

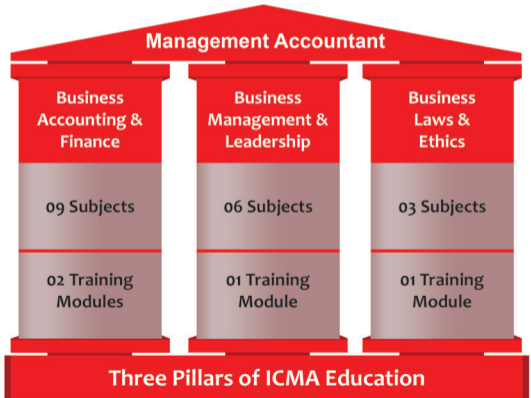
# SYLLABUS



**ICMA**  
Pakistan

Institute of Cost and Management  
Accountants of Pakistan

a chartered institute of professional accountants and business leaders



# Vision

To be the Preference in Value Optimization for Business.

# Mission

To develop Business Leaders through imparting quality education and training in financial and non-financial areas to bring value-addition in the economy.

# Core Values



Competence



Innovation



Ethics



Transparency



Professionalism

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## International Affiliations

Being a leading professional Institution of Pakistan, apart from performing due role within the country, it is contributing towards world economies which is in the phase of innovation and globalization. The Institute, while realizing its role towards global economy, supported formation of international and regional associations and got an honor of becoming their founding member.

The Institute has a membership of following International & Regional accounting associations and it is actively involved to promote the profession of accounting across the globe:



since: 1974

IFAC is the global organization for the accountancy profession dedicated to serving the public interest by strengthening the profession and contributing to the development of strong international economies.

IFAC is comprised of 179 members and associates in 130 countries and jurisdictions, representing approximately 2.5 million accountants in public practice, education, government service, industry, and commerce.



since: 1980

The Confederation of Asian and Pacific Accountants (CAPA) represents national professional accounting organizations in the Asia-Pacific region.

Today, CAPA has a membership of 31 accounting organizations in 24 jurisdictions.

CAPA is by far the largest regional accounting organization and its geographical area spans half the globe.



South Asian  
Federation of  
Accountants

since: 1984

SAFA as a forum of professional accountancy bodies is committed to position, maintain and develop the accountancy profession in SAARC Region and ensuring its continued eminence in the world of accountancy; in the public interest and towards broad economic development of the region.

Presently, nine accounting bodies of SAFA represent over 250,000 professional accountants.

## About ICMA Pakistan

The Institute of Cost and Management Accountants of Pakistan (ICMA Pakistan) was established in 1951 with the objective to regulate and promote the profession of Management Accounting in Pakistan. By virtue of the authority vested in by the Act and Regulations, the Institute has been entrusted with the responsibility to provide education, examine competencies and confer internationally recognized post-graduate professional certification. After qualifying and fulfilling prescribed requirement of membership, the Institute awards following designations:

**Associate Cost and Management Accountant (ACMA) | Fellow Cost and Management Accountant (FCMA)**

**The Institute is chartered under Cost and Management Accountants Act No. XIV of 1966 of the Parliament of Pakistan and its activities are governed under Cost and Management Accountants Regulations 1990.**

Presently, Institute has more than 5,000 members. These members are serving on senior management positions such as CEOs, CFOs, COOs, CIAs, Company Secretaries, Financial Analysts, Public Practitioners, Management Consultants, etc, hence making significant contributions towards business growth and economic development.

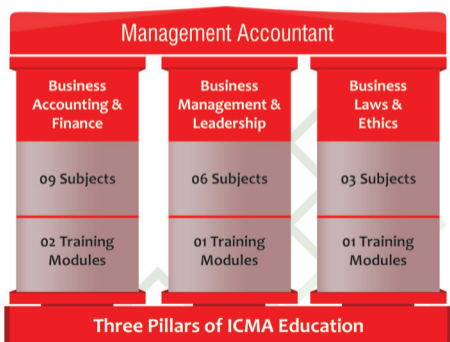
The Institute, currently, has over 15,000 students, more than 200 faculty members, over 260 employees, 07 regional and 06 overseas Branch Councils, 11 education campuses and 20 examination centres. The Institute is providing Education, conducting Examinations, organizing Corporate Trainings, holding CPD Programs, undertaking Research work and engaged in Publications.

In addition to this, the Institute is also actively involved in providing technical support to the Ministry of Finance, Ministry of Commerce, Planning Commission, Securities and Exchange Commission of Pakistan, State Bank of Pakistan, Federal Board of Revenue, Accountant General of Pakistan Revenues, Auditor General of Pakistan, Competition Commission of Pakistan, other ministries, regulators and policy making organizations.

# Education System

## EDUCATION SYSTEM

Education at ICMA Pakistan follows a philosophy which inculcates theoretical concepts along with emphasizes on developing trusted professional competence. The equal importance is given towards building communication, presentation and interpersonal skills which are always the prime requirement of the corporate sector. The Institute currently has more than 15,000 Students across the country and overseas. The Institute has its 11 own campuses with centrally monitored examination centres within the country and abroad. The Institute's curriculum is of international standards and recognized globally. The Education Curriculum is based on three pillars having 18 courses and 04 practical training modules as described below:



## Learning Methodology

- Classroom lectures
- Focused Study Material
- Presentations
- Case Studies
- Review of Journals
- Updation of Laws
- e-Learning
- Role Model Sessions
- Group Discussions
- Situation Analysis
- Industry Visits
- Guest Speeches
- Revision Kits
- Executive Coaching

## Focused Study Material



The Institute has its own Focused Study Material which focuses on prescribed course outlines. The objective of the outline centric tailor-made material is to facilitate students to focus on core areas of learning and competency. The material adequately covers all topics of a subject and ensures that students should be fully equipped with the knowledge which is defined in learning outcome statements. All subjects have their Revision Kits that facilitate students to encapsulate their learning to amicably prepare themselves for examinations.



