sampling Theory:
Normal Sampling Distribution, Sampling Distribution of the Mean, Sampling Distribution of Proportions, t-distribution.
- 4) Estimation Theory:
Method of Estimation, Estimating the mean; Estimation of Proportion; Differences between two means, Difference between two proportions.
- 5) Testing of Hypothesis:
Logic of testing of Hypothesis; Test concerning Proportions, Test of Independence Testing the goodness of fit.
- 6) Analysis of Variance:
One way, two classifications with one observations per cell and Several observations per cell.
- 7) Design of Experiment:
Completely Randomised Design, Randomised Block Design, Latin Squares,

Books Recommended:

Walpole, Introduction to Statistics, The Macmillan Co., N.Y., Collier-Mc-Millan Ltd. London latest edition
Donold Statistics, New York: McGraw Hill, 1995 International edition.
H.Sandas
William Mathematical Statistics with application. 3rd edition, Boston: Duxbury Press) 1981
Mendenhall Richard L.Scheaffer Maruin, Introduction to applied statistics, Boston: Prindle, 1975
Lentner John Netlr Applied Linear Statistical mjodel. 2nd edition Homewood; 1985
William Wasserman

<p style="text-align: center;">MANAGEMENT ACCOUNTING TECHNIQUES COURSE No. 552 (3 Credit Hours)</p>

Implement proven cost control methods into your organization to ensure your company's bottom-line is positively affected.

OBJECTIVE TO LEARN:

- Master successful budgeting techniques
- Distinguish between products costs and period costs
- Evaluate the differences between absorption and indirect costing
- Master job costing in multi-product and service environments
- Grasp the essential art of process costing
- Differentiate between actual and standard cost systems.
- Conduct variance analysis and take corrective actions.

Course Outline:

1. UNDERSTANDING THE DISTINCTION BETWEEN PRODUCT COSTS AND PERIOD COSTS TO DETERMINE THE IMPACT THEY HAVE ON PROFITABILITY.
 - Analyzing product costs to assess the effect they have on your inventory valuation.
 - Examining period costs to establish what they are and why they are not included in your inventory valuation process.
2. EVALUATING THE DIFFERENCES BETWEEN ABSORPTION AND DIRECT COSTING WHICH CAN BE USED TO APPLY IN THEIR DIFFERENT SCENARIOS.
 - Applying predetermined overhead rates and the choice of allocation base.
 - Understanding the uses of absorption costing with regards to the application of manufacturing overheads.
 - Comprehending the uses of direct costing by its application in different situations.
3. MASTERING JOB COSTING IN MULTI-PRODUCT AND SERVICE ENVIRONMENTS TO ENSURE THE ACCURATE TRACKING OF ORDERS.
 - Defining what job costing is and how it is used to calculate costs.

- Adopting a step-by-step procedure to calculate job costing effectively in an organization.
4. GRASPING THE ESSENTIAL ART OF PROCESS COSTING AND ITS USEFULNESS IN A HOMOGENOUS PRODUCT.
 - Defining process costing to determine its function within the management accounting process.
 - Using a step-by-step example to assess and apply process costing techniques effectively in the company.
 - Understanding the similarities and differences between Job-Order and Process Costing.
 5. DIFFERENTIATING BETWEEN ACTUAL AND STANDARD COST SYSTEMS TO MONITOR VARIANCES FOR MANAGEMENT CONTROL PURPOSES.
 - Mastering standard costing calculations in order to give a basis and set standard from which to determine costs.
 - Discovering the variances between actual and standard costs to assist with the appropriate corrective action
 - Analyzing various standard costing systems and average costing systems to decipher why organizations choose one system over the other.
 - Calculating actual costing by making use of applicable ratios to determine costs and using the results in deciphering your total maintenance, over overall cost percentages.
 6. CONDUCTING VARIANCE ANALYSIS TO DETERMINE THE DIFFERENT POSSIBLE CORRECTIVE ACTIONS WHICH YOU APPLY WHEN WORKING WITH DATA IN VARIOUS SITUATIONS.
 - mastering the technique of price variance calculation and learning how to review its outcomes accurately.
 - Comparing your actual costs and standard costs versus identifying the variance by using applicable data and deciding what action to then take.
 7. MASTERING BUDGETING TECHNIQUES TO ENSURE AND REALISE ALL THE POSSIBLE BENEFITS FROM BUDGETING PROCESS.
 - ensuring the achievement of the best allocation of resources to those parts of the organization where they can be used most effectively.
 - Investigating new ways or trends for the compilation and use of budgets to keep abreast with quicker, more accurate ways of determining cost expenditure.
 - Gaining the essential skills on how to budget effectively to keep abreast with costs.

- Evaluating annual and strategic budgets to determine the differences and use the applicable budget in the right scenario when calculating costs.
 - Learning how to prepare, read and report budgets effectively by gaining essential techniques and learning how to apply them for job function.
 - Combining budgeting and control techniques to keep costs in line and assists in achieving costing targets.
8. APPLYING ACTIVITY BASED COSTING (ABC) A MANAGEMENT TOOL FOR COSTING BY DETERMINING ITS USES AND FLEXIBILITY IN THE COSTING PROCESS.
- Understanding the differences between ABC and a traditional costing system.
 - Learning how to apply the steps for implementing ABC.
 - Using the powerful Activity Based Costing tool to boost the efficiency of costing methods and successfully monitor business costs.
 - Differentiating between ABC and traditional product costs.
9. APPLYING BREAK-EVEN ANALYSIS TO DETERMINE THE BREAK-EVEN POINT AND USING IT AS A MANAGEMENT TOOL.
- Highlighting the existing assumptions of cost volume analysis.
 - Defining what the break-even point is and how to calculate the break-even to understand its function in the costing process.
 - Evaluating the conclusions from the break-even analysis to determine what action steps to take .
10. IMPLEMENTING AND USING OPERATING COST STRUCTURES TO MAINTAIN COSTS AND BOOST PROFITS.
- analyzing and applying an effective cost structure in order to enhance profit stability.
 - Investigating operating leverage to maintain and boost organizations profits.
 - Examination the concept of sales mix to determine its function in the costing process.
11. EXAMINING THE RELEVANT COSTS AND USE FOR DECISION-MAKING PROCESS IN MANAGEMENT ACCOUNTING
- distinguish between relevant and irrelevant costs and how they are applied to management accounting.
 - Demonstrating whether to keep or replace equipment by an analysis of costs.
 - Preparing and analysis to determine whether the product line should be dropped or retained.
 - Deciding whether make or buy analysis is well organized.

