

**SCHEME OF STUDIES**  
**MASTER OF COMMERCE, TWO YEARS COURSE**  
**72 CREDIT HOURS (FOUR SEMESTERS)**

**Statutes:**

1. There shall be two semesters (Fall and Spring) and if and where necessary a summer session in one academic year.
2. The Fall semester shall start in the first week of September each year and the spring semester shall start in the third week of January. In case the teaching in the college or in the whole of the University is suspended, because of some exigency, the period of the semester shall be extended to the extent of the lost period of time.
3. Each semester shall be of eighteen weeks duration; out of this period, sixteen weeks shall be reserved for teaching and two weeks for Registration and Conduct of Examination. The summer session shall normally be of six weeks duration.
4. If the University/College is closed during any semester in addition to the specified holidays, that semester shall be extended by the time period for which the University/College remained closed.
5. Every student of B.Com (Honours) must successfully complete his course requirement in a maximum of three and a minimum of two academic years from the date of his first registration for the degree of B.Com (Honours).
6. The University shall offer every required course at least once in an academic year.
7. The minimum requirement for the B.Com (Honours) degree in the semester system shall be 69 credit hours of course work and 03 credit hours of Internship/Research Project as per course offered by the College.

Following is the semester wise break up of the subjects:

**1<sup>st</sup> Semester**

501	Business Mathematics
503	Industrial Law
505	Intermediate Accounting-1
507	Principles of Management
509	Principles of Marketing
511	Programming with MS Visual Basic and MS Access

**2<sup>nd</sup> Semester**

502	Analysis and Design of Business Information Systems
504	Commercial Law
506	Intermediate Accounting-2
508	Human Resource Management
510	Management Process
512	Quantitative Techniques in Business

**3<sup>rd</sup> Semester**

601	Business Research Methods-1
603	Financial Management-1
605	E-Commerce
607	Strategic Management

**Specialization:**

One of the following Groups

**Accounting**

609 Advanced Financial Accounting-1

611 Budgeting and Standard Costing

**Marketing**

613 Consumer Behavior-1

615 Sales Management-1

**4<sup>th</sup> Semester**

602 Business Research Methods-2

604 Financial Management-2

606 Organizational Behavior

**Specialization:**

One of the following Groups

**Accounting**

610 Advanced Financial Accounting-2

612 Profit Planning and Cost Analysis

**Marketing**

614 Consumer Behavior-2

616 Sales Management-2

608 All students shall undertake a Research Project or Internship of 03 credit hours in 4<sup>th</sup> Semester.

Note: Students shall be required to opt for the same specialization group in 3<sup>rd</sup> and 4<sup>th</sup> Semesters.

English shall be the medium of instruction and examination for all the subjects.

**1<sup>st</sup> Semester**

**501      Business Mathematics**

1. Basic Algebra
  - i) Factorization.
  - ii) Algebraic Fractions.
  - iii) Ratios and Percentages.
2. Equations (Section A)
  - i) Basic Concepts.
  - ii) Operations on an equation.
  - iii) Statement of Problems.
3. Simultaneous Equations (Section B)
  - i) Basic Concepts.
  - ii) Solution of Simultaneous equations.
  - iii) Equation with three unknowns.
  - iv) Two equations in three unknowns.
  - v) Statement of Problems.
4. Quadratic Equations (Section C)
  - i) Definition.
  - ii) Solution by Factorization.
  - iii) Solution by completing the squares.
  - iv) Solution by Quadratic Formula.
  - v) Discriminant and nature of roots.
  - vi) Statement of Problems.
5. Logarithms
  - i) Definition.
  - ii) Rules for characteristics and mantissa.
  - iii) Use of logarithmic tables.
  - iv) Methods of Interpolation.
  - v) Laws of logarithm.
  - vi) Application.
6. Mathematics of Finance-I
  - i) Percentage Mark-up.
  - ii) Simple Interest and Present Value.
  - iii) Discounting Negotiable Instruments.
  - iv) Equivalent Values of Different Debts and their Payments.
7. Mathematics of Finance-II
  - i) Definition.
  - ii) Compound Interest and Compound Amount.
  - iii) Use of Compound Interest Tables.
  - iv) Number of Periods and the Interest Rate.
  - v) Effective rate of Interest.
  - vi) Equivalent rate of Interest.
  - vii) Depreciation by Reducing Balance Method.
  - viii) Present Value Formula.
  - ix) Discounting of Non-Interest and Interest Bearing Notes.
8. Mathematics of Finance-III
  - i) Annuities --- Definition.
  - ii) Formula for the sum of Annuity.

- iii) Use of Annuity Table.
- iv) Relationship between R,S,N and I.
- v) Sinking Fund.
- vi) Depreciation by Sinking Fund.
- vii) Formula for Present Value of Annuity.
- viii) Relationship between R, P and N.
- ix) Amortization of Debt.
- x) Depreciation by Annuity Method.
- xi) Purchase Price of Bonds and Debentures.
- xii) Annuity Due.
- xiii) Perpetuity.

Recommended Text:

1. Hasan M. M. and Mirza. A. M. (1995), *Business Mathematics*, (3<sup>rd</sup> Edition), Karachi, Farooq Kitab Ghar.

503. **Industrial Law**

1. Workmen's Compensation Act, 1923.
  - i) Scope and Application.
  - ii) Definitions.
  - iii) Employer's Liability for Compensation.
  - iv) Schedule I: List of Injuries deemed to result in permanent total disablement.
  - v) Schedule II: List of Persons who, subject to the provisions of section 2(1) (n) are included in the definition of workmen.
  - vi) Schedule III: List of occupational diseases.
  - vii) Schedule IV: Compensation payable in certain cases.
2. Factories Act, 1934.
  - i) Constituents of the Act.
  - ii) Applicability.
  - iii) Definitions.
  - iv) Seasonal Factories.
  - v) The Inspecting Staff.
  - vi) Health and Safety.
  - vii) Holidays with Pays.
  - viii) Special Provisions for Adolescence and Children.
  - ix) Penalty and Procedures.
  - x) Supplemental.
3. Payment of Wages Act, 1936.
  - i) An Overview.
  - ii) Applicability of this Act.
  - iii) Definitions.
  - iv) Responsibility for payment of Wages.
  - v) Fixation of Wages Period.
  - vi) Permissible Deductions.
  - vii) Inspectors.
  - viii) Scheme arising out of deduction from wages or delay in payment of wages and penalty for malicious or vexacious claim.
  - ix) Appeal.

- x) Other Provisions.
- 4. Social Security Ordinance, 1965.
  - i) Scope and Applicability.
  - ii) Definitions.
  - iii) Organization.
  - iv) Contributions.
  - v) Finance and Audit.
  - vi) Benefits.
  - vii) Determination of Questions and Claims.
  - viii) Offences and Penalties.
- 5. Industrial and Commercial Employment (standing orders) Ordinance, 1968.
  - i) Preamble.
  - ii) Applicability of the Law.
  - iii) Definitions.
  - iv) Standing Orders.
  - v) Inspection.
  - vi) Penalties and Procedures.
  - vii) Power to Exempt.
  - viii) Protection to existing conditions of employment.
  - ix) Schedule containing Standing Orders.
- 6. Companies Profit (workmen's participation) Act, 1968.
  - i) Application.
  - ii) Definitions.
  - iii) Establishment of Fund.
  - iv) Management of the Fund.
  - v) Penalty.
  - vi) Power to call for Information.
  - vii) Settlement of Disputes.
  - viii) Delegation of Power.
  - ix) Power to make Rules.
  - x) Act to override other laws.
  - xi) The Schedule.
- 7. Industrial Relations Ordinance, 1976.
  - i) Scope and Application.
  - ii) Definitions.
  - iii) Trade Unions and Freedom of Association.
  - iv) Registration of Trade Union.
  - v) Requirements for Registration of Trade Union.
  - vi) Power and Functions of Registrar.
  - vii) Unfair Labour Practices on the part of Employees.
  - viii) Unfair Labour Practices on the part of Workmen.
  - ix) Collective Bargaining Agent.
  - x) National Industrial Relations Commission.
  - xi) Check Off.
  - xii) Workers' Participation in Management.
  - xiii) Joint Management Board.
  - xiv) Works Council.
  - xv) Settlement of Industrial Disputes.
  - xvi) Conciliation.

- xvii) Arbitration.
  - xviii) Labour Court.
  - xix) Labour Appellate Tribunal.
  - xx) Wage Commission.
  - xxi) Illegal Strikes and Walkouts.
  - xxii) Penalties.
8. Employees' Old Age Benefit Act, 1976.
- i) Definitions.
  - ii) Insured Persons.
  - iii) Contributions.
  - iv) Finance and Audit.
  - v) Benefits.

Recommended Text:

1. Business Law: Khalid Mahmood Chema.

Additional Readings:

1. Mercantile and Industrial Laws in Pakistan: Dr. Khawaja Amjad Saeed.
2. A manual of Mercantile Law: Rafiq and Hashmi.
3. Up to date Copies of Act and Laws.

**505      Intermediate Accounting-1**

1. Issue of Bonus and Right Shares.
  - i) Bonus Shares.
  - ii) Objects of Bonus Shares.
  - iii) Procedure of Bonus Issue.
  - iv) Sources of Bonus Issue.
  - v) Determining the maximum amount of Bonus Issue.
  - vi) Right Share Issue.
2. Redemption of Preference Shares.
  - i) Methods of Redemption.
  - ii) Premium on Redemption of Preference Shares.
  - iii) Logic behind the creation of a Capital Redemption Reserve.
3. Issue and Redemption of Debentures.
  - i) The Issue of Debentures.
  - ii) Comparison between Debenture and Shares.
  - iii) Tax Advantage of Debenture Financing.
  - iv) Types of Debenture.
  - v) Authorization of Debenture Issue.
  - vi) Procedures for issue of Debenture.
  - vii) Debenture issued at Par.
  - viii) Debenture issued at Premium.
  - ix) Debenture issued at Discount.
  - x) Treatment of Discount on issue of Debentures.
  - xi) Debenture payable by installments.
  - xii) Issue of Debentures as Collateral Security for a Loan.
  - xiii) Issue of Debentures other than for Cash.
  - xiv) Debenture Interest.
  - xv) Redemption of Debentures.