# Courses of Studies

## COURSES OF STUDIES: SEMESTER WISE

Semester	Sr.	Course Code	Courses	Credit Hours	Certification Level	Duration
01	01	BAF-101	Fundamentals of Financial Accounting	06	Operational	One Year
	02	BML-102	Business Economics	06		
	03	BML-103	Business Communication & Report Writing	06		
02	04	BAF-201	Fundamentals of Cost & Management Accounting	06		
	05	BML-202	Business Mathematics & Statistical Inference	06		
	06	BLE-203	Commercial Laws and Professional Ethics	06		
03	07	BAF-301	Financial Accounting	06	Managerial	One Year
	08	BML-302	Enterprise Management	06		
	09	BML-303	Information Systems and I.T. Audit	06		
04	10	BAF-401	Management Accounting	06		
	11	BLE-402	Business Taxation	06		
	12	BLE-403	Corporate Laws and Secretarial Practices	06		
05	13	BAF-501	Advanced Financial Accounting and Corporate Reporting	06	Strategic	One Year
	14	BAF-502	Risk Management and Audit	06		
	15	BAF-503	Strategic Financial Management	06		
06	16	BAF-601	Strategic Management Accounting	06		
	17	BAF-602	Investment Analysis and Portfolio Management	06		
	18	BML-603	Strategic Management	06		

## COURSES OF STUDIES: SEMESTER WISE

Semester	Sr.	Course Code	Training Modules	Credit Hours	Certification Level	Duration
07	19	BAF-701	<b>Business Accounting</b> Sub-Module 1: Enterprise Resource Planning - Oracle Financial Sub-Module 2: Reporting & Analysis by using Microsoft Excel Sub-Module 3: Auditing	09	Professional Competence	One Year
	20	BAF-702	<b>Business Finance</b> Sub-Module 1: Banking Sub-Module 2: Insurance Sub-Module 3: Stock Exchanges	09		
08	21	BLE-801	<b>Business Laws &amp; Ethics</b> Sub-Module 1: Taxation Sub-Module 2: Commercial & Corporate Laws Sub-Module 3: Business Professional Ethics	09		
	22	BML-802	<b>Business Management &amp; Leadership</b> Sub-Module 1: Business Report Writing Sub-Module 2: Presentation Skills Sub-Module 3: Organizational Management	09		
<b>Total Credit Hours &amp; Duration</b>				<b>144</b>	<b>Four Years</b>	

## COURSES OF STUDIES: PILLAR WISE

### Business Accounting & Finance

Code	Courses
BAF-101	Fundamentals of Financial Accounting
BAF-201	Fundamentals of Cost & Management Accounting
BAF-301	Financial Accounting
BAF-401	Management Accounting
BAF-501	Advanced Financial Accounting and Corporate Reporting
BAF-502	Risk Management and Audit
BAF-503	Strategic Financial Management
BAF-601	Strategic Management Accounting
BAF-602	Investment Analysis and Portfolio Management
<b>Training Modules</b>	
BAF-701	<b>Business Accounting</b> Sub-Module 1: Enterprise Resource Planning - Oracle Financial Sub-Module 2: Reporting & Analysis by using Microsoft Excel Sub-Module 3: Auditing
BAF-702	<b>Business Finance</b> Sub-Module 1: Banking Sub-Module 2: Insurance Sub-Module 3: Stock Exchanges

## COURSES OF STUDIES: PILLAR WISE

### Business Management & Leadership

Code	Courses
BML-102	Business Economics
BML-103	Business Communication & Report Writing
BML-202	Business Mathematics & Statistical Inference
BML-302	Enterprise Management
BML-303	Information Systems and I.T. Audit
BML-603	Strategic Management
<b>Training Modules</b>	
BML-802	Business Management & Leadership Sub-Module 1: Business Report Writing Sub-Module 2: Presentation Skills Sub-Module 3: Organizational Management

## COURSES OF STUDIES: PILLAR WISE

### Business Laws & Ethics

Code	Courses
BLE-203	Commercial Laws and Professional Ethics
BLE-402	Business Taxation
BLE-403	Corporate Laws and Secretarial Practices
Training Modules	
BLE-801	<b>Business Laws &amp; Ethics</b> Sub-Module 1: Taxation Sub-Module 2: Commercial & Corporate Laws Sub-Module 3: Business Professional Ethics

## SEMESTER-01

BAF-101 Fundamentals of Financial Accounting

BML-102 Business Economics

BML-103 Business Communication and Report Writing

# Fundamentals of Financial Accounting [BAF-101]

## INTRODUCTION

This course covers the concept of Financial Accounting which enables the learner to get acquainted with the concept of accounting principles, transactions, procedures and systems for the preparation of financial statements in accordance with the International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand the need for accounting records;
- Elucidate the role of accounting standards in preparing financial statements;
- Comprehend terminologies like capital and revenue, cash and profit, income and expenditure, assets and Liabilities;
- Apprehend the fundamental accounting principles and concepts;
- Differentiate between financial and management accounting;
- Prepare cash book, bank accounts and petty cash book statements under an imprest system;
- Perform the principles of double-entry bookkeeping;
- Prepare nominal ledger accounts, journal entries and a trial balance;
- Prepare accounts using accruals and prepayments;
- Understand tangible and intangible assets;
- Prepare a non-current asset register and accounts;
- Use different methods of calculating depreciation;
- Prepare accounts for bad debts and allowances for receivables;
- Record provisions and contingencies;
- Compute inventory by using different valuation methods for preparing inventories' accounts;
- Prepare accounts for sales taxes;
- Prepare accounts for payroll;
- Prepare bank reconciliation statements;
- Prepare accounts for sales and purchases, including personal accounts and control accounts;
- Understand the nature of accounting errors;



## Fundamentals of Financial Accounting [BAF-101]

- Prepare accounting entries for correction of errors;
- Prepare trial balance from ledgers;
- Prepare financial statements from trial balance;
- Realize the need for accounting codes;
- Demonstrate the use of simple coding systems;
- Prepare manufacturing accounts;
- Prepare accounts from incomplete records;
- Prepare income and expenditure accounts;
- Prepare a statement of cash flows;
- Prepare final accounts in accordance with IAS and IFRS;
- Calculate basic financial ratios.