Books Recommended:

1. Cost Accounting, Planning & Control, Mats & Usy, South Western Publishing Co. latest edition
2. Cost Account : a Managerial Emphasis, Charles T. Horngren, latest edition
3. Cost Accounting, General R. Growing Shield & Kenneth A. Cromman, latest edition
4. Cost Accounting: Polimini & Cashin; McGraw Hill., latest edition.
5. Introduction to Management Accounting, Horngen Charles T; Prentice Hall Inc., latest eidtion
6. Managerial Accounting; Q. Compel & Ronald M. Dascher, Paul E John Wiley & Sons, latest ed.
7. Managerial Cost Accounting; Blerman, Jr. Harold Dyckman, Thomas R; Coller Mc-Millan Pub.
8. Fundamentals of Management Accounting; Anthony, Robert N./ Welsch, Glenn A; Richard D. Irwin, Inc., latest edition

<p style="text-align: center;">ENTEREPRENEURSHIP COURSE No. 561(3 Credit Hours)</p>

1. The Nature and Importance of Entrepreneurs
2. The Entrepreneurial and Intrapreneurial Mind
3. The Individual Entrepreneur
4. International Entrepreneurship Opportunities
- 5.. Legal Issues for the Entrepreneurs
6. The Business Plan: Creating and Starting the Venture
7. The Marketing Plan
8. The Financial Plan
- 9.. The Organizational Plan
10. Sources of Capital
11. Informal Risk Capital and Venture Capital - Opening Profile: David Wetherell
12. Preparing for the New Venture Launch: Early Management Decisions

Credit hours/ Marks: - 3

Reference Books

Entrepreneurship (2002) 5th Edition by Robert D. Hisrich, Michael P. Peters.

Reference Material :

Entrepreneurship by Hans Schollhammer & Arthur H. Kuriloff
- Cutting Loose by Thomas A. Easton & Ralph W. Conant
- Entrepreneurship and the Privatizing of Government by Calvin A. Kent
- Entrepreneurship Development in Public Enterprises by Joseph Prokopenko and Lgor Pavlin
Public Relations for the Entrepreneur and the Growing Business by Norman R. Soderberg

Recommended Books:

1. Entrepreneurship – A Contemporary Approach . Kuratko, D. F. and Hodgetts, R. M. (1998), The Dryden Press
Reference

INTERNATIONAL BUSINESS COURSE No. 621 (3 Credit Hours)

1. International Business: An Overview
 - Modes of International Business
 - External Influences on International Business
 - Evolution of Strategy in the Internationalization process
 - Behavioral practices affecting international business
 - Reconciliation of International Difference in conducting international business
 - The Impact of Political System on Management Decision relating to International Business
 - Formulating and Implementing Political Strategies for International Trade
 - Importance of Understanding legal environment of host countries and Evolution of legal and Political Strategies in the Internationalization Process.
 - Key Economics Issues in managing International Trade.
 - Key Legal Issues in International Business.

2. International Trade Theory
 - Mercantilism and Neo Mercantilism theory
 - Absolute Advantage
 - Factor Proportion Theory
 - Why Companies Trade Internationally
 - Determinations of Global Competitive Advantage.
 - Governmental Influence on International Trade
 - Forms of Trade Control
 - Business Strategy for managing Governmental Influence on International Trade

Foreign Direct Investment
Method of Foreign Direct Investment
Objectives of FDI
Foreign Direct Investment and its Relationship with Trade and Factor
Mobility
Motivations for Handling International Business Through Direct Investment.

3. International Monetary System and Trade Financing.

The International Monetary System
Foreign Exchange, Terms & Definitions
How the Foreign Exchange Market Works
Exchange Restrictions
Exchange Rate Arrangements
The Determination of Exchange Rates
Forecasting Exchange Rate Movements
Business Implications of Exchange rate Changes

4. Multinational Operation

Definition of Multinational Enterprise
Evaluating Economic Impact of the Multinational Enterprise operations on
Domestic Economics and Domestic Firms.
Developing Business Strategy to respond to the threat posed by the.
Collaborative Strategies – Introduction & Motives for Collaborative
Arrangements.
Types of Collaborative Arrangements.
Problems of Collaborative Arrangements
Defining Collaborative Strategies

5. Conducting International Trade.

Country Evaluation and Selection.
Control Strategies
Marketing
Export and Import Strategies

Books Recommended:

John D. Daniels & Lee H. Radebaugh, International Business Environments and
Operations, 8th Edition, Addison Wesley Longmen Inc.
Philip R. Cateora, International Marketing, 10th Edition, McGraw-Hill USA
Haansson H, International Marketing & Purchasing of Industrial Goods, and
International Approach, John Willey.
Kigen, Multinational Business, McGraw Hill, latest edition
Blough, International Business, McGraw Hill, latest edition.
Endel J. Kolde, International Business Enterprise, Prentice Hall, latest edition.

Richman and Copen, International Management and Economic Development
McGraw Hill

Dymanza, William A., Multinational Business Strategy, McGraw Hill, latest
edition.

Robock and Simonps, International Business and Multinational Enterprises, latest
edition.

Linda B. Catlin and Thomas F. White, International Business: Case studies., latest
edition.

<p style="text-align: center;">ADVANCED MANAGEMENT COURSE No. 611 (3 Credit Hours)</p>
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1. Introduction
 - The Challenge of Management and Pioneering ideas in management.
 - Understanding external and internal environment.
 - Social responsibility and ethics.
2. Planning and Decision Making
 - Establishing organizational goals and plans
 - Strategic planning / Management
 - Managerial Decision Making
 - Planning and Decision Aids
3. Organizing
 - Elements of organization structure
 - Strategic Organization design
4. Leading
 - Motivation
 - Leadership
 - Managerial Communication
 - Managing Groups
5. Controlling
 - Controlling and its methods
 - Controlling Process

6. An Overview of :
- International Management
 - Human Resource Management
 - Entrepreneurship and Small Business

BOOKS RECOMMENDED:

1. Kathryn M. Bartol, David C. Martin, Management (2nd Ed. 1994 or Latest). McGraw Hill Inc. New Yourk.
2. Management (A Global Perspective) Harold Koontz/Heins, Weihrich 10th Edition McGraw Hill Co. Ltd, U.S.A.
3. Management Science, Dannenbring/ Starr (McGraw Hill Co., Ltd.
4. Operational Research, Taha (Collier Mc-Milan Co. N.Y.

<p>MANAGERIAL ACCOUNTING COURSE No. 631 (3 Credit Hours)</p>
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Cost Classification Concept and Uses.

Classification of a costs product, period, fixed, variable, sunk, imputed, direct, indirect, opportunity, out of pocket, inventorial, differential, incremental concept cost price, expense, loss.

Cost Volume, Profit Analysis,

Meaning of Cost-Volume-profit Analysis. Break-even Point, Contribution Margin Approach, Equation Approach, Graphic Approach, Safety Margin, Angle of Incidence, PV Ration and its uses cost structure and operating leverage, Effect of Income Taxes.

Direct and Absorption Costing

Meaning of Direct and Absorption Costing, Direct (variable) costing Income Statement, Absorption costing statements, reconciling income under direct and absorption costing changes in inventory, evaluation of direct and absorption costing, effect of the volume variance.