- xvi) Where there is no sinking fund.
  - xvii) Purchase in the Open Market.
  - xviii) Cum-interest and Ex-interest.
  - xix) Purchase of Debenture as Investment.
  - xx) Where there is Sinking Fund.
  - xxi) Definition of a Sinking Fund.
  - xxii) Insurance Policy Method.
4. Profit or Loss Prior to Incorporation.
- i) Methods of Computing Profit Prior to Incorporation.
  - ii) Accounting Treatment of Pre-incorporation Profit/Loss.
  - iii) Profit Prior to Incorporation.
  - iv) Loss Prior to Incorporation.
5. Underwriting of Shares and Debentures.
- i) Sub-Underwriters.
  - ii) Underwriting Commission.
  - iii) Underwriting Agreement.
  - iv) Market and Unmarked Application.
  - v) Full and Partial Underwriting.
    - a) When the Issue is Fully Underwritten [without Firm Underwriting].
    - b) When the Issue is Fully Underwritten [with Firm Underwriting].
    - c) When the Issue is Partially Underwritten [without Firm Underwriting].
    - d) When the Issue is Partially Underwritten [with Firm Underwriting].
6. Branch Accounting.
- i) Introduction.
  - ii) Need for Branch Accounting
  - iii) Difference between Branch and Departmental Accounts.
  - iv) Types of Branch.
    - a) Home Branches.
      - 1- Dependent Branches.
      - 2- Independent Branch.
    - b) Foreign Branches --- (Theoretical Description Only)

Recommended Text:

1. Mukherjee A. and Hanif M., (1995), *Modern Accountancy*, New Dehli, Tata McGraw-Hill Publishing Company Limited.

Additional Readings:

1. Baker, R.E, Lembke, V.C and King, T.E (1996). *Advanced Financial Accounting* (3<sup>rd</sup> Edition).  
New York: McGraw Hill
2. Shukla, MC and Grewal, T.S (1992). *Advanced Accounts* (12<sup>th</sup> Revised Edition). New Dehli. S.Chand and Company

507. **Principles of Management**

1. Management.
- a) Definition.

- b) Nature and Purpose
  - c) Functions.
2. Planning.
- a) Nature.
  - b) Types of plans.
  - c) Steps in planning.
  - d) The planning process.
3. Objectives.
- a) Definition.
  - b) Nature.
  - c) Management by objectives.
  - d) The process of managing by objectives.
  - e) How to set objectives.
  - f) Benefits and weaknesses of management by objectives and some recommendations.
4. Decision-Making.
- a) Definition.
  - b) The Importance of Rational Decision Making.
  - c) Limitations of Rational Decision Making.
  - d) Development of Alternatives.
  - e) Evaluation of Alternatives.
  - f) Selecting an Alternative.
  - g) Evaluating the Importance of a Decision.
  - h) Decision Support Systems.
5. Organizing.
- a) Formal and informal organization.
  - b) Organizational division: The department.
  - c) Organization levels and the span of management.
  - d) Factors determining an effective span.
  - e) Organizational environment for entrepreneuring.
  - f) The structure and process of organizing.
  - g) Basic questions for effective organizing.
6. Basic Departmentation.
- a) Departmentation by Simple Numbers.
  - b) Departmentation by Time.
  - c) Departmentation by Enterprise Functions.
  - d) Departmentation by Territory of Geography.
  - e) Customer Departmentation.
  - f) Process or Equipment Departmentation.
  - g) Departmentation by product.
  - h) Matrix Organization.
  - i) Strategic Business Units (SBU).
  - j) Choosing the Pattern of Departmentation.
7. Authority.
- a) Definition.
  - b) The art of Delegation.
  - c) Line and Staff Concepts.
  - d) Benefits of staff Authority.
  - e) Limitations of staff Authority.
  - f) Functional Authority.



8. Decentralization.
  - a) Decentralization of authority.
  - b) The art of delegation.
  - c) Factors determining the degree of decentralization of authority.
  - d) Recentralization of authority.
  - e) Obtaining the desired degree of decentralization.
  - f) Clarifying decentralization.
  - g) Balance: The key to decentralization.

Recommended Text:

1. Harold Koontz, Heinz Wehrich, *Management* 10<sup>th</sup> Edition 1995 New York McGraw-Hill Inc.

Additional Readings:

1. Robbins Stephen P., Mary Coulter *Management* 7<sup>th</sup> Edition 2002 New Jersey Prentice Hall.
2. Donnelly, Gibson, Ivancecich *Fundamentals of Management* 9<sup>th</sup> Edition 1993 London IRWIN.
3. Steers, Ungson, Mowday *Managing Effective Organization*, International Edition 1993 Boston, Kent Publishing Company.

509        **Principles of Marketing**

1. The Field of Marketing.
  - i) Nature, scope and Importance of marketing.
  - ii) Evolution of Marketing.
  - iii) The marketing Concept.
  - iv) Quality in Marketing.
2. The Dynamic Marketing Environment.
  - i) Environmental Monitoring.
  - ii) External Macro & Microenvironment.
  - iii) Organization's internal environment.
3. Marketing Research and Information.
  - i) The marketing research function.
  - ii) Marketing information systems.
  - iii) Decision support systems.
  - iv) Databases.
4. Market segmentation and target market strategies.
  - i) Market segmentation.
  - ii) Segmenting consumer market.
  - iii) Segmenting business markets.
  - iv) Target-market strategies.
  - v) Forecasting marketing demand.
5. Product planning and development.
  - i) The meaning of Marketing Mix.

- ii) The meaning of product.
  - iii) Classifications of products.
6. Product mix strategies.
- i) Product mix and product line.
  - ii) Product mix strategies.
  - iii) The product life cycle.
  - iv) Planned obsolescence and fashion.
7. Brands Packaging and other product features.
- i) Brands.
  - ii) Packaging.
  - iii) Labeling.
  - iv) Other want satisfying features.
8. Price determination.
- i) Meaning & Importance of price.
  - ii) Pricing objectives.
  - iii) Cost-plus pricing.
  - iv) Break-even analysis.
  - v) Prices based on marginal analysis.
  - vi) Prices set in relation to market alone.
  - vii) Discounts and allowances.
9. Distribution.
- i) Middlemen and distribution channels.
  - ii) Selecting the type of channel.
  - iii) Nature and importance of retailing & wholesaling.
  - iv) Classification of Retailers
  - v) Merchant wholesalers.
  - vi) Agent wholesaling middlemen.
10. The promotional program.
- i) Nature of promotion.
  - ii) The purposes of promotion.
  - iii) Determining the promotional mix.
  - iv) The campaign concept.

Recommended Text:

1. William J. Stanton, *Fundamentals of Marketing*: McGraw-Hill Book Co.

Additional Readings:

- 1. Philip Kotler, *Principles of Marketing*: Prentice Hall Inc.
- 2. Joel R. Evans, *Marketing*: Macmillan Publishing Co.
- 3. Courtland Bovee, *Marketing*: McGraw Hill Book Co.

511. **Programming with MS Visual Basic and MS Access**

- 1. MS Visual Basic
  - i) Introduction to MS Visual Basic.

- a) Explore and configure the Visual Basic development environment.
- b) Creating an executable file.
- ii) Working with Controls.
  - a) Names of Visual Basic Objects.
  - b) Using basic controls to display text and process input.
  - c) Using file system controls to browse the files and folders on your computer.
  - d) Using data input controls to display lists and check boxes.
  - e) Using data and OLE controls to work with Microsoft Office Applications.
  - f) Installing ActiveX controls.
- iii) Working with Menus and Dialog Boxes.
  - a) Add menus to your programs by using the Menu Editor.
  - b) Process menu choices by using program code.
  - c) Using common dialog object to display standard dialog boxes.
- iv) Variables and Operators.
  - a) Using variables to store information in your program.
  - b) Work with specific data types to streamline your calculations.
- v) Controlling Flow and Debugging.
  - a) Principles of event driven programming.
  - b) Using Conditional expressions, decision structures, and mathematical operators to control the order in which your program executes commands.
  - c) Finding and correcting errors.
- vi) Loops and Timer.
  - a) For .... Next loop.
  - b) Do loop.
  - c) Using Timer control to create a digital clock and other special effects.
- vii) Forms, Printers and Error Handlers.
  - a) Adding extra form to the user interface.
  - b) Printing the object.
  - c) Creating error handler to manage runtime errors.
- viii) Artwork and Animation.
  - a) Creating basic artwork with the Line and Shape Controls.
  - b) Adding Drag and Drop support to user interface.
  - c) Creating animation effects with the Timer Control.
- ix) Modules and Procedures.
  - a) Creating a standard module for code often used.
  - b) Using public variables to share important information.
  - c) Creating customized Function and Sub procedure.
- x) Text Files and Databases.
  - a) Displaying a text file with the TextBox control.
  - b) Creating a New Text File.
  - c) Opening a database with the Data control.
  - d) Search, add, and delete database records.
- xi) Connecting to Microsoft Office.
  - a) Viewing application objects with the Object Browser.

- b) Control Microsoft Office applications such as MS Word from the developed program.
  - xii) Creating Customized Objects.
    - a) Understand and use OOP terms.
    - b) Creating a class module.
    - c) Creating a Calculator object from a class module.
    - d) Reuse the Calculator object's properties and methods
2. MS ACCESS.
- i) Introduction to MS Access.
    - a) The Database Window.
    - b) Tables.
      - i- Creating Table Structure.
      - ii- Modifying Table Structure.
      - iii- Saving Tables.
      - iv- Defining Primary Key.
      - v- Entering data into the table.
      - vi- Using Table Wizard for creating table.
  - ii) Filters.
    - a) Purpose.
    - b) Types of Filters.
      - i- Filter by Selection.
      - ii- Filter excluding Selection.
      - iii- Filter For.
      - iv- Advanced Filter.
      - v- Form Filter.
  - iii) Managing the Database.
    - a) Find and Replace Command to search and/or replace Data in the table.
    - b) Data Validation.
  - iv) Query.
    - a) Purpose.
    - b) Types of Query along with their respective functions.
      - i- Select Query.
      - ii- Append Query.
      - iii- Update Query.
      - iv- Append Query.
      - v- Delete Query.
      - vi- Cross-tab Query.
      - vii- Make-Table Query.
  - v) Forms.
    - a) Using Form to enter the data into the table.
    - b) Creating a Form.
    - c) Designing a Form.
    - d) Using Form Wizard to Create the Form.
    - e) Creating relationship between tables.
      - i- One-to-One Relations.
      - ii- One-to-Many Relations.
  - vi) Reports.
    - a) Definition/Purpose.
    - b) Creating Reports from tables and queries.

- c) Designing Reports.
- d) Using Reports to output the data on the printer.
- e) Using Report Wizard.
- vii) Macros.
  - a) Definition/Purpose.
  - b) Using Macros to execute different actions.
  - c) Creating a Macro.
  - d) Creating a command button.
- viii) Modules.
  - a) Definition/Purpose.
  - b) Creating a module (this topic may be taught at the time of teaching MS Visual Basic).