PART	SYLLABUS CONTENTS
<b>A</b>	<p><b>CONCEPTUAL, SYSTEM AND REGULATORY FRAMEWORK</b></p> <p>01.Accounting Nature and Objectives 03.Accounting Regulatory Framework</p> <p>02.Introduction to Financial Accounting 04.Accounting Concepts and Conventions</p>
<b>B</b>	<p><b>ACCOUNTING SYSTEMS AND ACCOUNTS PREPARATION</b></p> <p>05.Source Documents and Books 07.Trial Balance and Financial Statements 09.Tangible Non-Current Assets 11.Bad Debts and Allowances for Receivables 13.Accounting for Inventories 15.Accounting for Payroll 17.Control Accounts</p> <p>06.Double Entry and Ledger Accounting 08.Accruals and Prepayments 10.Intangible Non-Current Assets 12.Provisions and Contingencies 14.Accounting for Sales Tax 16.Bank Reconciliation 18.Correction of Errors</p>
<b>C</b>	<p><b>FINAL ACCOUNTS</b></p> <p>19. Sole Trader's Accounts 20. Company Accounts 21. Manufacturing Accounts 22. Incomplete Records 23. Income and Expenditure Accounts</p>
<b>D</b>	<p><b>INTERPRETATION OF ACCOUNTS</b></p> <p>24. Statements of Cash Flows 25. Financial Ratios</p>

# Fundamentals of Financial Accounting [BAF-101]

## CONTENTS

### PART - A

#### CONCEPTUAL, SYSTEM AND REGULATORY FRAMEWORK

##### 1. Accounting Nature and Objectives

- Financial Accounting-Definition & Objectives
- Cost Accounting-Definition & Objectives
- Management Accounting-Definition & Objectives

##### 2. Introduction to Financial Accounting

- Capital
- Assets
- Liabilities
- Expenditures (Capital & Revenue)
- Revenue
- Accounting Equation

##### 3. Accounting Regulatory Framework

- Company Law
- IAS
- IFRS
- Accounting bodies
- Stock Exchanges

##### 4. Accounting Concepts and Conventions

- Accounting Concepts & Principles  
(Going Concern, Accruals, Prudence, Consistency, Materiality, Substance Over Form, Business Entity, Money Measurement)
- Cost and Values  
(Historical Cost Convention, Theory of Capital Maintenance, Current Purchasing Power Accounting, Current Cost Accounting, Fair Value, Value to the Business)

# Fundamentals of Financial Accounting [BAF-101]

## PART - B

### ACCOUNTING SYSTEMS AND ACCOUNTS PREPARATION

#### 5. Source Documents and Books

- Source Documents  
(Sale & Purchase Order, Credit & Debit Note, GRN)
- Books  
(Sale day book, Purchase day book, Sales Return day book,  
Purchase Return day book, Cash book, Petty Cash book)

#### 6. Double Entry and Ledger accounting

- Principles of double entry bookkeeping
- Journal
- Nominal Ledger
- Posting from day book to nominal ledger
- Sales and Purchase Accounts, including Personal Accounts and Control Accounts

#### 7. Trial Balance and Financial statements

- Trial Balance
- Income Statement

- Balance Sheet/Statement of Financial Position
- Accounts Coding System

#### 8. Accruals and Prepayments

- Accruals
- Prepayments

#### 9. Tangible Non-Current Assets

- Accruals
- Prepayments
- Depreciation
- Re-valuation of Non-Current Assets
- Non-Current Asset disposal
- Non-Current Asset register

#### 10. Intangible Non-Current Assets

- Accounting treatment of Intangible Assets
- Research and Development Cost

# Fundamentals of Financial Accounting [BAF-101]

## PART - B

### ACCOUNTING SYSTEMS AND ACCOUNTS PREPARATION

#### 11. Bad Debts and Allowances for Receivables

- Sales and Accounting Concepts
- Bad and Doubtful Debts
- Bad Debts Recovered

#### 12. Provisions and Contingencies

- Categorization of Liabilities
- Cash and Credit Purchases
- Provisions
- Contingent Liabilities and Assets

#### 13. Accounting for Inventories

- Stock and Work-in-progress
- Accounting for Stocks – closing stock
- Ledger Accounts for stock
- Physical Count
- Statement of Profit or Loss and Statement of Financial Positions from Trial Balance

#### 14. Accounting for Sales Tax

- Principles of Sales Tax
- Bookkeeping Entries for Sales Tax
- Standard Rated, Zero Rated and Exempt Supplies

#### 15. Accounting for Payroll

- Wages and Salaries
- Wages from the Employee's Viewpoint
- The Wages Book
- Accounting for Payroll

#### 16. Bank Reconciliation

- Differences between the Bank Statement and the Cash Book
- Outstanding Payments and Receipts
- Proforma Bank Reconciliation

# Fundamentals of Financial Accounting [BAF-101]

## PART - B

### ACCOUNTING SYSTEMS AND ACCOUNTS PREPARATION

#### 17. Control accounts

- Ledger Accounts and the Division of the Ledger
- Understanding of Control Accounts
- Use of Control Accounts
- Purchase and Sale Day Books
- Control Accounts Reconciliation
- Cash Book
- Petty Cash Book