Decision Making:

Relevant and irrelevant costs, make or buy decisions, addition and deletion of a product, lease or buy steps in the decision – making process, quantitative versus qualitative analysis, obtaining information, pitfalls to avoid i.e. common errors in decision making.

Pricing Decisions

Major influences on pricing decision, open market pricing cost plus pricing full cost based pricing, contribution based pricing.

Responsibility Accounting and Cost Allocation,

Responsibility centers, performance reports, cost allocation based on budget activity based, activity based responsibility accounting and behavioral effects of responsibility accounting.

Profit Center and Transfer Pricing.

Definition of Profit Center and Transfer Pricing, General transfer – pricing rule, Transfer pricing based on the external market price, Negotiated transfer price, cost based transfer prices, standard versus actual costs.

Budgeting

Function and master budget – The Master Budget overall plan and a planning assumptions and predictions underlying the master budget, Flexible Budget definition and meaning advantages, fixed overhead treatment, revised budget..

Capital Budgeting

Meaning of the Capital Budgeting, Concept of Present Value, Discounted Cash Flow Method, Net Present Value, Internal Rate of Returns, Payback Period. Accounting (average) Rate of Return, Effect of Income Tax in Capital Budgeting, Depreciation in Capital Budgeting.

Zero-Base Budgeting

Meaning of Zero Base Budgeting, Advantages and disadvantages.

Financial Reporting and Changing Price

Meaning of Financial Reporting and Financial Statements, Balance Sheet, Income Statement, Statement of Cash Flows, change in Equity, impact of changing prices on Financial Statements.

Books Recommended:

1. Introduction to Management Accounting, Horngren Charles T; Prentice Hall Inc. latest edition.
2. Managerial Accounting; Q. Compel & Ronald M. Dascher, Paul E John Wiley & Sons Latest ed

3. Managerial Cost Accounting; Blerman, Jr. Harold Dyckman, Thomas R; Coller Mc-Millan Pub.
Latest edition.
4. Fundamentals of Management Accounting; Anthony, Robert N./ Welsch, Glenn A; Richard D. Irwin, Inc. , latest edition.

MANAGEMENT INFORMATION SYSTEM

COURSE No. 612 (3 Credit Hours)

I. Introduction To Management Information Systems

- What is a Management Information System ?
- Capabilities of a Management Information System
- The Need of a Management Information System
- Batch Transactions processing, On-line Processing
- Real-Time Transaction Processing
- Principles of Reporting, Report Presentation Modes
- Types of Reports
- What is Information Resources management (IRM)
- The ingredients of IRM, Organizing for IRM
- Why Managers Are Often Frustrated with their MIS

II. The Concept of a Management Information System

- Introduction
- The Elements of a Simple Information System
- Transactions Processing Information System
- Information System for Managers
- Intelligence Information Systems
- Decision Support Systems
- Knowledge-Base Systems
- Office Automation System
- Key –Task Organization of Information System
- Integration of Information Systems

III. Fundamentals Of Computer Systems

- The Rise of Computer
- What Managers should know about Computer System
- The Information Technology Industry

Computer Hardware and Software
Orientation of Operating systems
Programming Languages

IV. Data Communication

Data Communications
Telecommunication Systems
A simple Data Transmission System
Computer – Controlled Data Transmission
High Speed Data Transmission
Commercial Communication Networks
Network Concepts
External Networks

V. Accounting Information Systems

Functional Information System
General Characteristics of Accounting Information Systems
Coding Systems
Responsibilities Accounting Information System
The Accounting Process
The General Ledger System

VI. Building Management Information Systems

Requirements Analysis
The Role of Managers and Users in System Development
The System Development Life Cycle
Potential Problems with existing Systems
Feasibility Assessment
Strategic Factors
Determining The Scale of the Development-Effort

Approaches to systems Developments
The Traditional Approach
Modern Approaches
Prototyping Approach
End-user Computing

Developing A Model For a New System
Logical and Physical Dimensions
Designing System Output
Designing system Input
Processing Requirements

Storage Requirements
Personnel Requirements

System Acquisition, Implementation and Maintenance
Acquiring System Components from vendors
System Implementation
Post-implementation Review
System Maintenance

VII. Database Management

Major Issues in Data Management
User Interfaces
Data Access and Organization Methods
Database Models
Database Administration
Database Designing

VIII. Distributed Computing

What is Distributed Computing?
Client/Server Computing
Distributed Databases
Distributed Data Processing
Distributed Option, Advantages and Disadvantages

IX. Knowledge-Based Systems

Evolution of AI
AI Applications
Components for Expert system
Uses and Limitation of Expert Systems

X. MIS in the functional Areas of Business

The Functional Areas of business: An Overview
Financial Information System
Marketing MIS
Manufacturing MIS
MIS in other business areas

Books Recommended

1. George M. Scott Principles of Management Information System, latest ed.
2. Raymond McLecod, Jr. Management Information Systems, latest edition.
3. Charles Parker Management Information System Strategy and Action, latest edition.

STRATEGIC MANAGEMENT COURSE No. 622 (3 Credit Hours)

- I The nature and Importance of Business Policy/Strategy.
- II The Role of Policy/Strategy in Organization.
- III The changing Social Role of Business
- IV Managerial & Organizational Style.
- V An Invitation to Strategic Management
Introduction:-
Relationship of Business Policy and Strategic Management?
Strategic Management in Multiple-SBU business in strategic Management.
Strategic Decision-Making Process
- VI Strategic Management Elements:
Introduction
Mission and Objectives
The Strategists
The board of directors and strategic management Top managers as strategists
Entrepreneurs as strategists the CEO and other strategists.
- VII Environmental Analysis and Diagnosis:
Introduction
Socioeconomic sectors Technological factors supplier sectors Competitor sectors Government sectors.
Analyzing the Environment.
Techniques for environmental analysis Description of environmental analysis the role of strategists in analysis and diagnosis.
Diagnosis of the Environment
Diagnosis and strategists characteristics Diagnosis and the strategists job
Diagnosis and the group of strategists Diagnosis and the strategists environment.
Focusing the Diagnosis:

Environmental Threat and Opportunity Profile: ETOP Summary

- VIII Strategic Advantage Analysis and Diagnosis:
 - Introduction:
 - Strategic Advantage Factors

 - Analyzing Advantage:
 - Diagnosis of the Strategic Advantages:

- IX Considering Strategic Alternatives:
 - Introduction
 - Strategic Alternatives and the Definition of the Business
 - The Grand Strategy Alternatives
- X Strategic Choice:
 - Introduction
 - Focusing the Alternatives for Selection
 - Descriptions of Managerial Choice Factors
 - The Time Dimension and Strategic Choice

- XI Implementing Strategy: Resource Allocation, Organization and the Planning System.
 - Introduction
 - The Implementation Process