Prescribed Texts:

1. Mastering Microsoft Access.
2. Mastering Visual Basic 6.0.
3. Microsoft User's Guide for Visual Basic 6.0.

**2<sup>nd</sup> Semester**

502      **Analysis and Design of Business Information Systems**

1. System Development Processes.
  - i) Introduction.
  - ii) The Objective of System Development.
    - a) The Qualities of a Successful System.
    - b) Gaining User Acceptance.
    - c) Relevance for the Accountant.
  - iii) The System Development Life Cycle (SDLC).
    - a) Components of the SDLC.
    - b) Formal System Development Methodologies.
  - iv) Prototyping.
    - a) Requirements for Successful Prototyping.
    - b) An Approach to Prototyping.
  - v) Auditor Involvement in System Design.
    - a) The Audit Trial.
    - b) Controls.
2. System Analysis.
  - i) Introduction.
  - ii) System Analysis.
  - iii) The Preliminary Survey.
    - a) The Systems Study Proposal.
    - b) The System Study Team.
    - c) Scope of the Preliminary Survey.
    - d) Using System Tools.
    - e) Benefits of the Preliminary Survey.
  - iv) The Feasibility Study.
    - a) Objectives of the System.
    - b) Scope of the System.
    - c) Determining Feasibility.

- d) Determining Economic Feasibility.
  - e) Report to Management.
  - f) Outcomes of Systems Analysis.
3. System Design.
- i) Introduction.
    - a) Importance of System Design.
  - ii) Preliminary System Design.
    - a) Statement of Scope.
    - b) System Requirements.
    - c) Resource Requirements.
    - d) Report to Management.
  - iii) Detailed Specification.
    - a) Activities in Detailed Specification.
    - b) Equipment Selection.
    - c) Requirements Definition.
    - d) Software Requirement Specification (SRS).
      - i- Introduction.
      - ii- SRS defined.
      - iii- Sub-stages of SRS.
      - iv- Need for SRS.
      - v- Characteristics of an SRS document.
      - vi- Components of SRS.
      - vii- SRS Languages.
      - viii- Structure of Requirement Document.
      - ix- Requirements Validation.
    - e) Report to Management.
  - iv) Auditor Involvement in System Design.
    - a) Specifications Review.
    - b) Audit Modules.
4. System Implementation and Operation.
- i) Introduction.
  - ii) System Implementation.
    - a) Equipment Installation.
    - b) Programming.
    - c) Training.
    - d) Testing.
    - e) Conversion.
    - f) User Sign-off.
    - g) Auditor Involvement in Implementation.
  - iii) System Operations.
    - a) Post-Implementation Review.
    - b) System Maintenance.
    - c) Accounting for System Costs.
5. Data Storage and Processing Methods.
- i) Introduction.
  - ii) Data Representation.
    - a) Binary Encoding.
    - b) Data Hierarchy.
  - iii) Approaches to Data Organization.
    - a) Traditional Data File Organization.

- b) Data Base Management Organization.
- iv) Approaches to Data Processing.
  - a) Manual Systems.
  - b) Batch Sequential Processing Systems.
  - c) Batch Sequential with On-Line Inquiry.
  - d) On-Line Real-Time Systems.
- 6. File Processing Methods.
  - i) Introduction.
  - ii) Types of Files.
    - a) Classifying Files by Technology.
    - b) Classifying Files by Content.
  - iii) File Operations.
    - a) File Update.
    - b) File Maintenance.
    - c) Sort.
    - d) Merge.
  - iv) File Organization Methods.
    - a) Sequential Files.
    - b) Direct Access Files.
    - c) Indexed Sequential Files.
- 7. Database Management Systems.
  - i) Manager's View of Database Management.
    - a) Data Resource Management.
    - b) Foundation Data Concepts.
      - i- Character.
      - ii- Field.
      - iii- Record.
      - iv- File.
      - v- Database.
    - c) The Database Management Approach.
    - d) Using Database Management Software.
      - i- Database Development.
      - ii- Database Interrogation.
      - iii- Database Maintenance.
      - iv- Application Development.
    - e) Types of Databases.
      - i- Text Database.
      - ii- Image and Multimedia Databases.
    - f) Managerial Considerations for Data Resource Management.
      - i- Benefits and Limitations of Database Management.
      - ii- Database Administration.
      - iii- Database Planning.
      - iv- Data Administration.
  - ii) Technical Foundations of Database Management.
    - a) Database Structures.
      - i- Hierarchical.
      - ii- Network.
      - iii- Relational.
      - iv- Object-Oriented.
      - v- Multidimensional.

- vi- Evaluation of Database Structures.
- b) Database Development.
  - i- Data Planning and Database Design.
- c) Accessing Files and Databases.
  - i- Key Fields.
  - ii- Sequential Organization and Access.
  - iii- Direct Organization and Access.

Recommended Text:

- 1 Bookholdt, J.L. and Li, David. H (1991)..Accounting Information Systems (Revised Edition): IRWIN.

Additional Readings:

- 1 Laudon Kenneth C. and Laudon Jane P.(2002), *Management Information Systems* (7<sup>th</sup> Edition), Newyork, Prentice Hall.
- 2 O'Brien, James A. (1996). *Management Information Systems* (3<sup>rd</sup> Edition). New Jersey: Irwin.

504 **Commercial Law**

9. Law of Contract.

- i) Contract and its kinds.
- ii) Agreement.
- iii) Consideration.
- iv) Capacity of parties.
- v) Free consent.
- vi) Legality of object and consideration.
- vii) Void agreements.
- viii) Contingent and quasi contracts.
- ix) Performance of contracts.
- x) Discharge of Contract.
- xi) Breach of Contract.
- xii) Remedies for breach of contract.
- xiii) Contract of Indemnity.
- xiv) Contract of Guarantee.
- xv) Contract of Bailment.
- xvi) Contract of Agency.

10. Sale of Goods Act.

- i) Definitions.
- ii) The Formation of the Contract.
- iii) Effects of the Contract.
- iv) Performance of contract of sale.
- v) Rights of unpaid seller against the goods.
- vi) Auction.
- vii) Breach of Contract.

11. Partnership Act.

- i) Nature of partnership.
- ii) Formation of partnership.
- iii) Rights, duties and liabilities of partners.



- iv) Dissolution.
- 12. Negotiable Instruments Act.
  - i) Definition and Types of Negotiable Instruments.
  - ii) Characteristics of a Negotiable Instrument.
  - iii) Parties to negotiable instruments.
  - iv) Negotiation.
  - v) Endorsement.
  - vi) Liabilities of Parties.
  - vii) Payment.
  - viii) Discharge of liability.
  - ix) Dishonour.
  - x) Notation and Protesting.
  - xi) Acceptance and Payment for Honour.
  - xii) Compensation and Presumptions.
- 13. Arbitration.
  - i) Arbitration Agreement.
  - ii) Appointment of an Arbitrator by the Court.
  - iii) Powers of an Arbitrator.
  - iv) Duties of an Arbitrator.
  - v) The Removal of an Arbitrator.
  - vi) The Powers of Courts over Awards by Arbitrators.
  - vii) Appointment of a new of Sole Arbitrator.
- 14. Insolvency Laws.
  - i) Definition.
  - ii) Fraudulent Preference.
  - iii) Insolvency Petition.
  - iv) Protected Transaction.
  - v) Discharge of an Insolvent.
- 15. Law of carriage of goods.
  - i) Carriage of goods by land.
  - ii) Carriage of goods by sea.
  - iii) Carriage of goods by air.

Recommended Text:

1. Chema, Khalid Mahmood (2002), Business Law, Lahore,
2. Saeed, Khawaja Amjad, Mercantile and Industrial Laws in Pakistan, Lahore, Institute of Business Management.

**506 Intermediate Accounting-2**

2. Departmental Accounts.
  - i) Advantages of Departmental Accounting.
  - ii) Methods of Departmental Accounts.
    - a) Where Separate Set of Books are Kept for Each Department.
    - b) Where Accounts of All Departments are Kept Together in Col. Books.
  - iii) Allocation of Departmental Expenses.
  - iv) Technique of Departmental Accounts.
  - v) Columnar Purchase and Sales Books etc; (Manual System).
  - vi) Computerized System.

- vii) Distinction between Departmental and Branch Accounts.
- viii) Inter-Departmental Transfer.
- ix) Cost-based Transfer Price.
- x) Market-base Transfer Price.
- xi) Dual Pricing.
- xii) Accounting Arrangement.

**3. Royalty Accounts.**

- i) Minimum Rent/Dead Rent.
- ii) Short-workings/Redeemable Dead Rent.
- iii) Excess Workings/Surplus.
- iv) Ground Rent/Surface Rent.
- v) Recoupment of Short-workings.
- vi) Creation of Provision Against Short-Workings.
- vii) Purpose of Fixing Minimum Rent.
- viii) How does Minimum Rent and Short-workings Arise?
- ix) Strike and Lockout etc.
- x) Accounting Entries in the Book of User [Lessee/Licencee/Publisher].
  - a) Where a minimum rent exists with right to recoup short-workings.
  - b) Where no minimum rent exists.
- xi) Accounting Entries in the Books of Landlord [Lessor/Authors].
- xii) Sub-lease.
- xiii) Accounting Arrangements.

**4. Hire Purchase Accounts.**

- i) Introduction.
- ii) Nature of Hire Purchase Agreement.
- iii) Legal Position.
- iv) Accounting Arrangements of Hire Purchase Transaction.
- v) Books of the Hire Purchaser.
- vi) Books of the Hire Vendor.
- vii) Ascertainment of Total Cash Price.
- viii) Ascertainment of Interest.
- ix) Repossession.
- x) Hire Purchase Arrangement for Goods of Small Value.
- xi) Installment Payment System.

**5. Goods on Approval or on Sale or Return.**

- i) Economics of Sale or Return.
- ii) Accounting Record.
- iii) When the Business Sends Goods Casually on Sales or Return.
- iv) When the Business Sends Goods Frequently on Sale or Return.
- v) When the Business Sends Goods Numerously on Sale or Return.

**6. Insolvency Accounts.**

- i) When a Person can be Declared Insolvent?
- ii) Accounting Procedures for Insolvency.
- iii) Deficiency Account.
- iv) Insolvency of a Partnership Firm.

Recommended Text:

1. Mukherjee A. and Hanif M., (1995), *Modern Accountancy*, New Dehli, Tata McGraw-Hill Publishing Company Limited.

Additional Readings:

1. Baker,R.E, Lembke,V.C and King, T.E (1996). *Advanced Financial Accounting* (3<sup>rd</sup> Edition).  
New York: McGraw Hill
2. Shukla,MC and Grewal,T.S (1992). *Advanced Accounts* (12<sup>th</sup> Revised Edition). New Dehli. S.Chand and Comapany.