#### 18. Correction of Errors

- Types of Errors
- Suspense Accounts
- Correcting Entries

## PART - C

### FINAL ACCOUNTS

#### 19. Sole Trader's Accounts

- Chart of Accounts
- Preparation of Financial Statements

#### 20. Company Accounts

- Types of Limited Company
- Company Finance
- Financial Statements
- Issuance of Shares
- Reserves
- Financial Statements of Companies

# Fundamentals of Financial Accounting [BAF-101]

## 21. Manufacturing Accounts

- Preparation of Manufacturing Accounts

## 22. Incomplete Records

- Incomplete Records: Basic Approach
- Cash and Bank Transactions
- Using Ratios and Percentages
- Preparation of Financial Statements

## 23. Income and Expenditure Accounts

- Format of Income and Expenditure Accounts
- Preparation of Income and Expenditure Accounts
- Special Funds
- Preparation of Financial Statements

## PART - D

### INTERPRETATION OF ACCOUNTS

## 24. Statements of Cash Flows

- Format of a Statement of Cash Flows
- Preparation of a statement of Cash Flows by Direct and Indirect Method
- Uses of Statement of Cash Flows

## 25. Financial Ratios

- Analysis of Accounting Statements and Use of Ratios
- Liquidity, Working Capital and Solvency Ratios
- Financial Gearing
- Investor Ratios
- Possible Drawbacks of Ratio Analysis
- Appraising the Position and Prospects of a Business

# BUSINESS ECONOMICS [BML-102]

## INTRODUCTION

This course is designed to develop the understanding of learners about the economic environment under which business operates and enables the learner to identify a market economy functions, develop the economic analysis for the guidance and information of decision makers and identify the economic factors influencing the behaviour and performance of firms and industries.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Apprehend the concepts of organisation, risk and return to shareholders;
- Resolve issues related to principal and agent relationship;
- Understand short run and long run cost behaviour;
- Realize the impact of long run costs on industry structure;
- Elucidate Supply and Demand Curve along with the formation of Equilibrium price;
- Calculate price elasticity of demand and understand the Influences on it;
- Calculate price elasticity of supply and realize the influences on it;
- Prepare price stabilisation policy considering the reasons for price instability in markets for primary goods;
- Comprehend implications of price instability for producer Incomes and supply;
- Prepare minimum and maximum pricing policies in factor markets;
- Perform cost volume profit analysis;
- Demonstrate profit maximisation by graphical and numerical approaches;
- Influences of e-business on cost and market behaviour;
- Get acquainted with the influence of globalisation on cost and market behaviour;
- Apply different methods of business integration;
- Understand measures of markets competition and concentration;
- Explicate the effects of monopoly and collusive practices;
- Comprehend competition policy;
- Elucidate the nature of externalities and the government measures to deal with it;



## BUSINESS ECONOMICS [BML-102]

- Explicate finance for consumers, finance for firms and finance for government;
- Realize the role and functions of financial intermediaries;
- Get acquainted with the Yield on financial instruments;
- Realize the roles of commercial and central banks specially in the context of its influence on financial markets and global banking crises;
- Understand foreign exchange markets, factors influencing exchange rates and government policies on it;
- Comprehend circular flow of income and elucidate factors affecting it;
- Plan policies as per stages in the trade cycle;
- Know about the government macroeconomics policy goals;
- Use the elements of public finance;
- Comprehend the causes of imbalance in the balance of payment;
- Understand the Terms of trade;
- Ascertain the role of global financial institutions;
- Comprehend the nature and causes of globalization along with its impact.

PART	SYLLABUS CONTENTS
A	01.Organization 02.Return to Shareholders 03.Demand & Supply Analysis 04.Price Elasticity 05.Price Instability and Government Measures 06.Cost Behavior 07.Profit Maximization 08.Competition, Market Effects and Government Measures
B	09. Functions of the Financial System 10. Domestic Institutions and Markets 11.Foreign Exchange Markets 12.Macroeconomic: Trade Cycle 13.Macroeconomic: The Role of Government 14.International Context

## CONTENTS

### 1. Organization

- Forms of Organization
- Types of Not-for-Profit Organization
- Stakeholders Role in Setting Organization Goals
- Goals Comparison between Managers and Shareholders
- Issues related to Principal Agent

### 2. Return to Shareholders

- Return on Short Run Measures
- Return on Long Run Measures
- Risk and Return- the required rate
- Impact of Financial Performance on Share Prices

### 3. Demand & Supply Analysis

- Definition of Market
- Demand Curve
- Supply Curve
- Formation of Equilibrium price

- Momentary, Short Run and Long Run Equilibrium Price
- Accounting bodies
- Stock Exchanges

### 4. Price Elasticity

- Calculation of Price Elasticity of Demand
- Impact of Price Elasticity of Demand
- Influences on Price Elasticity of Demand
- Calculation of Price Elasticity of Supply
- Influences on Price Elasticity of Supply

### 5. Price Instability and Government Measures

- Reasons for Price Instability in Markets for Primary Goods
- Implications of Price Instability for Producer Incomes and Supply
- Price Stabilization Policies
- Minimum and Maximum Pricing Policies in Good Markets
- Minimum and Maximum Pricing Policies in Factor Markets

# BUSINESS ECONOMICS [BML-102]

## 6. Cost Behaviour

- Types of Cost
- Short Run Cost Behaviour
- Long Run Cost Behaviour
- Impact of Long Run Costs on Industry Structure

## 7. Profit Maximization

- Cost Volume Profit Analysis
- Profit Maximization- Graphical Approach
- Profit Maximization- Numerical Approach
- Influence of e-Business on Cost and Market Behavior
- Influence of Globalization on Cost and Market Behavior

## 8. Competition, Market Effects and Government Measures

- Methods of Business Integration
- Measures of Market Competition and Concentration
- Effects of Monopoly and Collusive Practices
- Competition Policy
- Nature of Externalities
- Government Measures to Deal with Externalities

## 9. Functions of the Financial System

- Finance for Consumers
- Finance for Firms
- Finance for Government
- Role and Functions of Financial Intermediaries