- XII Implementing Strategy: Functional Policies and Leadership Processes:
 - Introduction
 - Functional Policy Implementation:
 - Leadership Implementation:
 - Leader Choice and assignment Style and climate career development organization development
 - Summary

- XIII Evaluating the Strategy:
 - Introduction
 - The Control and Evaluation Process:
 - The Motivation to Evaluate
 - Criteria for Evaluation
 - Measuring and Feedback:

- XIV Applying the Strategic Management Process:
 - The Case Method:
 - The Case Preparation Process:
 - Guidelines for Analyzing Cases:

BOOKS RECOMMENDED:

1. George A. Steinar & John B. Miner Management Policy & Strategy: McMillan Pub.Co.N.Y.(Latest Edition)
2. William F. Clueck, Lawrence R. Jauch, Business Policy and Strategic Management 4th Edition McGraw-Hill(Kogakusha) Ltd., Tokyo.1984
3. Newmann & Logan, Business Policy in Central Management.(Latest Edition)
4. Thomas L. Wheelen, J. David Hunger, Strategic Management and Business Policy, 7th Ed. Prentice Hall, Year 2000
5. Fred R. David Strategic Management, Concepts and Cases, 7th Ed. Prentice Hall.
6. Thompson Strikland, Strategic Management, Concepts and Cases 10th Ed. McGraw Hill.(Latest Edition)

<p style="text-align: center;">FINANCIAL MANAGEMENT COURSE No. 632 (3 Credit Hours)</p>

1. Introduction of Financial Management:
 - Risk and Return – Basis
 - Types of Risks & Relationship Between Risk & Return
2. Measuring Portfolio Risks, and Efficient Portfolios:
 - CAMP
 - CMI
3. Introduction of Valuation Models:
 - Bond Valuation
 - Differential Sensitivity
4. Stock Valuation – Constant Growth
 - Stock Valuation – Supernormal Growth
 - Preferred/Perpetuities Valuation
5. Cost of Capital – Overview:
 - Component Cost of Capital and Tax Effects
6. Basics of Capital Budgeting and Project Classifications
 - Similarities Between Capital Budgeting & Security Valuation
 - Capital Budgeting Decision Rules, NPV, IRR, MIRR & PI
7. Project Cash Flow Estimation, Identifying Relevant Cash Flows:
 - Tax Effects, Changes in NWC, Replacement Analysis.

- Evaluating Projects With Unequal Lives
- 8. Project Risks, Impact of Abandonment on NPV
- 9. Incorporating Risk and Capital Structure into Capital
 - Budgeting decisions
- 10. Long – Term Financial Planning
 - Sales Forecast
- 11. Capital Structure Decisions, Theory of Capital Structure, Dividend Policy.
- 12. Mergers and Divestitures , Bankruptcy and Reorganization.
- 13. Islamic Financial System.
- 14. Financial Statement Forecasting
 - Capital Structure Theory,
 - Setting the Target Capital Structure,
 - Some Considerations in the Capital Structure Decisions
- 15. Types of Leases:
 - Tax Effects, Financial Statement Effects, Evaluation by the Lessee, By the Lessor.

BOOKS RECOMMENDED:

1. Eugene F. Brigham & Louis C. Gapensky Financial Management–Theory & Practice, 8th Edition, Dryden Press.
2. James C. Van Home. Financial Management and Policy, Prentice-Hall., latest edition
3. Keown, A.J. & Basic Financial Management, Prentice Hall, latest

SPECIALIZED ACCOUNTING
COURSE No. 652(a) (3 Credit Hours)

1. Introduction
2. Bank Accounts
3. Accounts of Insurance Companies
4. Insurance Claims
5. Accounts of Transport Agencies
 - i) Air Transport
 - ii) Railway Transport
 - iii) Road Transport
 - iv) Shipping Company

- v) Voyage Accounts.
- 6. Hotels, Restaurants and Tourist Resorts
- 7. Trust and Agency
- 8. Institutional Accounting
 - i) Educational Institutions
 - ii) Hospitals and Charitable Institutions
- 9. Electric Gas and Water Supply Companies
- 10. Accounts of Theater and Motion Picture Theaters.

Books Recommended:

Specialized Accounting System; latest edition	Heaton Baily
Governmental Accounting, latest edition	R.M. Mikesell
Accounting for Hotel Catering, latest edition	R.E.Simmerson
And Tourism Students, latest edition	
Advanced Accounting, latest edition, latest edition	Moinuddin Khan, Volume II
Specialized Accounting, latest edition	Uzair Hasan
Advanced Accounting, latest edition	R.N. Carter

ACCOUNTING SYSTEM
COURSE No. 662(a) (3 Credit Hours)

1. Introduction
 - Need for System, Role of the System, Objective of the System
2. Accounting System in Practice
 - Accounting System in Manufacturing and Manufacturing Non-Manufacturing industry firms.
3. Basic Consideration Prior to System Development and Installation:
 - a) Structure of Business Organization
 - b) Role of the Accounting System and Controller
 - c) Financial Policy and Government Regulation
 - d) Information Flow

e) Internal Control

4. Components of the Accounting System.
5. Developing and Refining Accounting Data Necessary For Cost and Managerial Planning
6. Budgeting
7. Taxation is Accounting
8. Accounting For Change in Several Policy Level.
9. System Analysis
10. Performance Analysis
11. Detailed Study of Accounting System of Different Organizations

Books Recommended:

- | | |
|---|----------------------------|
| 1. Introduction to System Analysis, latest edition
Inc. | Silver G.A.; Prentice Hall |
| 2. System and Procedure for Business, latest edition
Inc. | Lazzar V Prentice Hall |
| 3. Foundation in Accounting-2, latest edition
Prentice Hall Inc. | Lewis, R. and Forth M. |

<p style="text-align: center;">FINANCIAL STATEMENT ANALYSIS COURSE No. 662(b) (3 Credit Hours)</p>
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Introduction:

Need for analysis, Use of Financial data, General Users of Financial Statements

Variation in Accounting Practices:

Treatment of Cost Revenues, Inventories, Depreciation.

Comparison of Balance Sheets

Scrutinizing the statement; Comparative Balance Sheet, Percentage of Increase and Decrease; Horizontal and Vertical Analysis; The Said Rate.

Comparison of Income Statements

Comparative Income statement; Horizontal Analysis; Vertical Analysis; Relation of Expenses, to sales.

Variation in Income:

Statement Accounting for Variation in Net Income; Relation of sales to Income; Relation of Sales to Price Level; Statement Accounting for variation in Gross Margin; Break-Even point Analysis.

Trends:

Trend Relation; Comparison of Trends; Graphic Representation of Trends; Arithmetic Scale Semi Logarithmic Chart.

Financial Structure:

The Structural Equation Balance Sheet and Detailed Statement of Financial Structure Quantitative Measurement of the Relationship – Structural Ratio; Vertical Analysis, Interpretation of the Measurement, Measurement of Liquidity Measure of Working capital, Acid test, Trends of the Structural Ratio, Operating Ratio.