508         **Human Resource Management**

1. Introduction.
  - i) Definition and scope of Human Resource Management.
  - ii) Personnel Functions.
  - iii) Challenges of modern HRM.
2. Job design and Analysis.
  - i) Job information and Personnel Management.
  - ii) Analyzing jobs---Obtaining job information.
  - iii) Administration of job analysis program.
3. Human Resource Planning.
  - i) Reasons for Human Resource Planning.
  - ii) The Planning Process.
4. Recruitment and Selection.
  - i) Sources of People.
  - ii) The Selection Process/Procedure.
5. Testing & Interviewing
  - i) Selection Testing.
  - ii) Developing a Testing Program.
  - iii) Types of Tests.
  - iv) The Selection Interview.
  - v) Types of Interviews.
6. Performance Appraisal.
  - i) Basic considerations in appraisal.
  - ii) Appraisal methods.
  - iii) Problems in rating.
  - iv) Appraisal and personal development.
  - v) Management by Objectives.
7. Training.
  - i) Training in the organization.
  - ii) The learning process.
  - iii) Training methods.
  - iv) Training program.
  - v) Evaluation of the training efforts.
8. Promotion, Transfer, Layoff and Discharge.
  - i) Promotion: Description and Types.
  - ii) Description and Reasons for:
    - a) Transfer.
    - b) Layoff and Recall.

- c) Demotion.
  - d) Termination and Discharge.
9. Discipline.
- i) Meaning.
  - ii) Approaches to discipline.
  - iii) Administering the disciplinary Program.
  - iv) Rules and Penalties.

Recommended Text:

1. Beach Dale S. *Personnel: The Management of People at Work*.  
Macmillan Publishing Company, New York.

Additional Readings:

1. De Cenzo, David. A. & Robbins Stephen P. *Personnel/Human Resource Management*.
2. Flippo, Edwin B. *Principles of Personnel Management*: McGraw Hill Book Company.

510. **Management Process**

1. Committees.
  - a) Nature.
  - b) Reasons for Using Committees.
  - c) Advantages and Disadvantages of Committees.
  - d) The Plural Executive and the Board of directors.
  - e) Plural versus Individual Executive.
  - f) Misuse of Committees.
  - g) Successful Operation of Committees.
2. Staffing.
  - a) Definition.
  - b) Defining the managerial job.
  - c) Rewards and stress of managing.
  - d) The systems approach to Human resource management: An overview of staffing function.
  - e) Situational factors affecting staffing.
3. Managing and the Human Factor.
  - a) Human factors in managing.
  - b) Behavioral models.
  - c) Creativity and innovation.
  - d) Harmonizing objectives: The key to leading.
4. Leadership.
  - a) Definition.
  - b) Ingredients.
  - c) Trait approaches to leadership.
  - d) Leadership behavior and styles.
  - e) Situational, or contingency, approaches to leadership.
5. Communication.
  - a) The communication function in organizations.
  - b) The communication process.
  - c) Communication in the enterprise.

- d) Barriers and breakdowns in communication.
  - e) Requirements of effective communication.
  - f) Double-loop communication.
  - g) Electronic media in communication.
6. The System and Process of Controlling.
- a) The basics control process.
  - b) Critical control points and standards.
  - c) Control as a feedback system.
  - d) Feed-forward control.
  - e) Requirements for effective control.

Recommended Text:

2. Harold Koontz, Heinz Weihrich *Management* 10<sup>th</sup> Edition 1995 New York McGraw-Hill Inc.

Additional Readings:

1. Robbins Stephen P., Mary Coulter *Management* 7<sup>th</sup> Edition 2002 New Jersey Prentice Hall.
2. Donnelly, Gibson, Ivancecich *Fundamentals of Management* 9<sup>th</sup> Edition 1993 London IRWIN.
3. Steers, Ungson, Mowday *Managing Effective Organization*, International Edition 1993 Boston, Kent Publishing Company.

512. **Quantitative Techniques in Business**

1. Differential Calculus
  - i) Derivatives.
  - ii) Functional Notation.
  - iii) Interpretation of a Derivative.
  - iv) Graphical Illustration of a Derivative.
  - v) Derivative of a power function --- constant --- sum or difference of two or more functions --- product of quotient of two functions --- special functions  $e^x$  and  $\log x$ .
  - vi) Chain rule.
  - vii) Second order derivatives.
  - viii) Marginal Analysis and Derivatives.
  - ix) Maxima and Minima and points of Inflection.
  - x) Application of Maxima and Minima --- Production units resulting in minimum cost --- Maximization of Profit --- Most economic order quantity.
  - xi) Partial Derivatives.
  - xii) Maxima and Minima for functions of two variables.
2. Integral Calculus
  - i) Anti-derivatives.
  - ii) Integration Formulae.
  - iii) Integration by change of variable.
  - iv) Application of Integration.
  - v) Definite Integral.
  - vi) Application of Definite Integral.
3. Matrices.

- i) Definition.
  - ii) Operation with matrices --- Addition --- Subtraction --- Multiplication.
  - iii) Inverse of a matrix.
  - iv) Solution of Linear Equation by Matrix.
4. Linear Programming
- i) Introduction.
  - ii) Linear Inequalities.
  - iii) Quadratic Inequalities.
  - iv) Graphical Presentation of Inequalities.
  - v) Graphical Method of Linear Programming.
  - vi) Maximization of Objective Function.
  - vii) Dual Problem and Primal Problem.
  - viii) Minimization of Objective Function.
  - ix) Simplex Method for Maximization Problems.
  - x) Simplex Method for Minimization Problems.

Recommended Text:

1. Hasan M. M. and Mirza. A. M. (1995), *Business Mathematics*, (3<sup>rd</sup> Edition), Karachi, Farooq Kitab Ghar.

**3<sup>rd</sup> Semester**

601 **Business Research Methods-1**

1. The Role of Business Research
  - i) Scope of Business Research
  - ii) Business Research Defined
  - iii) Basic Research and Applied Research
  - iv) Managerial Value of Business Research
  - v) Need of Business Research
  - vi) Major Topics for Research in Business
  - vii) Business Research is a Global Activity
  
2. Theory Building
  - i) Goals of Theory
  - ii) The Meaning of Theory
  - iii) Concepts
  - iv) Nature of Proposition
  - v) The Scientific Method
  - vi) An Example of a Theory
  - vii) Verifying Theory
  - viii) Generation of Theories
  - ix) Overview of the Scientific Method
  - x) Practical Value of Theories
  
3. The Research Process
  - i) Decision Making
  - ii) Types of Business Research
  - iii) Influence of Uncertainty on Type of Research

- iv) Stages in the Research Process
  - v) Decision Alternatives in the Research Process
  - vi) Problem Discovery and Definition
  - vii) Planning the Research Design
  - viii) Sampling
  - ix) Data Collection
  - x) Data Processing and Data Analysis
  - xi) Conclusion and Report Preparation
  - xii) Research Project versus Research Program
4. Ethical Issues in Business Research
- i) Ethical Questions are Philosophical Questions
  - ii) General Rights and Obligations of Concerned Parties
  - iii) Rights and Obligations of the Respondent
  - iv) Rights and Obligations of the Researchers
  - v) Rights and Obligations of the Sponsoring Clients (Users)
  - vi) Privacy
5. Problem Definition and the Research Proposal
- i) The Nature of the Business Problem
  - ii) Importance of Proper Problem Definition
  - iii) The Process of Problem Definition
  - iv) How Much Time Should be Spent Defining the Problem
  - v) The Research Proposal
  - vi) Anticipating Outcomes
6. Exploratory Research and Qualitative Analysis
- i) Exploratory Research – Defined
  - ii) Reasons for Conducting Exploratory Research
  - iii) Categories of Exploratory Research
  - iv) Focus Group Interview
  - v) Projective Techniques
  - vi) Depth Interview
  - vii) A Warning
7. Secondary Data
- i) Secondary Data – Defined
  - ii) Advantages of Secondary Data
  - iii) Disadvantages of Secondary Data
  - iv) Typical Objectives for Secondary Data Research Designs
  - v) Classification of Secondary Data
  - vi) External Data: The Distribution System
  - vii) Focus on Global Research
  - viii) Investigating Global Markets using Secondary Data
8. An Overview of Survey Research
- i) The Nature of Surveys
  - ii) Errors in Survey Research
  - iii) Respondent Error
  - iv) Administrative Error

- v) Rule-of-Thumb Estimates for Systematic Error
- vi) What can be done to Reduce Survey Error?
- vii) Classifying Survey Research Methods
- viii) Total Quality Management and Satisfaction Surveys
- ix) Implementing Total Quality Management

Recommended Text:

1. Zikmund, W.G. (2000), *Business Research Methods* (6<sup>th</sup> Edition), Orlando, The Dryden Press: Harcourt College Publishers

Additional Readings:

1. Chaudhary Sher Muhammad and Kamal Shahid (1996), *Introduction to Statistical Theory* (6<sup>th</sup> Edition), Lahore, Ilmi Kitab Khana
2. Rao, K.V , (1993), *Reaeach Methodology in Commerce and Management*, New Delhi India, Sterling Publishers Private Limited.
3. Walpole, Ronald E. (1982), *Introduction to Statistics* (3<sup>rd</sup> edition), New York, The Mac-millian Publishing Company.