## 10. Domestic Institutions and Markets

- Commercial Banks and Credit Creation
- Yield on Financial Instruments
- Role of Central Banks
- Influence of Central Bank over Financial Markets
- Global Banking Crises

## 11. Foreign Exchange Markets

- About Foreign Exchange Markets
- Factors Influencing Exchange Rates
- Government Policies on Exchange Rates

## 12. Macroeconomic: Trade Cycle

- Factors Affecting National Income
- Circular Flow of Income
- Stages in the Trade Cycle
- Impact of the Trade Cycle on Business Environment

# BUSINESS ECONOMICS [BML-102]

## 13. Macroeconomic: The Role of Government

- Government Macroeconomic Policy Goals
- Elements of Public Finance
- Unemployment
- Inflation
- Fiscal Policy
- Monetary Policy
- Supply Side Policies

## 14. International Context

- About Balance of Payment
- Causes of imbalance in the Balance of Payment
- Policies to eliminate Current Account Deficits
- Terms of Trade
- Role of Global Financial Institutions
- Nature and Causes of Globalization
- Trade Agreements and Trade Blocks
- Impacts of Globalization

# BUSINESS COMMUNICATION AND REPORT WRITING [BML-103]

## INTRODUCTION

This course enables the learner to understand different approaches of managerial communication, methodologies and techniques for an effective presentation, verbal and non-verbal communication skills.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand the modern concepts of business communication and report writing;
- Realize the role of effective communication in business;
- Demonstrate the methods and procedures for writing letters, memos and other brief messages;
- Perform the various steps involved in the process of report writing, resume preparation and presentation skills;
- Realize the communication role of electronic mail and Internet technologies in designing business messages;
- Perform well in the interviews and play significant role in meetings;
- Realize the importance of group discussions.

PART	SYLLABUS CONTENTS
A	<p><b>FUNDAMENTALS OF EFFECTIVE BUSINESS COMMUNICATION</b></p> <p>01. Introduction</p> <p>02. Communication in Organization</p> <p>03. Oral Communication</p> <p>04. Interpersonal Communication (IPC)</p> <p>05. Written Communication</p>
B	<p><b>CRAFTING BUSINESS MESSAGES, REPORTS, PROPOSAL AND MEMOS</b></p> <p>06. Business Letters</p> <p>07. Report Writing</p>
C	<p><b>CASE ANALYSIS AND PRESENTATION SKILLS</b></p> <p>08. Case Method of Learning</p>
D	<p><b>EMPLOYMENT AND GROUP COMMUNICATIONS</b></p> <p>10. Employment Communication</p> <p>11. Group Communication</p>

# BUSINESS COMMUNICATION AND REPORT WRITING [BML-103]

## CONTENTS

### PART - A

#### FUNDAMENTALS OF EFFECTIVE BUSINESS COMMUNICATION

##### 1. Introduction

- Role of Communication
- Defining and Classifying Communication
- Purpose of Communication
- Process of Communication
- Components of Communication
- Characteristics of Successful Communication
- Barriers to Communication

##### 2. Communication in Organization

- Communication Structure
- Formal Communication Network
- Informal Communication Network
- Importance of Communication in Management

##### 3. Oral Communication

- What is Oral Communication
- Principles of Successful oral Communication
- What is Conversation Control
- Two sides of Effective oral Communication
- Effective Listening
- Non – Verbal Communication

##### 4. Interpersonal Communication (IPC)

- Componential
- Developmental & Relational Definitions
- Purposes of IPC
- Universals of IPC
- Axioms of IPC
- IPC Barriers



# BUSINESS COMMUNICATION AND REPORT WRITING [BML-103]

## 5. Written Communication

- Purpose of Writing
- Clarity in Writing
- Principles of Effective Writing: Seven C's of Effective Communication
- Steps of writing process: The 3X3 Writing Process
- Business Communication: Pre writing – Writing – Revising – Specific Writing- Features – Coherence –  
– Electronic Writing Process

## PART - B

### CRAFTING BUSINESS MESSAGES, REPORTS, PROPOSAL AND MEMOS

#### 6. Business Letters

- Introduction to Business Letters
- Writing Routine and Persuasive Letters
- Positive and Negative Messages
- Organizational Plans
- Writing Memos
- Circulars

#### 7. Report Writing

- Objectives of Reports
- Kinds of Business Reports
- Long Reports

# BUSINESS COMMUNICATION AND REPORT WRITING [BML-103]

## PART - C

### CASE ANALYSIS AND PRESENTATION SKILLS

#### 8. Case Method of Learning

- Understanding the Case Method of Learning
- Different Types of Cases
- Overcoming the Difficulties of the Case Method
- Reading a Case Properly (Previewing, Skimming, Reading, Scanning)
- Case Analysis Approaches
- Analyzing the Case
- Do's and Don'ts
- Case Preparation

#### 9. Presentation Skills

- What is a Presentation
- Elements of Presentation
- Designing a Presentation
- Advanced Visual Support for Business Presentation
- Types of Visual Aids

## PART - D

### EMPLOYMENT AND GROUP COMMUNICATIONS

#### 10. Employment Communication

- Introduction
- Writing CVs
- Group Discussions
- Interview Types
- Job Interview
- Interview skills
- Impact of Technological Advancement on Business Communication
- Communication Networks – Intranet – Internet – Emails – SMS – Teleconferencing – Videoconferencing

# BUSINESS COMMUNICATION AND REPORT WRITING [BML-103]

## 11. Group Communication

- Meetings: Planning, Objectives, Participants, Timing, Venue, Lead
- Preparation of Agenda, Notice and Minutes of Meetings
- Media Management: Press Release, Press Conference, Media Interviews
- Seminars, Workshop & Conferences
- Business Etiquettes.