Interpretation of the Measurement:

Horizontal, Vertical, Measure; Analytical Devices as tools, interpretation of the Position of Receivables, Levels o analysis, Level of Analysis of the variables, Interpretation of the Position of Inventory, Interpretation of the Position of Inventory, Interpretation of Position of Non-current Assets, Interpretation of the position of the Equities, Interpretation of Net Income.

Standard Ratios:

Books Recommended:

1. Myre, John N., Financial Statement Analysis, latest edition.
2. Mufti Qaiser Reading in Financial Analysis, latest edition
3. Mc-Millan Stewart Financial Statement Term and Analysis, Richard D. Irwin latest ed.

<p style="text-align: center;">ADVERTISING AND PROMOTION COURSE No. 652(d) (3 Credit Hours)</p>

1. Promotion and Marketing
2. Promotion and Communication process
3. Promotion and external environment
 - Cultural and social
 - Business and economic
 - Legal and ethical
4. Marketing efforts and promotion mix
5. Advertising
 - An introduction
 - Print and Broadcast/ electronic media
 - Other media
 - Media Planning and measurement of effectiveness
6. Personal selling
 - The sales person and selling task
 - Sales force management
7. Sales Promotion
 - Stimulation of consumer response
 - Stimulation of Channel support
8. Publicity and public relations

BOOKS RECOMMENDED:

1. Courland L. Bovee and William F. Arens, Contemporary Advertising, 3rd edition, Homewood: Irwin, 1989.
2. Michal L. Rothschild, Advertising (from fundamental to Strategies) Lexington: D.C. Health and comp, 1987.
3. Kim B. Rotzolz and James E. Haeznes, Advertising in contemporary Society, Perspectives toward understanding. Cincinnati: South-Western Publishing co.1986.
4. Francesco M.Ni, Advertising Management and Society(a business point of view). New York: McGraw Hill, 1994.
5. A Jerome Jewler, Creative Strategy in Advertising, 2nd edition, California: Wadsworth Publishing co, 1985.
6. Robert V. Zacher and Thomas A. Bowers, Advertising Techniques and Management. Belmont: Wadsworth Publishing co.) 1988.
7. David W. Nflen, Advertising Maning, Implementation and Control. Cincinnati: South Western Publishing co, 1975.

<p style="text-align: center;">GLOBAL MARKETING COURSE No. 662(d) (3 Credit Hours)</p>
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1. Introduction

- Global Marketing – Concept and Definition.
- Forces Shaping Global Marketing Strategy.
- How Global Marketing differs.
- Phases in evolution of Global Marketing Strategy – an Overview.
- Information for Global Marketing Information in different Phases.

2. First Step to Globalization:

- Corporate Mission Statement, goal and Objectives.
- Degree of Investment, resource allocation, level of risk, Defining Business, Core Competence and Strategic thrust.

3. Global competitive advantage and Market Selection Decision.

- Establishing Global Competitive Advantages.
- Market Scope and Competitive Positions.
- Parameters of Market Choice Decisions.
- Market Characteristics, Competitive environment and choice decision.
- Models for entering in Global Market.

4. Local Market Expansion:

- Redefining Business and Leveraging Capabilities.
- Reformulating Competitive Pastime and deterring strategic Market.

5. Posting, Segmentation and Tailoring Programmes to local Markets.

- Product Modifications and Tax laving Communication Strategies.
- Tailoring Pricing Strategies.
- Tailoring distribution Strategy.

- Implementing Market Expansion Strategy – Managing Organizational network, flow of goods and material distribution logistic, payment and financial flows.

6. Globalizing Marketing Strategies:

- Moving towards global rationalization.
- Global goals and objectives
- Leveraging core competence in global market.
- Completing posture and strategic thrust in global market.

7. Charting directions in Global Markets:

- Portfolio Analysis – Principles, Levels and Units.
- Evaluating Portfolio – Dimensions.
- Rebalancing and Expanding Portfolio.

8. Global Competitive Strategy and Corporation Infrastructure:

- Configuring global market,
- Achieving Global Synergies.
- Global marketing Strategy alternatives.
- Global Infrastructure – Value System and Global Management System.
- Developing Customer Linkages and collaborating with competition

Books Recommended:

1. Douglas P. Susan, C. Samuel Craig Global Marketing Strategies, (Int. Ed., 1995 Mc-Graw Hill Inc., New York.).
2. Susan P. Douglass/C. Samuel Craig, Global Marketing Strategy, International edition 1995 Mc-Graw Hill Inc.
3. Vern Terpstra International Marketing, Vern Terpstra, The Dryden Press N.Y.

<p style="text-align: center;">INDUSTRIAL MARKETING COURSE No. 661(d) (3 Credit Hours)</p>
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1. Introduction;

- Definition of Industrial Marketing
- The industrial Marketing Mix.
- Why study industrial marketing.
- The external environment of industrial firms
- Distinctive aspects of industrial Marketing.

2. Industrial Markets and Products:

- The nature of Industrial Markets
- Commercial enterprises
- Institutional and Government Markets
- The nature of industrial products and services.

3. Understanding the Industrial Customers:

- Purchasing Function and Procedure
- Organizing Purchasing operation
- Buying Behaviour - Selling to Organizations.
- Technical, commercial and Behaviour complexities.
- Concepts and models of Organizational Buying Behaviour.

4. Industrial Marketing Research and intelligence:

- The role of research in marketing decisions.
- Major responsibility areas of Marketing Research.
- Steps in Marketing Research Process.
- Marketing Intelligence.

5. Demand Measurement and Sales Forecasting:

- Industrial Demand – Basic Concept and Special Characteristics.
- Demand Analysis.

- Estimating Market Potential.
- Forecasting Sales.

6. Industrial Market Segmentation:

- Definition and Process of Market Segmentation.
- Market Segmentation for Industrial Marketer.
- Methods and Bases for Segmenting Industrial Markets.

7. Industrial Marketing Mix:

- Strategic Management of Industrial Products and services – Types of Strategies of Strategic Planning Process and conceptual Planning tools.
- Importance of new product/Service.
- Types and risk in Product/ Services innovation.
- Unique characteristics of Industrial Products and Services.

8. Industrial Pricing:

- Characteristics and Framework of Setting Industrial Prices.
- Prices over the life cycle.

9. Industrial Communications:

- Industrial Promotion.
- Promotion and buyer – Micro and Macro approaches.
- Industrial advertising and Sales Promotion activities.
- Role of Sales Promotion, Publicity and Public Relation.

10. Personal Selling and Sales:

- Personal Selling – Distinctive Requirements and Dynamic Perspective of Industrial Selling
- Managing the Industrial Sales Force.

11. Industrial Channel Strategy:

- Industrial Channels.
- Types of Industrial Middlemen.
- Designing and Managing Industrial Channels Strategy.
- Implementation and Evaluation of Industrial Channel Strategies.