603 **Financial Management-1**

1. An Overview of Financial Management
  - i) Careers in Finance
  - ii) How are Companies Organized
  - iii) Finance in the Organizational Structure of the Firm
  - iv) The Goals of the Corporation
  - v) Business Ethics and Social Responsibility
  - vi) Agency Relationships
2. Financial Statement, Cash Flows and Taxes
  - i) A Brief History of Accounting and Financial Statements
  - ii) Financial Statements and Reports
  - iii) The Balance Sheet
  - iv) The Income Statement
  - v) Statement of Retained Earnings
  - vi) Net Cash Flow
  - vii) Statement of Cash Flows
  - viii) Modifying Accounting Data for Managerial Decisions
  - ix) MVA and EVA
  - x) Depreciation
3. Analysis of Financial Statements
  - i) Ratio Analysis
  - ii) Liquidity Ratios
  - iii) Asset Management Ratios
  - iv) Debt Management Ratios
  - v) Profitability Ratios
  - vi) Market Value Ratios
  - vii) Trend Analysis, Common Size Analysis, and Percent Change Analysis
  - viii) Tying the Ratios Together
  - ix) Comparative Ratios and “Benchmarking”



- x) Uses and Limitations of Ratio Analysis
  - xi) Problems with ROE
  - xii) Looking Beyond the Numbers
4. Financial Planning and Forecasting Financial Statements
- i) Strategic Plans
  - ii) Operating Plans
  - iii) The Financial Plan
  - iv) Computerized Financial Planning Models
  - v) Sales Forecasts
  - vi) Financial Statement Forecasting: The Percent of Sales Method
  - vii) The AFN Formula
  - viii) Forecasting Financial Requirements When the Balance Sheet Ratios Are Subject to Change
  - ix) Other Techniques of Forecasting Financial Statements
5. The Financial Environment
- i) The Financial Markets
  - ii) Financial Institutions
  - iii) The Stock Market
  - iv) The Cost of Money
  - v) Interest Rate Levels
  - vi) The Determinants of Market Interest Rates
  - vii) The Term Structure of Interest Rates
  - viii) What Determines the Shape of the Yield Curve?
  - ix) Using the Yield Curve to Estimate Future Interest Rates
  - x) Investing Overseas
  - xi) Other Factors That Influence Interest Rate Levels
  - xii) Interest Rates and Business Decisions
6. Risk and Return
- i) Investment Returns
  - ii) Stand-Alone Risk
  - iii) Risk in Portfolio Context
  - iv) Calculating Beta Coefficient
  - v) The Relationship between Risk and Rates of Return
  - vi) Physical Assets versus Securities
  - vii) Some Concerns about Beta and the CPM
  - viii) Volatility versus Risk
7. Portfolio Theory and Asset Pricing Models
- i) Measuring Portfolio Risk
  - ii) Efficient Portfolios
  - iii) Choosing the Optimal Portfolio
  - iv) The Capital Asset Pricing Model
  - v) The Capital Market Line and Security Market Line
  - vi) Calculating Beta Coefficient
  - vii) Empirical Tests of the CAPM
  - viii) Arbitrage Pricing Theory
  - ix) The Fama-French Three-Factor Model
  - x) An Alternative Theory of Risk and Return: Behavioral Finance

Recommended Text:

1. Brigham, E.F. and Ehrhardt, M.C., (2002 ), *Financial Management: Theory and Practice* (10<sup>th</sup> Edition), HarCourt College Publishers

Additional Readings:

1. Brigham. E.F and Houston. J.F (1998), *Fundamental of financial Management*, (8<sup>th</sup> Edition) Philadelphia: Dryden.
2. Ross. S.A and Wester Field . R.W and Jordan. B.D (1995), *Fundamental of Corporate Finance*, (3<sup>rd</sup> Edition), Chicago, Richard.D Irwin.
3. Van James C. and Wachouicz John M (1998), *Fundamentals of Financial Management* (10<sup>th</sup> Edition)

605        **E-Commerce**

1. Foundations of Electronic Commerce.
  - i) Definitions and Content of the Field.
  - ii) Benefits and Limitations.
  - iii) The Driving Forces of Electronic Commerce.
  - iv) Impact of Electronic Commerce.
2. Retailing in Electronic Commerce.
  - i) Overview of Electronic Marketing Structure.
  - ii) Forecast of the B2C Electronic Markets.
  - iii) Business Models of Electronic Marketing.
  - iv) Direct Marketing.
  - v) Online Customer Service.
  - vi) Electronic Intermediaries.
  - vii) Reactive Electronic Department Stores.
  - viii) Procedure for the Internet Shopping.
3. Electronic Commerce for Service Industries.
  - i) Broker Based Services.
  - ii) Travel and Tourism Services.
  - iii) Employment Placement and the Job Market.
  - iv) Trading Stocks Online.
  - v) Cyberbanking.
4. Business-to-Business Electronic Commerce.
  - i) Characteristics of B2B EC.
  - ii) Models of B2B EC.
  - iii) Procurement Management.
  - iv) Supplier Oriented Market Place.
  - v) Buyer Oriented Market Place.
  - vi) Intermediary Oriented Market Place.
  - vii) Just in Time Delivery.
  - viii) Other B2B Models.
  - ix) From Traditional to Internet Based EDI.
  - x) Integration with Back-End Information Systems.

5. Electronic Payment Systems
  - i) Electronic Payments and Protocols
  - ii) Security Schemes in Electronic Payment Systems
  - iii) Electronic Credit Card System on the Internet
  - iv) Electronic Fund Transfer and Debit Cards on the Internet
  - v) Stored-Value Cards and E-Cash
  - vi) Electronic Check Systems
  - vii) Unified Payment System
  - viii) Prospect of Electronic Payment System
  - ix) Managerial Issues

Recommended Text:

1. Turban Efraim, Kee Jae, King David and Chung H. Michael, (2000), *Electronic Commerce*, (International Edition), New Jersey, Prentice Hall.

Additional Readings:

1. Kalakota Ravi and Whinston Anderw B, (1997), *Electronic Commerce*, England, Addison-Wessely.
2. Terri C. Albert, William B. Sanders, (2003), *E-Business Marketing*, New York, Prentice-Hall.

**607 Strategic Management**

1. Strategic Management
  - i) The nature and value of Strategic Management.
  - ii) Dimensions of Strategic Decisions
    - a) Three levels of Strategy
    - b) Characteristics of Strategic Management Decisions.
  - iii) Formality in Strategic Management.
    - a) The Strategy Makers.
    - b) Benefits of Strategic Management.
    - c) Risks of Strategic Management.
    - d) Executives' views of Strategic Management.
  - iv) The Strategic Management Process.
  - v) Components of the Strategic Management Model.
2. Defining the Company Mission.
  - i) Company Mission Defined.
    - a) The Need for an Explicit Mission.
  - ii) Formulating a Mission.
    - a) Basic product or service; Primary Market
    - b) Principal Technology; Company Goals, Survival
    - c) Growth; Profitability
    - d) Company philosophy
    - e) Public Image
    - f) Company Self Concept
    - g) Newest Trends in Mission Components.
  - iii) The Stakeholder Approach to Company Responsibility
  - iv) Social Responsibility.

- v) Guidelines for a Socially Responsible Firm.
3. The External Environment.
- i) Remote Environment
    - a) Economic Factors
    - b) Social Factors
    - c) Political Factors
    - d) Technological Factors
    - e) Ecological Factors.
  - ii) Industry Environment.
  - iii) How competitive Forces shape strategy.
  - iv) Contending Forces
    - a) Threat of Entry
    - b) Powerful Suppliers
    - c) Powerful Buyers.
    - d) Substitute Products.
    - e) Jockeying for Position.
  - v) Industry Structure
    - a) Concentration
    - b) Economies of Scale
    - c) Product Differentiation
    - d) Barriers to Entry
  - vi) Competitive Analysis.
    - a) How to Identify Competitors.
    - b) Common Mistakes in Identifying Competitors
  - vii) Operating Environment.
    - a) Competitive Position
    - b) Customers Profiles.
    - c) Supporters
    - d) Creditors.
    - e) Human Resources: Nature of the labour Market.
4. The Global Environment : Strategic Considerations for Multinational Firms.
- i) Development of a Global corporation.
  - ii) Consideration prior to Globalization.
  - iii) Complexity of the Global environment.
  - iv) Control Problems of the Global Firm
  - v) Global strategic planning.
    - a) Multidomestic industries and global industries
    - b) The multinational challenge
    - c) International strategy options
  - vi) Globalization of Company Mission.
5. Internal analysis
- i) Traditional approaches to Internal analysis.
    - a) SWOT analysis.
    - b) Value chain analysis.
  - ii) Internal Analysis: Making meaningful Comparisons.
    - a) Comparison with past performance.
    - b) Stage of Industry evolution.

- c) Benchmarking-Comparison with competitors.
  - d) Comparison with success factors in Industry.
6. Formulating long-term Objective and Grand Strategy.
- i) Long-term Objectives.
    - a) Qualities of long Term Objective.
  - ii) Generic strategies.
  - iii) Grand Strategies.
    - a) Concentrated Growth
    - b) Market Development
    - c) Product Development
    - d) Innovation
    - e) Horizontal & Vertical Integration
    - f) Turnaround
    - g) Divestiture
    - h) Liquidation
  - iv) Corporate Combinations
    - a) Concentric & Conglomerate Diversification
    - b) Joint venture Strategic alliances
    - c) Consortia, Keiretsus, and Chaebols
7. Strategic Analysis and Choice in Single or Dominant-Product Business
- i) Evaluating and choosing Business Strategies
    - a) Evaluating Cost Leadership Opportunities
    - b) Evaluating Differentiation Opportunities
    - c) Evaluating Speed as a Competitive Advantage
    - d) Evaluating Market Focus as a Way to Competitive Advantage
  - ii) Selected Industry Environments and Business Strategy Choices
    - a) Competitive Advantage in Emerging Industries
    - b) Competitive Advantage in Mature and Declining Industries
    - c) Competitive Advantage in Global Industries
8. Implementing Strategy through Action Plans, Functional Tactics and Employee empowerment
- i) Action Plans and Short Term Objectives.
    - a) Qualities of Effective Short Term Objectives.
    - b) The Value Added Benefits of Action Plans and Short Term Objectives.
  - ii) Functional Tactics that Implement Business Strategies.
    - a) Difference between Business Strategies and Functional Tactics.
    - b) Functional Tactics in Production/operations.
    - c) Functional Tactics in Marketing.
    - d) Functional Tactics in Accounting & Finance.
    - e) Functional Tactics in Research and Development.
    - f) Functional Tactics in Human Resource Management.
  - iii) Empowering Operating Personnel: The Role of Policies.
    - a) Creating Policies that Empower.
9. Strategic Control and Continuous Improvement.
- i) Establishing Strategic Controls.

- a) Premise Control
- b) Implementation Control
- c) Strategic Surveillance
- d) Special Alert Control
- ii) Operational Control Systems.
  - a) Budgets
  - b) Scheduling
  - c) Key Success Factors
- iii) Using Operational Control systems: Monitoring Performance and evaluating Deviations.
- iv) The quality Imperative: Continuous Improvement to build customer value.

Prescribed Text:

1. Pearse, John A. Robinson Richard B. *Strategic Management, Formulation, Implementation and Control*: 6th Edition, 1997, New York McGraw-Hill.

Additional Readings:

1. Alex Miller, Dess Gregory G. *Strategic Management*: 2<sup>nd</sup> Edition, 1996, New York McGraw-Hill.
2. Hill Charles W.L. Jones Gareth R. *Strategic Management*: 3<sup>rd</sup> Edition, 1995, New Jersey Houghton Mifflin.