## SEMESTER-02

BAF-201 Fundamentals of Cost & Management Accounting

BML-202 Business Mathematics & Statistical Inference

BLE-203 Commercial Laws and Professional Ethics

# FUNDAMENTALS OF COST AND MANAGEMENT ACCOUNTING

## [BAF-201]

### INTRODUCTION

This course covers the basic concepts of Cost and Management Accounting which enables the learner to get acquainted with the cost concepts, cost elements, cost classification, cost behaviour, cost flows, costing methods and techniques, cost control, standard costing, variance analysis and presenting information for decision making

### LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Comprehend cost accounting and understand the purpose of cost accounts;
- Realize the importance of performance measurement;
- Comprehend the concept of shareholder value;
- Realize the purpose of management information;
- Understand ICMA and realize its role in cost and management accounting;
- Differentiate between data and information;
- Identify sources of data, types of data and sampling method;
- Comprehend the concept of direct cost and indirect cost;
- Realize how costs behave as product services or activity levels increase or decreases;
- Calculate the fixed and variables elements of a semi-variable cost;
- Comprehend why organizations set out financial plans in the form of budgets, typically for a financial year;
- Understand concepts of costs and cost classification;
- Understand production and non-production costs and cost codes;
- Understand the concept of cost units, cost objectives and responsibility centres;
- Identify inventory control levels;
- Perform inventory control;
- Perform Inventory valuation by FIFO, LIFO and AVCO method;
- Measure the labor activity;
- Perform accounting for labour costs;
- Execute accounting for overheads;

# FUNDAMENTALS OF COST AND MANAGEMENT ACCOUNTING

## [BAF-201]

- Comprehend the concept of over and under absorption of overheads;
- Understand absorption and marginal costing methods;
- Prepare income statement by absorption and marginal costing methods;
- Perform reconciliation of profits ascertained by absorption and marginal costing methods;
- Comprehend job, batch and service costing;
- Implement process costing;
- Know how to value the closing WIP;
- Get acquainted with the recording of losses with and without scrap value;
- Know how to record losses with disposal cost;
- Compute and record joint and by-product costs;
- Make use of standard costing;
- Calculate direct material, direct labour, variable and fixed overhead variances;
- Ascertain the reasons for cost variances;
- Calculate the sales variance;
- Understand the inter-relationship between variances.

PART	SYLLABUS CONTENTS
A	<p><b>THE NATURE, SOURCE AND PURPOSE OF MANAGEMENT INFORMATION</b></p> <p>01 Introduction to Costing and Performance Measurement</p> <p>02 Introduction to Management Accounting</p> <p>03 Sources of Data</p> <p>04 Cost Classification</p> <p>05 Cost Behavior</p>
B	<p><b>ELEMENTS OF COSTING &amp; COST BOOKKEEPING</b></p> <p>06 Accounting for Materials</p> <p>07 Accounting for Labour</p> <p>08 Accounting for Overheads</p>
C	<p><b>COST ACCOUNTING TECHNIQUES AND METHODS</b></p> <p>09 Absorption and Marginal Costing</p> <p>10 Job, Batch and Service Costing</p> <p>11 Process Costing</p> <p>12 Process Costing, Joint Products and By-Products</p>
D	<p><b>STANDARD COSTING</b></p> <p>13 Standard Costing</p> <p>14 Variance Analysis</p>

# FUNDAMENTALS OF COST AND MANAGEMENT ACCOUNTING [BAF-201]

## CONTENTS

### PART - A

#### The Nature, Source and Purpose of Management Information

##### 1. Introduction to Costing and performance Measurement

- Financial, Cost and Management Accounting Concepts
- The Concepts of Cost
- Cost Classification
- Cost Classification for Inventory Valuation and Profit Measurement
- Cost Classification for Control
- Performance Measurement
- Shareholder Value and Environmental and Social Concerns

##### 2. Introduction to Management Accounting

- What is Management Accounting?
- Definitions
- The Changing Role of Management Accounting
- Data and Information

- The Purpose of Management Information
- Sources and Categories of Information
- ICMA and its Role in Management Accounting

##### 3. Sources of Data

- Types of Data
- Sources of Data
- Secondary Data
- Sampling
- Sampling Methods

##### 4. Cost Classification

- Total Product/Service costs
- Direct Costs and Indirect Costs
- Functional Costs
- Fixed Costs and Variable Costs
- Production and Non-Production Costs



# FUNDAMENTALS OF COST AND MANAGEMENT ACCOUNTING

## [BAF-201]

- Cost Codes
- Cost Units, Cost Objectives and Responsibility Centres

### 5. Cost Behavior

- Cost Behavior and Levels of Activity
- Cost Behaviors Patterns
- Determining the Fixed and Variable Elements of Semi-Variable Costs
- Linear Equations and Graphs

## PART - B

### Cost Accounting Systems

### 6. Accounting for Materials

- What is Inventory Control?
- Ordering, Receipt and Issue of Raw Materials
- Storage of Raw Materials
- Inventory Control Levels
- Accounting for Material Costs
- Inventory Valuation
- FIFO (First in First out)
- LIFO (Last in First out)
- AVCO (Average Cost)

### 7. Accounting for Labour

- Measuring Labour Activity

- Remuneration Methods
- Recording Labour Costs
- Labour Turnover
- Accounting for Labour Costs

### 8. Accounting for Overheads

- Overheads
- Overhead Allocation
- Overhead Apportionment
- Overhead Absorption
- Blanket Absorption Rates and Departmental Absorption Rates
- Over and Under Absorption of Overheads

# FUNDAMENTALS OF COST AND MANAGEMENT ACCOUNTING [BAF-201]

## PART - C

### COST ACCOUNTING TECHNIQUES AND METHODS

#### 9. Absorption and Marginal Costing

- Absorption Cost
- Marginal Cost and Marginal Costing
- Principle of Marginal Costing
- Marginal Costing and Absorption Costing and the Calculation of Profit
- Reconciling Profit
- Marginal Costing Versus Absorption Costing