Books Recommended:

1. Michael H. Morris Industrial and Organizational Marketing, (ed. 2nd, 1992, New York, Mc-Millan Publishing Company
2. Robert W Haas. Industrial Marketing Management (ed. 3rd 1986, Kent Publishing Company Boston).

TAXATION

COURSE No. 651(a) (3 Credit Hours)

1. Taxation Principles, Definitions
2. Tax Administration, History of Income-Tax Law.
3. Income Tax Authorities
4. Charge of Tax, Total Income,. Taxable Income
5. Capital & Revenue
6. Income Exempt from Tax
7. Salient Features of Income Tax Ordinance 1979.
8. Residence & Basis of Taxation
9. Tax on Salaries
10. Interest on Securities
11. Income from Property
12. Profitable Gains of Business and Profession
13. Income from Other sources and Capital Gains'
14. Wealth Tax
15. Central Excise & Custom
16. Assessment Procedure.

Books Recommended:

1. Khawaja Amjad Saeed, Income Tax Law and Practice, latest edition.
1. Income Tax Ordinance Govt. of Pakistan 1979.

<p style="text-align: center;">GOVERNMENTAL ACCOUNTING COURSE No. 661(a) (3 Credit Hours)</p>

1. Introduction to Governmental Accounting
2. Governmental Accounting Procedure, Internal Control, the Accounting Process Books of original entry, Books of final entry.
3. General Funds:
General Operation-General fund Balance Sheet, statement of changes in un-appropriate surplus, other casual features of general Accounting, Revenue, Accounting-function, Classification, Sources and coding of Revenue Account.
4. Budgets:
Budgets Preparation, Expenditure Estimates, revenue Estimates, Contents of Budgets.
5. Expenditure Accounting:
Classification, object, organizational unit, Coding of Account etc.
6. Bond Funds:
Purpose, Legal Requirement, Premium or discount, Accounting for, and Financial Statement.
7. Sinking Funds:
Operation, Assets, Planning, Special transaction, Combination, Nonaccrual.
8. Trust and Agency Funds:
Characteristics, Accounting for, Statement.
9. Working Capital Funds:
Characteristics, Origination, Statements.
10. Special Assessment Funds:

Plan for operation, feature, Accounting for, Assessment, Transaction, Termination.

11. Fixed Assets:
Classification, Sources of Acquisition, Statement.
12. Liabilities:
Short-Term Liabilities, Long-term debt Statement.
13. Cash Procedures and Accounting:
Requirement, Classification Protection Disbursement, Statement,
14. Unit Cost Accounting:
Purpose, Allocation and Apportionment, Determination Application, and Uses.
15. Utility and Other Enterprise Fund:
Accounting for Balance Sheet; Income and Expense Account and Statements.

1. INTRODUCTION ABOUT THE COMPANY LAW IN PAKISTAN

History of company law in Pakistan
Constituents of the ordinance
Non-application of the ordinance
Application for the ordinance to non-branding companies with purely provisional
object
Mode of incorporation of company
Jurisdiction of the courts
Types of companies
Obligation to register certain associations, partnerships etc., as companies
Consolidation of laws.

2. PROMOTION AND INCORPORATION OF A COMPANY

Promotion of a company
Provisions with respect to names of companies
Memorandum and article of association
Association not for profit
Companies limited by guarantee
Provisions relating to conversion of public company into private company or vice versa
Service and authentication of documents

Promoters' duty to disclose
Remuneration to promoters
Mode of forming a company
The procedure for incorporation

3. PREPARATION OF PROSPECTUS

Definition
Legal provisions governing prospectus

4. ALLOTMENT

5. SHAREHOLDERS OF A COMPANY

Modes of becoming a shareholder
Who can be a shareholder
How to cease to be a member
Other provisions

6. MANAGEMENT OF COMPANIES

Registered office, publication of names
Commencement of business by a public company
Directors and Chief Executives

7. MEETING AND RESOLUTIONS

Types of meetings of shareholders
Company resolutions

8. PREPARATION OF ANNUAL ACCOUNTS

Fourth schedule (Requirements as to balance sheet and profit and loss account of listed companies)

9. THE AUDITOR FOR A LIMITED COMPANY

Appointment of auditors
Independence of an auditor
Auditor's lien

- Status of auditor
- Audit committee
- Materiality to accounts and the auditor
- Auditor of a company and legal documents
- Articles of association and auditor
- Prospectus and auditor
- Auditors' reports
- Annual audit
- Submission of auditor's report to shareholders
- Audit conclusions and report

10. DIVISIBLE PROFIT AND THE AUDITOR

11. EXERCISE OF BORROWING POWER

- Legal provisions
- Forms of borrowing
- Debenture stock
- Types of mortgages and charges
- Issues of debentures
- Redemption of debenture
- Remedies of debenture-holders

12. FOREIGN COMPANIES

- Meaning of foreign companies
- Documents to be delivered to the registrar
- Alternation in documents
- Accounts of foreign companies
- Obligations
- Penalties
- Prospectus
- Notice of liquidation

13. WINDING UP

- Winding up by court,
- Proceedings for winding up order
- Statement of affairs
- Report by official liquidator
- Contributories
- Voluntary winding up
- Creditors winding up
- Winding up subject to the supervision of a court.

14. REGISTRATION FEES FOR COMPANIES

Books Recommended:

- | | |
|---|-------------------------------------|
| 1) Governmental Accounting, | Miksell, R.M., Richard D.Irwin Inc. |
| 2) Provincial Financial Hand Book | Vol, I, II, III |
| 3) Fundamental Rules (Central) | latest edition |
| 4) Central Accounts Code | Vol I to IV |
| 5) Central P.W.D. Account Code | latest edition |
| 6) central Audit Manual (P.W.D.) | latest edition |
| 7) Treasurer Manual (Central and Provincial). | |

<p style="text-align: center;">FINANCIAL APPRAISAL COURSE No. 651(b) (3 Credit Hours)</p>

Aspect of Project Appraisal

Management/institutional
Technical
Marketing
Financial
Economic

1.What is investment Appraisal

Purpose; Capital budgeting; Investment appraisal; environmental aspects; Types of investment situation, Risk and uncertainty; Inflation; How much should a project earn?

2.Conventional Appraisal Methods

Yearly cash flows; Payback method; ROR method, True ROR; summary.

3.Discounted Cash flow Methods:

Present value; NPV method; Discounted cash flow yield (DCF) method; Interpolation; other shortcuts; comparison of appraisal methods; Ramich projects; Discounted pay back method summary.

4. Determining Cash flows

Cash flow and outflows; Primary pricing of the cash flows; Project life; Relevant cash flows; Project teams; summary.

5. Specific Examples of Appraisals

New product appraisal; Cost saving investment; Replacement investment; Mutually exclusive investments; Lease or buy decision; Capital rationing; Further conflict; presenting a case; summary.