609      **Advanced Financial Accounting-1**

1. Amalgamation, Absorption and Reconstruction
  - xxiii) Amalgamation Defined
    - a) Motive for Amalgamation
    - b) Classification of Amalgamation
    - c) Procedure for Amalgamation
    - d) Calculation of Purchase Consideration
  - xxiv) Absorption Defined
    - a) Inter Company Debts and Stock
    - b) Inter Company Investments
    - c) Cross Holdings
  - xxv) External Reconstruction
2. Capital Reduction
  - i) Meaning
  - ii) Objective of Capital Reduction
  - iii) Procedure
  - iv) Form of Reduction
  - v) Accounting Arrangements
  - vi) Scheme for Capital Reduction
  - vii) Secured Creditors
  - viii) Debenture holders
  - ix) Unsecured Creditors
  - x) Preference Shareholders
  - xi) Equity Shareholders

3. Insurance Claims

- i) Types of Claims
- ii) Ascertainment of the Value of Stock on the date of Fire
- iii) Ascertainment of Actual Amount of Claim to be lodged
- iv) Loss of Profit Policy
- v) Procedures to Ascertain Amount of Claim
- vi) Accounting Entries in the Books of the Insured

4. Packages and Containers

- i) Meaning of Important Terms
- ii) Objectives of Keeping Separate Accounts for Containers
- iii) Income from Containers
- iv) Expenses/Losses on Containers
- v) Accounting Arrangements in the Books of the Seller
  - a) Non-returnable Containers
  - b) Returnable Containers
    - 1- Stock and Trading Method
    - 2- Stock and Suspense Method
    - 3- Trading and Suspense Method

Recommended Text:

1. Mukherjee A and Hanif M, (1995), *Modern Accountancy*, New Dehli, Tata McGraw-Hill Publishing Company Limited

Additional Readings:

1. Baker,RE, Lembke,VC and King, TE (1996) *Advanced Financial Accounting* (3<sup>rd</sup> Edition)  
New York: McGraw Hill
2. Shukla,MC and Grewal,TS (1992) *Advanced Accounts* (12<sup>th</sup> Revised Edition) New Dehli SChand and Comapany

611 **Budgeting and Standard Costing**

1. Budgeting: Profits, Sales, Costs, and Expenses; Human Behavior
  - i) Profit Planning.
  - ii) Principles of Budgeting.
  - iii) The Complete Periodic Budget.
  - iv) Computerized Budgeting.
2. Budgeting: Expenditure and Cash; Non Manufacturing Businesses and Non Profit Organizations
  - i) Capital Expenditure Budget.
  - ii) Research & Development Budget.
  - iii) Cash Budget.
  - iv) Projected or Forecast Income Statement
  - v) Projected or Forecast Balance Sheet
  - vi) Financial Forecast for Eternal Users
  - vii) Planning and Budgeting for Non Manufacturing Business and Non Profit Organizations.
  - viii) Zero Base Budgeting.
  - ix) PERT and PERT/Cost – Systems for Planning and Control

- x) Probabilistic Budgets
- 3. Budgeting: The Flexible Budget; Cost Behavior Analysis; Statistical Correlation Analysis
  - i) The Flexible Budget.
  - ii) Capacity and Volume
  - iii) Analysis of Cost Behavior
  - iv) Determining the Fixed and Variable Elements of a Semi variable Expense
  - v) Preparing the Flexible Budget through Electronic Data Processing and Step Charts
  - vi) Flexible Budget for a Service Department
  - vii) Flexible Marketing and Administrative Budgets
- 4. Standard Costing: Setting of Standards and Analysis of Variances
  - i) Purposes of Standard Cost
  - ii) Comparisons of Budgets and Standards
  - iii) Setting Standards
  - iv) Material Cost Standards
  - v) Labor Cost Standards
  - vi) FOH Cost Standards (using two, three & four variance method)
  - vii) Mixed and Yield Variances
  - viii) Managerial Usefulness of Variance Analysis
- 5. Standard Costing: Accumulating and Evaluating Costs and Variances
  - i) Standard Costing Methods
  - ii) Standard Cost Accounting Procedures for Materials
  - iii) Standard Cost Accounting Procedures for Labor
  - iv) Standard Cost Accounting Procedures for FOH
  - v) Standard Cost Accounting Procedures for Completed Products
  - vi) Journal Entries for Mix and Yield Variances
  - vii) Responsibility and Control of Variances
  - viii) Disposition of Variances
  - ix) Revision of Standard Costs

Recommended Text:

1. Matz A. and Usry Milton F. (1985), *Cost Accounting: Planning and Control*, 7th edition, South Western Publishing Company.

Additional Readings:

1. Horngren, C. T, Foster, G and Datar, S.M (1994). *Cost Accounting: A Managerial Emphasis* (8<sup>th</sup> Edition). New Jersey. Prentice-Hall

613 **Consumer Behavior-1**

1. Introduction
  - i) Defining Consumer Behavior
  - ii) Importance of Studying Consumer Behavior
  - iii) Applying Consumer Behavior Knowledge
  - iv) Studying Consumer Behavior
2. Consumers And Market Segments
  - i) Views of the Market and Alternative Marketing Strategies
  - ii) Demographic Characteristics and Market Segmentation



- iii) Limitations of Demographics in Predicting Consumer Behavior  
Lifestyle and Psycho graphic Segmentation
  - iv) Usage segmentation
  - v) Benefit Segmentation
  - vi) Product Positioning
  - vii) The Future of Segmentation and Positioning
3. Culture
- i) Culture Defined
  - ii) Culture Relevance to Marketing Discussions
  - iii) The Characteristics of Culture
  - iv) Culture values
  - v) Cultural change and Countercultures
  - vi) Cross cultural Understanding of Consumer Behavior.
4. Subcultures
- i) The Nature of subculture
  - ii) The Asian subculture
  - iii) The Youth Subculture
  - iv) The Older Subculture
5. Social Class
- i) The Process and Social Stratification
  - ii) The Nature of Social Class
  - iii) Social –Class measurement and Categorization
  - iv) Social-Class Lifestyles
  - v) The Role of Social-Class in Segmenting Markets
  - vi) Social-Class and Consumer Behavior
  - vii) Are Class Differences Disappearing
6. Social Groups
- i) Group Defined
  - ii) Classification of Groups
  - iii) Group Properties
  - iv) Reference Groups
  - v) The Nature of Reference Group Influence
  - vi) The Variability of Reference Group Influence
7. Family
- i) Significance of the Family in Consumer Behavior
  - ii) Families and Household
  - iii) Family Life Cycle
  - iv) Family Purchasing Decisions
  - v) The Changing American Family
8. Personal Influence and Diffusion of Innovation
- i) The Nature and Significance of Personal Influence
  - ii) Communication and Influence Flow
  - iii) Opinion Leadership in Marketing
  - iv) Adoption and Diffusion of Innovations

- v) Marketing Implications of Personal Influence

Recommended Text:

1. Loudon David L and Bitta Albert J. Della, Consumer Behavior: Concepts and Applications, 4<sup>th</sup> Edition, McGraw-Hills, INC., New York, USA, 1993

Additional Readings:

1. Hawkins, Del I, Best, Roger J. and Coney, Kenneth A: Consumer Behavior; Implications for Marketing Strategy, 6<sup>th</sup> Edition, Richard D. Irwin, Chicago USA, 1995

**615 Sales Management-1**

1. An Overview of Sales Management
  - i) An Overview
  - ii) What Is Involved in Sales Management
  - iii) Formulating a Strategic Sales Program
  - iv) Implementing the Sales Program
  - v) Evaluation and Control of the Sales Program
2. The Selling Process: Sales Activities and Careers
  - i) Sales Activities and Careers
  - ii) The Organization Buying Process
  - iii) Selling Activities
  - iv) Why Salespeople Sell: The Attractiveness of Sales Careers
3. Environmental Influences on Sales Programs and Performance
  - i) A Hierarchy of Strategies
  - ii) Impact of the Environment on Marketing and Sales Planning
  - iii) The External Environment
  - iv) The Organizational Environment
  - v) Environmental Constraints on Sales Force Performance
4. Marketing Planning, Sales Programs, and Account Management Policies
  - i) Marketing Planning
  - ii) The Role of Personal Selling in a Firm's Marketing Strategy
  - iii) Account Management Policies
5. Demand Estimation
  - i) Estimating Demand Can Be a Vexing Problem
  - ii) Clarification of Terms
  - iii) Estimation of Demand
  - iv) Importance of Sales Forecast
  - v) Users' expectations
  - vi) Sales Force Composite
  - vii) Jury of Executive Opinion
  - viii) Delphi Technique
  - ix) Market Test
  - x) Time Series Analysis
  - xi) Statistical Demand Analysis

- xii) Choosing a Forecasting Method
  - xiii) Developing Territory Estimates
6. Sales Territories
- i) Realigning Sales Territories
  - ii) The Need for Sales Territories
  - iii) Sales Force Size
  - iv) Sales Territory Design
7. Sales Quotas
- i) Ambitious Sales Goals Cause Trouble
  - ii) Purposes of Quotas
  - iii) Characteristics of a Good quota Plan
  - iv) The quota-Setting Process
8. Model of Salesperson Performance
- i) The Model
  - ii) The Role Perceptions Component
  - iii) The Aptitude Component
  - iv) The Skill Level Component
  - v) The Motivation Component
  - vi) The Personal, Organizational, and Environmental Variable Component
  - vii) Rewards
  - viii) Satisfaction
  - ix) Importance for Sales Management

Recommended Text:

1. Churchill, Ford, Walker. Sales Force Management (5th Edition). Richard. D. Irwin. Inc.

Additional Readings:

1. Dalrymple Douglas J.; Cron William, L. Sales Management; John Wiley and Sons Inc.
2. Robertson Dan H.; Bellenger Danny N. Sales Management; Macmillan Publishing Co. Inc.
3. Anderson Rolph E, Jr. Hair Joseph F.; Bush Alan J.: Professional Sales Management McGraw-Hill Inc. International Edition.