#### 10. Job, Batch and Service Costing

- Costing Method
- Job Costing
- Batch Costing
- Service Costing

#### 11. Process Costing

- The Basics of Process Costing
- Losses in Process Costing
- Losses with Scrap Value
- Losses with a Disposal Cost
- Valuing Closing Work in Progress
- Valuing Opening Working in Process: FIFO Method
- Valuing Opening Work in Progress: Weighted Average Cost Method

#### 12. Process Costing, Joint Products and By-Products

- Joint Products and By-Products
- Dealing with Common Costs
- Joint products in Process Accounts
- Accounting for By Products

# FUNDAMENTALS OF COST AND MANAGEMENT ACCOUNTING [BAF-201]

## PART - D Standard Costing

### 13. Standard Costing

- Standard Costing
- Preparation of Standards
- Uses of Standard Costing
- Other Aspects of Standard Costing

### 14. Variance Analysis

- Variances
- Direct Material Variances
- Direct Labor Variances
- Variable Overhead Variances
- Fixed Overhead Variances
- The Reasons for Cost Variances
- Sales Variances
- Operating Statements
- Deriving Actual Data from Standard Cost Details and Variances
- Inter-Relationships Between Variances

# BUSINESS MATHEMATICS & STATISTICAL INFERENCE [BML-202]

## INTRODUCTION

The aim of this course is to enable the learner to comprehend mathematical and statistical methods & techniques for business planning, forecasting, budgeting, costing, financial analysis and interpret such results of quantitative nature in an understandable form for management decision making.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand integers, fractions and decimals;
- Calculate percentage and ratios;
- Manipulate inequalities;
- Solve linear, non-linear and simultaneous equations;
- Understand the concept of derivatives and calculate maxima, minima and point of inflection;
- Work out simple and compound interest;
- Understand concept of loan, mortgage and discounting;
- Calculate NPV, IRR, annuities and perpetuities;
- Linking compounding and discounting;
- Realize the difference between data and information, tabulate data and prepare graphs, charts and diagrams;
- Calculate for both ungrouped and grouped data: arithmetic mean, median, mode, range, variance, standard deviation and coefficient of variation;
- Calculate dispersions, correlation, correlation coefficient and coefficient of determination;
- Compute variance, standard deviation and coefficient of variation;
- Calculate indices using either base or current weights and apply it to deflate a series;;
- Calculate simple probability, demonstrate conditional probability and rules of probability;
- Compute an expected value and demonstrate the use of expected value tables in decision making;
- Elucidate the concepts of risk and uncertainty;
- Demonstrate the use of normal distribution tables;
- Apply the Pareto distribution and the 80:20 rule;

## BUSINESS MATHEMATICS & STATISTICAL INFERENCE [BML-202]

- Apply the regression equation to predict the dependent variable, given a value of the independent variable;
- Prepare a time series graph and identify trends and patterns using an appropriate moving average;
- Identify the components of a time series model and prepare a trend equation using either graphical means or regression analysis;
- Calculate seasonal factors for both additive and multiplicative models and comprehend its appropriateness;
- Calculate predicted values given a time series model;
- Perform confidence Interval and hypothesis Z and T test for single population mean;
- Apply sampling Frequency Distribution with and without replacement for sample size 2 and 3;
- Find the seasonal variations;
- Demonstrate forecasting techniques.

PART	SYLLABUS CONTENTS
A	01 Basic Mathematical Techniques 02 Formulae and Equations 03 Derivatives 04 Compounding and Discounting
B	06 Data and Information 07 Collection and Presentation of Data 08 Averages 09 Dispersion 10 Correlation and Linear Regression 11 Index Numbers 12 Probability 13 Normal Distribution 14 Estimation & Testing 15 Sampling & Sampling Frequency Distribution 16 Forecasting - Time Series

## CONTENTS

### PART - A

#### 1. Basic Mathematical Techniques

- Integers, Fractions and Decimals
- Using Scientific & Financial Calculator
- Order of Operations
- Percentage and Ratios
- Roots and Powers
- Errors

#### 2. Formulae and Equations

- Introduction
- Manipulating Inequalities
- Linear Equations
- Linear Equations and Graphs
- Simultaneous Equations
- Non-Linear Equations

#### 3. Derivatives

- Concept of Derivative and Differentiation
- Basic Rules of Differentiation

- Instantaneous Rate of Change
- Derivatives, Maxima and Minima & Point of Inflection

#### 4. Compounding and Discounting

- Simple Interest
- Compound Interest
- Equivalent Rates of Interest
- Regular Savings and Sinking Funds
- Loan and Mortgages
- Concept of Discounting

#### 5. Basic Investment Appraisal

- Net Present Value (NPV) Method
- Internal Rate of Return (IRR) Method
- Annuities and Perpetuities
- Linking Compounding and Discounting
- Using Spreadsheet
- Shareholder Value

# BUSINESS MATHEMATICS & STATISTICAL INFERENCE [BML-202]

## PART - B

### 6. Data and Information

- Introduction
- Characteristics of Good Information
- Data Type

### 7. Collection and Presentation of data

- Tables
- Charts
- Frequency Distribution
- Histograms
- Ogives
- Scatter Diagram

### 8. Averages

- Arithmetic Mean
- Mode
- Median

### 9. Dispersion

- Range
- Quartiles and the Semi-Quartiles Range
- Mean Deviation
- Variance and Standard Deviation
- Coefficient of Variation
- Skewness

### 10. Correlation and Linear Regression

- Correlation
- Correlation Coefficient and Coefficient of Determination
- Spearman's Rank Correlation Coefficient
- Lines of Best Fit
- Scatter Graph Method
- Linear Regression Analysis
- Using Spreadsheets