6. Incorporation Taxation

Corporation tax; taxable/profit; Depreciation methods; Capital allowance; Tax payments; Govt. assistance; Public authorities; Taxing the self employed; Capital gains tax Value added tax (VAT); summary

7. Allowing for inflation

Problems inflation, Inflation accounting; Effects of inflation on project appraisals; Real and normal rates of return; Quantifying the effects of inflation; Effects of inflation on over king capital' Effects of inflation on taxation; Estimating future inflation Large terminal values; Summary.

8. The Cost of Capital

Sources of capital; the cost of borrowed capitals; the cost of equity capital; weighted average cost of capital; summary

9. Risk and Uncertainty

Payback method; pessimistic and optimistic forecasts, Probability Theory; Decision trees; Risk premises portfolio Theory; sensitivity analysis; Non quantifiable aspects; summary.

10. Life Cycle Costing

Principles of life cycle costing; life cycle stages and costs; costs un use/annual equivalent cost; Applications of LCC technique; Cost codes; Summary.

11. Cost Benefit Analysis

Definition; Illustration; Comparison of CBA with investment appraisal; summary.

Books Recommended:

1. Investment Appraisal by G. Mott, Second Edition, Pitman Publishing Long Acre London latest edition
2. Manual for the Preparation of Industrial Feasibility Studies, Newly revised and expanded edition, W. Behrens and P.M. Hawranek Limited Nations industrial Development Organization Vienna. Latest edition
3. Prudential Regulations for Banks and NBFIs Rules of Business. Issued by State Bank of Pakistan, updated version Reproduced by Pakistan Banks Association. latest edition.

INTERNATIONAL BANKING COURSE No. 661(b) (3 Credit Hours)

Course Contents:

1. The Development of International Banking
 - A Brief History of International Banking
 - Reasons for Growth of International Banking
 - Forms of International Banking
2. The Role of Foreign Banks in International Banking
 - Brazil. Canada Comecon Countries.
 - Germany. Hong Kong. Italy. Japan.
 - Korea. Kuwait. Mexico. Singapore.
 - Spain Switzerland. United Kingdom. Venezuela.
3. Role of Banks in the Economic Development of Pakistan.
 - Banks in pre-Nationalization period in Pakistan.
 - Banks in Post Nationalized period in Pakistan.
 - Reasons for the Drawbacks of Pakistani Banks.
 - Bank activities in suggestions & Recommendations for the improvement.
4. The overall Role of the International Banker and key considerations leading.
 - Introduction
 - International Banking Today
 - Key Considerations in Lending
 - The Borrower Cross national Risk
 - Purpose of Foreign Currency Lending
 - Other Considerations.

5. International Financial Market
 - The Major Markets.
 - The London Markets
 - The U.S. Markets
 - Other Major Financial Markets
 - The Structure and Size of International Financial Markets
 - The Foreign Sector of Domestic Markets
 - The Euro Markets
 - The Eurobond Markets
 - Other Euro Markets

6. The Eurocurrency Markets
 - The Essence of Eurocurrencies
 - Time Deposits. Eurocurrency.
 - Informal Markets. Euro banks
 - Transfer of Eurocurrencies
 - Eurocurrency Deposits: The Size of the Euromarkets.
 - Depositors. Attractions of Eurocurrency Markets:
 - Freedom from Controls. Attractions to Borrowers.
 - Attractions t Banks. Erro Investments:
 - The Currency of Investment. Types of Investment
 - Lending Rates Destruction of Eurocurrencies.

7. Commercial letter of credit.
 - Functions of letters of Credit.
 - Import letters of Credit.
 - Export letters of Credit. Amendments
 - Discrepancies in Documents.
 - Foreign Currency letters of Credit.

8. Bankers Acceptances
 - Eligibility. Import and Export Transactions.
 - Transactions Involving Goods in Transit.
 - Transactions Involving Goods in Storage.
 - Transactions for Dollar Exchange.
 - Elements of Cost for the Borrower.
 - Advantages/Disadvantages for the Borrower
 - Acceptances Provide Opportunity for Banks.
 - Benefits to Banks.
 - Bank Organization and Marketing. Conclusion: Transaction.

9. International Collections.
 - Exporter Options for payment: Cash Advance Terms.
 - Cash advance Terms. Letter of Credit Terms.
 - Open Account Terms. Collection Terms. Collection Drafts.

- Sight or resance Drafts. Understanding Draft Term. Checks
 - For collector clean and documentary Drafts Collection Instructions
 - For the Bank: in case of Dishonor. Remittance of Proceeds.
 - Who pays bank fee. Protest Instructions. Hold for Arrival of Merchandise.
 - Provisional Deposit. Discount or Interest. In case of Need Legal Action.
 - Principal/ Agent Relationship Shipping Documents:
 - Commercial Invoice Bill of Lading Insurance Certificate or Policy
 - Consular Invoice or Customs Invoice Inspection Certificate. Collection.
 - Process for Exporters: Agree on Terms. Effect shipment.
 - Dispatch Collection to the bank. Receive Advices/Give Instructions.
 - Receive Payment. Drafts for Negotiation or Purchase: Uniform Rules for
 - Collections. Collections for Importers. Appendix.
10. Merchant Banking
- Introduction. Commercial Banking.
 - Corporate Finance Services.
 - New Issues; Mergers and Acquisitions.
 - General Financial Advice.
 - Investment Management. Project Finance.
 - Commercial Project Finance.
 - Export Credit Advisory Work.
 - Other Services; Currency Management. The Future.
11. General Description of Foreign Exchange Transactions and Functions.
- Why Foreign Exchange? What is Foreign Exchange? Foreign Ex-
 - Change as Money. Foreign Exchange as a Commodity:
 - The Cash Transaction. The Commodity Transaction. The Import-
 - Export Transaction. The Corporate Transaction. The Financial Transaction
 - The professional Arbitrage Transaction The Speculative Transaction.
12. The Major F/E. Markets, mechanics of F/E. Trading.
- Market Participants. Mechanics of Foreign Exchange Trading.
 - Currencies Traded. The Where and When of Foreign Exchange Markets.
 - The operation of the Major Markets.
13. International Banking: The Achievement and the Challenge.
- Global Convalescence. The Third World: First in Trade.
 - Faith in Trade. A Surplus of Debt.
 - Political Quarrels, Economic Needs Government Intervention.

RECOMMENDED BOOKS.

1. William H. Baughn & Donald R. Mandich., The International Banking, Dow Jones- Irwin Homewood, Icinois USA. Latest edition
2. Charles Iffland., The International Banking Innovation and New Policies., latest edition
3. Joseph F. Sinkay Jr., Commercial Bank & Financial Management., latest edition
4. Roger Leroy Miller, Donold D. Van Hooee. (1993). Modern Money & Banking 3rd Ed.
5. Thomas J. Burns., Modern Human, Resource Management for Banks. Latest edition.
6. Randi Weisweller, Introduction to Foreign Exchange, latest edition
7. Journals of Institute of Bankers, latest edition.