**4<sup>th</sup> Semester**

**602 Business Research Methods-2**

9. Survey Research: Basic Methods of Communication with Respondents
- i) Media Used to Communicate with Respondents
  - ii) Personal Interviews
  - iii) Telephone Interview
  - iv) Self-Administered Questionnaires
  - v) Selecting the Appropriate Survey Research Design
  - vi) Pretests

vii) Ethical Issues in Survey Research

10. Observation Methods

- i) When is Observation Scientific
- ii) What can be Observed
- iii) The Nature of Observation Studies
- iv) Observation of Human Behavior
- v) Supplementary Evidence
- vi) Direct Observation
- vii) Observing Social Settings
- viii) Ethical Issues in Human Observation
- ix) Content Analysis
- x) Mechanical Observation

11. Questionnaire Design

- i) A Survey is only as good as the Questions it Asks
- ii) Questionnaire Design: An Overview of the Major Decisions
- iii) What should be Asked
- iv) Phrasing Questions
- v) The Art of Asking Questions
- vi) Best Question Sequence
- vii) Best Layout
- viii) Pretesting and Revising
- ix) Designing Questionnaire for Global Research

12. Sample Designs and Sampling Procedures

- i) Sampling Terminology
- ii) What Sample
- iii) Practical Sampling Concepts
- iv) Random Sampling Error and Nonsampling Error
- v) Probability versus Nonprobability Sampling
- vi) Nonprobability Sampling
- vii) Probability Sampling
- viii) Appropriate Sample Design

13. Fieldwork

- i) The Nature of Fieldwork
- ii) Who Conducts the Fieldwork
- iii) In-house Training for Inexperienced Interviewers
- iv) Principles of Good Interviewing
- v) Fieldwork Management

14. Descriptive Statistics

- i) The Nature of Descriptive Analysis
- ii) Tabulation
- iii) Cross-Tabulation
- iv) Data-Transformation
- v) Tabular and Graphic Methods of Displaying Data
- vi) Computer Programs for Analysis
- vii) Interpretation

### 15. Univariate Statistics

- i) Stating a Hypothesis
- ii) Choosing the Appropriate Statistical Technique
- iii) t-Distribution
- iv) Chi-square Test for Goodness of Fit
- v) Hypothesis Test of a Proportion
- vi) Additional Applications of Hypothesis Testing

### 16. Communicating Research Results

- i) Communication Model Insights
- ii) The Report in Context
- iii) Report Format
- iv) Effective Use of Graphic Aids
- v) The Oral Presentation
- vi) The Research Follow-up

#### Recommended Text:

2. Zikmund, W.G. (2000), *Business Research Methods* (6<sup>th</sup> Edition), Orlando, The Dryden Press: Harcourt College Publishers

#### Additional Readings:

4. Chaudhary Sher Muhammad and Kamal Shahid (1996), *Introduction to Statistical Theory* (6<sup>th</sup> Edition), Lahore, Ilmi Kitab Khana
5. Rao, K.V , (1993), *Research Methodology in Commerce and Management*, New Delhi India, Sterling Publishers Private Limited.
6. Walpole, Ronald E. (1982), *Introduction to Statistics* (3<sup>rd</sup> edition), New York, The Mac-millian Publishing Company.

## 604 **Financial Management-2**

### 8. The Cost of Capital

- i) The Weighted Average Cost of Capital
- ii) Cost of Debt
- iii) Cost of Preferred Stock
- iv) Cost of Common Stock
- v) The CAPM Approach
- vi) Dividend-Yield-plus-Growth Rate, or DCF Approach
- vii) Comparison of the CAPM, DCF, and Bond-Yield-plus-Risk-Premium Methods
- viii) Composite, or Weighted Average, Cost of Capital, WACC
- ix) Adjusting the Cost of Capital for Risk
- x) Estimating Project Risk
- xi) Using the CAPM to Estimate a Project's Risk-Adjusted Cost of Capital
- xii) Techniques for Measuring Beta Risk
- xiii) Adjusting the Cost of Capital for Flotation Costs
- xiv) Some Problem Areas in Cost of Capital
- xv) Four Mistakes to Avoid

### 9. Corporate Valuation and Value-Based Management

- i) Overview of Corporate Valuation
- ii) The Corporate Valuation Model
- iii) Value-Based Management
- iv) Corporate Governance and Shareholders Wealth

#### 10. Capital Structure Decisions

- i) The Target Capital Structure
- ii) Business and Financial Risk
- iii) Determining the Optimal Capital Structure
- iv) Capital Structure Theory
- v) Checklist for Capital Structure Decisions
- vi) Variations in Capital Structure

#### 11. Distributions to Shareholders: Dividends and Repurchases

- i) Dividend versus Capital Gains
- ii) Dividend Policy Issues
- iii) Dividend Stability
- iv) Establishing the Dividend Policy in Practice
- v) Dividend Reinvestment Plans
- vi) Summary of Factors Influencing Dividend Policy
- vii) Overview of the Dividend Policy Decision
- viii) Stock Dividends and Stock Splits
- ix) Stock Repurchases

#### 12. Initial Public Offerings, Investment Banking, and Financial Restructuring

- i) The Financial Life Cycle of a Startup Company
- ii) The Decision to Go Public Initial Public Offerings
- iii) The Process of Going Public
- iv) Equity Carve-Outs: A Special Type of IPO
- v) Non-IPO Investment Banking Activities
- vi) The Decision to Go Private
- vii) Managing the Maturity Structure of Debt
- viii) Zero (or Very Low) Coupon Bonds
- ix) Refunding Operations
- x) Managing the Risk Structure of Debt

#### 13. Lease Financing

- i) The Two Parties to Leasing
- ii) Types of Leases
- iii) Tax Effects
- iv) Financial Statement Effects
- v) Evaluation by the Lessee
- vi) Evaluation by the Lessor
- vii) Other Issues in Lease Analysis
- viii) Other Reasons for Leasing

#### 14. Current Asset Management

- i) Working Capital Terminology
- ii) Alternative Current Asset Investment Policies
- iii) The Cash Conversion Cycle

- iv) The Concept of Zero Working Capital
- v) Cash Management
- vi) The Cash Budget
- vii) Cash Management Techniques
- viii) Marketable Securities
- ix) Inventory
- x) Inventory Costs
- xi) Inventory Control Systems
- xii) Receivable Management
- xiii) Credit Policy
- xiv) Setting the Credit Period and Standards
- xv) Setting the Collection Policy
- xvi) Cash Discounts
- xvii) Other Factors Influencing Credit Policy

#### 15. Short-Term Financing

- i) Alternative Current Asset Financing Policies
- ii) Advantages and Disadvantages of Short-Term Financing
- iii) Sources of Short-Term Financing
- iv) Accruals
- v) Accounts Payable (Trade Credit)
- vi) Short-Term Bank Loans
- vii) The Cost of Bank Loans
- viii) Choosing a Bank
- ix) Commercial Paper
- x) Use of Security in Short-Term Financing

#### Recommended Text:

- 2. Brigham, E.F. and Ehrhardt, M.C., (2002 ), *Financial Management: Theory and Practice* (10<sup>th</sup> Edition), HarCourt College Publishers

#### Additional Readings:

- 4. Brigham. E.F and Houston. J.F (1998), *Fundamental of financial Management*, (8<sup>th</sup> Edition) Philadelphia: Dryden.
- 5. Ross. S.A and Wester Field . R.W and Jordan. B.D (1995), *Fundamental of Corporate Finance*, (3<sup>rd</sup> Edition), Chicago, Richard.D Irwin.
- 6. Van James C. and Wachouicz John M (1998), *Fundamentals of Financial Management* (10<sup>th</sup> Edition)

#### 606 **Organizational Behavior**

- 1. Natural and Social Sciences
  - i) Concepts
  - ii) What are social sciences
  - iii) Organization Research Methods and Designs
- 2. Communication and Perception
  - i) Concepts
  - ii) Interpersonal Communication: Coding and Decoding

- iii) Selectivity and Organization in Perception
  - iv) The Significance of Non-verbal Communication
  - v) Perceptual Sets and Perceptual Worlds
  - vi) Perceptual set and assumptions about human behavior
  - vii) Sex, appearance, attractiveness and discrimination
  - viii) Person perception: errors and avoidance
3. Motivation
- i) Concepts
  - ii) Motives as Goals of Human Behavior
  - iii) Motives as Individual Decision Maker Processes
  - iv) The Social Process of Motivating Others
  - v) Empowerment, High Performance Systems and the New Generations
4. Learning
- i) Concepts
  - ii) The Learning Process
  - iii) The Behaviorist Approach to Learning
  - iv) The Cognitive Approach to Learning
  - v) Behavior Modification Techniques in Practice
  - vi) Socialization and Feedback
5. Personality
- i) Concepts
  - ii) The Definition Problem
  - iii) Personality Types and Traits
  - iv) Personality Types A and B and the Propensity to Suffer Stress
  - v) Stress Management: Individual and Organizational Strategies
  - vi) The Development of the Self
  - vii) Nomothetic Versus Idiographic Personality
  - viii) Psychometrics in Action
6. Group Formation
- i) Concepts
  - ii) Group-Level Analysis of Organizational Behavior
  - iii) Historical Background of the Study of Groups in Organization
  - iv) Concept of a Group
  - v) Formal and Informal Groups
  - vi) Homans' Theory of Group Formation
  - vii) Stages of Group Development
7. Group Structure and Process
- i) Concepts
  - ii) Group Structure
  - iii) Status Structure
  - iv) Power Structure
  - v) Liking Structure
  - vi) Role Structure
  - vii) Group Structure and Group Process
  - viii) Leadership Structure



- ix) Communication Structure
- 8. Organization Structure
  - i) Concepts
  - ii) Structural Perspective
  - iii) Elements of Organizational Structure
  - iv) Types of Job
  - v) Line, Staff and Functional Structures
  - vi) Formal and Informal Organizations
  - vii) Designing Organizational Structure
  - viii) Centralization and Decentralization
- 9. Scientific Management
  - i) Concepts
  - ii) Scientific Management
  - iii) Fredrick Winslow Taylor
  - iv) Taylor's View of Workers, Unions and Management
  - v) Taylorism in Action
  - vi) Development of Taylorism: Gilbreths' Contribution
  - vii) Humanization of Taylorism: Gantt's Contribution
  - viii) Fordism
- 10. Bureaucracy and Roles
  - i) Concepts
  - ii) Organizational Structuring
  - iii) Rules
  - iv) Roles
  - v) The Future: Bureaucracy or Adhocracy
- 11. Classical Management Theory
  - i) Concepts
  - ii) Henri Fayol Functions, Activities and Principles
  - iii) Applicability of Classical Management Theory
  - iv) Modern Classical Management Theory
- 12. Leadership and Management Styles
  - i) Concepts
  - ii) The Functions of Leaders and Managers
  - iii) Are Leaders Special People: Great Man Theory
  - iv) Leaders Need Followers
  - v) The Importance of Context
  - vi) The Importance of Culture
  - vii) Leaders and their Styles
- 13. Organizational Power and Politics
  - i) Concepts
  - ii) Organizations: Rational or Political
  - iii) Organizational Politics
  - iv) Organizational Power
  - v) Power and Influence

#### 14. Management Control

- i) Concepts
- ii) Perspectives on Management Control
- iii) The Nature of Management Control Mechanism
- iv) Strategies and Problems of Management Control
- v) The Psychological Need for Control
- vi) Social Control

#### Recommended Text:

1. Buchanan, D. & Huczynski, A. (1997), *Organizational Behavior: An Introductory Text (3<sup>rd</sup> Edition)*, New York, Prentice Hall

#### Additional Readings:

1. Luthans Fred (2001), *Organizational Behavior (9<sup>th</sup> Edition)*, New York, McGraw Hill.
2. Jrald Greenberg and Robert A. Baron (2003), *Behavior in Organizations: Understanding and Managing the Human Side of Work, (8<sup>th</sup> Edition)*, New York, Prentice Hall
3. Stephen P. Robbins (2003), *Organizational Behavior (10<sup>th</sup> Edition)*, New-York, Prentice Hall

#### 610      **Advanced Financial Accounting-2**

##### 1. Holding Companies

- vi) Introduction
- vii) Determining the Types of Control
- viii) Legal Definition and Requirements
- ix) Meaning of Holding Company and Subsidiary
- x) Particulars of Balance Sheet of a Holding Company in regard to its Subsidiaries
- xi) Rights of Holding Company's Representatives and Members
- xii) Advantages of Consolidation of Financial Statements
- xiii) Disadvantages of Consolidation of Financial Statements
- xiv) Basic Rules for Preparing a Consolidated Balance Sheet
- xv) Special Adjustments
- xvi) Acquisition of Shares during the Accounting Period

##### 2. Accounts of Banking Companies

- i) Business of Banking Companies
- ii) Restriction on Business
- iii) Some Important Provision of the Banking Companies Act, 1962
- iv) Books of Accounts
- v) Subsidiary Books
- vi) Memorandum Books
- vii) Principal Book of Account
- viii) Special Features of Bank Accounting
- ix) Final Accounts
- x) Balance Sheet
- xi) Profit and Loss Account

- xii) Interest on Doubtful Debts
- xiii) Rebate on Bills Discounted
- xiv) Acceptance, Endorsement and Other Obligations

3. Social Accounting

- i) Introduction
- ii) People
- iii) Government
- iv) Places
- v) Products
- vi) Politics
- vii) Objectives of Social Accounting
- viii) Scope of Corporate Social Responsibility
- ix) Social Income Statement and Social Balance Sheet

4. Government Accounting

- i) Commercial Accounting and Government Accounting
  - a) Accounting Methods
  - b) Financial Statements
  - c) Classification of Account Heads
- ii) Objectives of Government Accounting
  - a) Information about Revenue
  - b) Information about Expenditure
  - c) Information about Loans and Deposits
  - d) Information about Cash Availability
- iii) Some Terms of Government Finance
- iv) Basic Principles of Government Accounting
  - a) Pinpointing Responsibility
  - b) Accounting Systems
  - c) Public Sector Commercial Enterprises
  - d) Recording and Consolidation of Transactions
  - e) Incomes and Expenditures Classifications
  - f) Maintaining Internal Accounts
  - g) Combined Accounts
- v) Government Financial Administration
  - a) Consolidated Funds
  - b) Contingency Funds
  - c) Public Accounts
  - d) Budget
  - e) Appropriation Act
  - f) Disbursement of Grants
  - g) Supplementary Budget
  - h) Financial Control and Audit
- vi) Classification of Government Accounting
  - a) Consolidated Fund
  - b) Public Accounts
  - c) Contingency Fund
- vii) Accounting Procedure of Government Expenditure
  - a) Consolidated Fund
  - b) Contingency Fund

c) Public Account

5. Investment Accounts

- i) Introduction
- ii) Accounting arrangements of Financial Income Banking Security
- iii) Proposed of Investment Leading
- iv) Some Adjustments for Equity Shares Investment Accounts

Recommended Text:

2. Mukherjee A and Hanif M, (1995), *Modern Accountancy*, New Dehli, Tata McGraw-Hill Publishing Company Limited

Additional Readings:

3. Baker,RE, Lembke,VC and King, TE (1996) *Advanced Financial Accounting* (3<sup>rd</sup> Edition)  
New York: McGraw Hill
4. Shukla,MC and Grewal,TS (1992) *Advanced Accounts* (12<sup>th</sup> Revised Edition) New Dehli SChand and Comapany

612 **Profit Planning and Cost Analysis**

1. Gross Profit Analysis

- i) Procedure of Analyzing Gross Profit
- ii) Refinement of Sales Volume variance
- iii) Uses of Gross Profit Analysis

2. Direct Costing And Contribution Margin

- i) Direct Costing Definition
- ii) Facets of Direct Costing

3. Marketing Cost and Profitability Analysis

- i) Scope of Marketing Costs
- ii) Comparison of Marketing and Manufacturing Costs
- iii) Marketing Studies for Profit Planning and Control
- iv) Marketing Cost Control
- v) Marketing Profitability Analysis
- vi) The Contribution Margin Approach

4. Break-Even & Cost Profit Volume Analysis

- i) The Nature of Break Even Analysis
- ii) Applying Cost Profit volume Analysis

5. Differential Cost Analysis

- i) Differential Cost Studies
- ii) Quantitative Techniques in Differential Cost Analysis
- iii) Other Costs

6. Linear Programming for Planning and Decision Making

- i) Linear Programming and the Maximization of Contribution Margin
- ii) Linear Programming and the Minimization of Cost
- iii) Shadow Prices
- iv) Dynamic Programming
- v) Linear Programming Techniques – General Observations

Recommended Text:

1. Matz A and Usry Milton F (1985), *Cost Accounting: Planning and Control*, 7th edition, South Western Publishing Company

Additional Readings:

1. Horngren, C.T, Foster, G and Datar, S.M (1994) *Cost Accounting: A Managerial Emphasis* (8<sup>th</sup> Edition) New Jersey Prentice-Hall
2. Needles, B.E, Anderson, H.R and Caldwell, J.C (1994) *Financial and Managerial Accounting* (3<sup>rd</sup> Edition) Boston: Houghton Mifflin Company

614 **Consumer Behavior-2**

9. Personality and Self Concept
  - i) Personality and Marketing
  - ii) Self Concept
10. Motivation and Involvement
  - i) The Nature and Role of Motives
  - ii) Classifying Motives
  - iii) Motive Arousal
11. Attitudes
  - i) Definition of Attitude
  - ii) Characteristics of Attitudes
  - iii) Functions of Attitudes
  - iv) Sources of Attitude Development
  - v) Theories and Models of Attitude
12. Problem Recognition
  - i) Types of Consumer Decisions
  - ii) Consumer Decision Process Model: Introduction
  - iii) Problem Recognition
  - iv) Marketing Implications of Problem Recognition
13. Purchasing Process
  - i) Why do People Shop
  - ii) Choosing a Store
  - iii) In-Store Purchasing Behavior
  - iv) The Situational Nature of Consumer Decisions
  - v) Non-store Purchasing Processes
  - vi) Purchasing Patterns
  - vii) Paying for the Purchase
14. Post Purchase Behavior
  - i) Behavior Related to the Purchase
  - ii) Post-purchase Evaluation
  - iii) Product Disposition
15. Consumerism
  - i) The Roots of Consumerism
  - ii) History of Consumerism in USA
  - iii) Consumer Safety

- iv) Consumer Information
- v) Consumer Choice
- vi) Consumer Redress
- vii) Environmental Concerns
- viii) Consumer Privacy
- ix) Legislative Responses to Consumerism
- x) Business Response to Social and Ethical Issues
- xi) Consumers ' Responsibilities
- xii) Market Response to Consumer Issues

16. Organizational Buyer Behavior

- i) Nature of Organizational Buying
- ii) Influences on Organizational Buyer Behavior
- iii) Organizational Buying Decisions

Recommended Text:

- 2. Loudon David L and Bitta Albert J. Della, Consumer Behavior: Concepts and Applications, 4<sup>th</sup> Edition, McGraw-Hills, INC., New York, USA, 1993

Additional Readings:

- 2. Hawkins, Del I, Best, Roger J. and Coney, Kenneth A: Consumer Behavior; Implications for Marketing Strategy, 6<sup>th</sup> Edition, Richard D. Irwin, Chicago USA, 1995

616 **Sales Management-2**

9. Model of Salesperson Performance

- i) The Model
- ii) The Role Perceptions Component
- iii) The Aptitude Component
- iv) The Skill Level Component
- v) The Motivation Component
- vi) The Personal, Organizational, and Environmental Variable Component
- vii) Rewards
- viii) Satisfaction
- ix) Importance for Sales Management

10. The Salesperson's Role Perceptions

- i) The Salesperson's Role
- ii) Susceptibility of the Salesperson's
- iii) Role Conflict and Ambiguity
- iv) Role Accuracy
- v) The Role Component and the Sales Manager

11. Personal Characteristics and Sales Aptitude: Criteria for Selecting Salespeople

- i) Good Salespeople: Born or Made.
- ii) Characteristics of Successful Salespeople

- iii) Job-Specific Determinants of Good Sales Performance
- iv) Implications for Sales Management

#### 12. Sales Force Recruitment and Selection

- i) Building a New Sales Force
- ii) Recruitment and Selection Issues
- iii) Who is Responsible for Recruiting and Selecting Salespeople
- iv) Job Analysis and Determination of Selection Criteria
- v) Recruiting Applicants
- vi) Selection Procedures
- vii) E.E.O. Requirements in Selecting Salespeople

#### 13. Sales Training: Objectives, Techniques, and Evaluation

- i) Sales Training
- ii) Issues in Sales Training
- iii) Objectives of Sales Training
- iv) The Development of Sales Training Programs
- v) The Timing of Sales Training
- vi) Training New Sales Recruits
- vii) Training Experiences Sales Personnel
- viii) Sales training Topics:
- ix) Sales Training Methods:
- x) Adaptive Selling: Knowing How to Sell
- xi) Measuring the Costs and Benefits of Sales Training
- xii) Recent Trend in Sales Training Evaluation

#### 14. Motivating the Sales Force

- i) Different Incentives for Different Members of the Team
- ii) The Psychological Process of Motivation
- iii) Motivation Model: Can it the Predict Salesperson Effort and Performance
- iv) The Impact of a Salesperson's Personal Characteristics on motivation
- v) Career Stages and Salesperson Motivation
- vi) The Impact of Environmental Conditions on Motivation
- vii) The Impact of Organizational Variables on Motivation

#### 15. Sales Analyses

- i) Nature of Control
- ii) Marketing Audit
- iii) Decision Support Systems
- iv) Sales Analyses
- v) Key Decisions in a Sales Analysis
- vi) A Hierarchical Sales Analysis

#### 16. Cost Analysis:

- i) A Focus on Sales Profitability
- ii) Cost analysis Development
- iii) Accounting versus marketing Costs
- iv) Full Cost versus Contribution Margin
- v) Procedure

- vi) The Process Illustrated
- vii) Prospects and Problems
- viii) Return on Assets Managed

Recommended Text:

2. Churchill, Ford, Walker. Sales Force Management (5th Edition). Richard. D. Irwin. Inc.

Additional Readings:

4. Dalrymple Douglas J.; Cron William, L. Sales Management; John Wiley and Sons Inc.
5. Robertson Dan H.; Bellenger Danny N. Sales Management; Macmillan Publishing Co. Inc.
6. Anderson Rolph E, Jr. Hair Joseph F.; Bush Alan J.: Professional Sales Management McGraw-Hill Inc. International Edition.