MARKETING MANAGEMENT COURSE No. 651(d) (3 Credit Hours)
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1. Assessing Critical Role of Marketing in Organizational Performance
 - The Core Concepts of Marketing
 - Globalization
2. Building Customer Satisfaction through Quality, Service, and Value
3. Winning Markets Through Market Oriented Strategic Planning
 - Corporate & Division Strategic Planning
 - Business Strategic Planning
 - The Marketing Process
 - Product Planning and Development
4. Managing Marketing Information and Measuring Market Demand
 - Marketing Information System
 - Marketing Intelligence System
 - Marketing Decision Support System
 - An Overview of Forecasting and Demand Measurement
5. Scanning the Marketing Environment
 - Analyzing Needs and Trends in the Macro-environment
 - Identifying and Responding to the Major Macro-environment Forces

6. Analyzing Consumer and Business Markets and Buying Behaviour
 - Factors Influencing Buying Behaviour
 - The Buying Process
7. Identifying Market Segments and Market Targets
 - Market Segmentation
 - Market Targeting
8. Developing Marketing Strategies
 - Differentiation – Product, Service, Personnel, Image, and Channel
 - Developing a Positioning Strategy
 - Communicating the Company's Position
9. Developing New Product
 - Challenges in New Product Development
 - Effective Organizational Arrangements
 - Managing the New Product Development Process
10. Managing Life Cycle Strategies
11. Designing Marketing Strategies for Market Leaders, Challengers, Followers, and Nichers
12. Managing Product Line, Brands, and Packaging
 - Product Mix Decisions
 - Product Line Decisions
 - Brand Decisions
 - Packaging and Labeling Decisions
13. Designing Pricing Strategies and Programs
14. Managing Distribution
 - Retailing
 - Wholesaling
 - Market Logistics
15. Managing Promotion
 - Advertising
 - Sales Promotion and Managing the Sales Force
 - Publicity and Public Relations
16. Designing and Managing Global Marketing Strategies

Books Recommended:

1) Marketing Management (Analysis, Planning, Implementation and Control), Philip Kotler 9th Edition (Prentice Hall International, Inc. 1997)

2) Principles of Marketing Kotler/Armstrong 7th Edition, Prentice Hall International, Inc.

<p style="text-align: center;">FINANCIAL INSTITUTIONS COURSE No. 652(b)(3 Credit Hours)</p>

Introduction:

An overview of the Financial System, The Role of Financial Markets.

Financial Intermediaries

Role of Govt. in the Financial System, Money Institutions, Capital Market Institutions.

Business Finance

Financial Institutions in Pakistan

General Financial Institutions

Specialized Financial Institutions

PICIC

ICP

NIT

HBFC

SBRFC

NDFC

EPF

BEL

Role of Specialized Financial Institutions in the growth of the country.

Text:

Cooper Fraser -The Financial Market place; latest edition Addison, Wesley Publishing Co., U.S.A.

Donold/Loring/Edwin -Financial Institutions; latest edition, Richard D. Irwin Inc. U.S.A.

HUMAN BEHAVIOUR

COURSE NO: 341(3 Credit Hours)

1. **PSYCHOLOGY: A SCIENCE AND A PERSPECTIVE:**
 - Modern psychology: What it is and where it come form
 - Psychologists: Who they are and what they do
 - Psychology and the scientific method
 - Research methods in psychology: How psychologists answer questions about behavior
 - Ethical issues in psychological Research
 - Using this book: A review of its special features
 - Making psychology part of your life

2. **PERCEPTION: MAKING CONTACT WITH THE WORLD AROUND US:**
 - Perception: putting it all together
 - Beyond the headlines
 - The plasticity of perception: to what extent is it innate or learned
 - Extrasensory perception: perception without Sensation
 - Making Psychology part of your life

3. **LEARNING: HOW WE'RE CHANGED BY EXPERIENCE:**
 - Classical conditioning: Learning that some stimuli signal others
 - Operant conditioning: Learning Based on Consequences
 - Research Methods
 - Observational Learning: Learning from the Behavior and outcomes of others
 - Exploring gender & Diversity

4. **MEMORY: OF THINGS REMEMBERED AND FORGOTTEN**
 - Human memory: the information processing approach
 - Sensory Memory, short-term Memory and long-frame memory; our basic memory systems

5. **DEVELOPMENT I: THE CHILDHOOD AND DEVELOPMENT**

- Physical Growth and Development
6. HUMAN DEVELOPMENT II: ADOLESCENCE, ADULTHOOD, AND AGING
 - Adolescence: Between child and adult
 7. MOTIVATION AND EMOTION
 - Motivation: The activation and persistence of Behavior
 8. INTELLIGENCE: COGNITIVE AND EMOTIONAL
 - Intelligence: Contrasting views of its nature
 - Measuring Human Intelligence: from tests to underlying Psychological Processes and Beyond
 9. HEALTH, STRESS, AND COPING
 - Health psychology: An overview
 - Research Methods
 - Stress: Its causes, effects and control
 - Understanding and communicating our health needs
 10. PSYCHOLOGICAL DISORDERS: THEIR NATURE AND CAUSES
 - Changing conceptions of Psychological disorders
 - Group differences in Intelligence
 - Exploring gender & diversity
 11. PERSONALITY: UNIQUENESS AND CONSISTENCY IN THE BEHAVIOR OF INDIVIDUALS.
 - Personality: is it real
 - The psychoanalytic Approach: Messages from the Unconscious
 - Humanistic Theories: Emphasis on Growth.
 12. THERAPY: DIMINISHING THE PAIN OF PSYCHOLOGICAL DISORDERS
 - psychotherapies: Psychological approaches to psychological disorders
 - Psychodynamic therapies: from repression to insight

13. SOCIAL THOUGHT AND SOCIAL BEHAVIOR

- Social thought: thinking about other people
- Exploring gender & diversity
- Beyond the headlines
- Social behavior: Interacting with others

14. PSYCHOLOGY AND THE WORLD OF WORK: INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY AND HUMAN FACTORS

- Industrial/Organizational Psychology: studying behavior in work settings
- Beyond the headlines
- Research methods
- Exploring gender & diversity
- Human factors: designing for efficiency, health, and safety.

BOOKS RECOMMENDED:

1. Robert A. Baron, Psychology: An Introduction(Latest Ed.)
2. Ferdman, Understanding Psychology(Latest Ed.)
3. Atkinson and Hillgard, Introduction to Psychology(Latest Ed.)
4. Lefton. Introduction to Psychology(Latest Ed.)
edition. Martin J.D.

5. Gitman, Lawren J. Principles of Managerial Finance, Harper
International., latest edition

6. Rao. Introduction to Financial Management, latest
edition.

FACULTY
CURRICULUM VITAE