# BUSINESS MATHEMATICS & STATISTICAL INFERENCE [BML-202]

## PART - B

### 11. Index numbers

- Basic Terminology
- Index Relatives
- Time Series of Index Relatives
- Time Series Deflation
- Composite Index Numbers
- Weighted Index Numbers
- Retail Price Index for Pakistan

### 12. Probability

- Concept of Probability
- Rules of Probability
- Expected Values
- Expectation and Decision Making

### 13. Normal Distribution

- Probability Distributions
- Normal Distribution
- Standard Normal Distribution
- Using Normal Distribution to Calculate Probabilities

- Pareto Distribution and 80:20 Rule

### 14. Estimation & Testing

- Confidence Interval Z and T Test for Single Population Mean
- Testing Hypothesis Z and T Test for Single Population Mean

### 15. Sampling & Sampling Frequency Distribution

- Sampling Frequency Distribution with & without Replacement for Sample Size 2 and 3
- Random and Non-Random Sampling
- Sampling Frequency Distribution for Proportion

### 16. Forecasting - Time series

- Components of Time Series
- Finding the Trend
- Finding the Seasonal Variations
- Forecasting
- Limitation of Forecasting Models

# COMMERCIAL LAWS AND PROFESSIONAL ETHICS [BLE-203]

## INTRODUCTION

This course enables the learner to understand the legal system of Pakistan, commercial laws and professional ethics which helps in executing business operations and realize the impact of such laws on financial and non-financial decision.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Comprehend the sources of business laws;
- Understand the various laws and provisions contained in the contract act, 1872;
- Elucidate the various laws and provisions contained in the sale of goods act, 1930, partnership act, 1932 and negotiable instrument act, 1881;
- Identify and understand the provisions enunciated in industrial relations act 2012 workmen's compensation act, 1923 and west Pakistan industrial and commercial employment (standing order) ordinance, 1968;
- Get acquainted with social security ordinance 1965, EOBI act, 1976 and PPRA rules;
- Comprehend the importance of personal and professional ethics in business environment and explicate the need for ICMA Pakistan members to adopt the highest standard of professional ethics.

PART	SYLLABUS CONTENTS
<b>A</b>	<b>COMMERCIAL LAWS</b> 1. Introduction to Legal System of Pakistan
<b>B</b>	2. The Contract Act, 1872 3. Sale of Goods Act, 1930 4. Partnership Act, 1932 5. Negotiable Instrument Act, 1881
<b>C</b>	6. Industrial Relations Act, 2012 7. West Pakistan Industrial and Commercial Employment (Standing Order) Ordinance, 1968 8. Factories Act, 1934/Workman's Compensation Act, 1923 9. Social Security Ordinance, 1965
<b>D</b>	10. EOBI Act, 1976 (Employees Old Age Benefit) 11. PPRA Rules (Public Procurement Regulatory Authority)
<b>E</b>	<b>ETHICS:</b> 12. Importance of Ethics 13. Personal Ethics 14. Professional Ethics 15. ICMAP Ethical Guidelines 16. Ethical Conflict

# COMMERCIAL LAWS AND PROFESSIONAL ETHICS [BLE-203]

## CONTENTS

### COMMERCIAL LAWS

#### PART - A

#### 1. Introduction to Legal System of Pakistan

- Need of Study of Law
- Sources of Law
- System of Court
- Doctrine of Precedent
- Pakistan's Law Making Authority

#### PART - B

#### 2. The Contract Act, 1872

- Contract and its Kinds
- Offer and Acceptance
- Consideration and Object
- Capacity of Parties
- Free Consent
- Void Agreements
- Contingent and Quasi Contracts
- Performance of Contract
- Discharge of Contract

- Remedies for Breach of Contract
- Indemnity and Guarantee
- Bailment and Pledge
- Contract of Agency

#### 3. Sale of Goods Act, 1930

- Contract of Sale of Goods
- Conditions and Warranties
- Transfer of Property
- Performance of Contract of Sale
- Rights of Unpaid Seller

# COMMERCIAL LAWS AND PROFESSIONAL ETHICS [BLE-203]

## 4. Partnership Act, 1932

- Definition and Essential Features
- Merits and Demerits
- Kinds of Partners Including Clauses Related to Minor Partner
- Difference Between Partnership and Co-Ownership
- Formation of Partnership
- Types of Partnership
- Registration of Firms and Effect of Non-Registration
- Rights, Duties and Liabilities of Partner
- Implied Authority and Non-Implied Authority of Partner
- Re-Constitution of a Firm (Incoming & Outgoing Partners)
- Modes of Dissolution of a Firm

## 5. Negotiable Instrument Act, 1881

- Negotiable Instrument
- Parties to Negotiable Instrument
- Presentment of Negotiable Instrument
- Negotiation of Negotiable Instrument
- Dishonour of Negotiable Instrument
- Banker and Customer

## PART - C

## 6. Industrial Relations Act, 2012

- Trade Unions
- Workers' Participation in Management
- Settlement of Disputes
- National Industrial Relations Commission
- Penalties & Procedure

## 7. West Pakistan Industrial and Commercial Employment (Standing Order) Ordinance, 1968

- Classification of Workmen
- Tickets
- Terms and Conditions of Service to be given in writing
- Publication of Working Time and Wages
- Shift Working
- Leaves
- Payment of Wages
- Termination of Employment
- Liability of Employer

# COMMERCIAL LAWS AND PROFESSIONAL ETHICS [BLE-203]

## 8. Factories Act, 1934/Workman's Compensation Act, 1923

### Factories Act, 1934

- Provisions Regarding Health and Safety
- Working Hours Including Rest Intervals
- Working Holidays and Overtime
- Employment of Women and Children etc.

### Workman's Compensation Act, 1923

- Definitions,
- Employers' Liability for Compensation
- Amount of Compensation
- Methods of Calculating Wages, Review, Commutation and Distribution of Compensation
- Report of Fatal Accidents and Medical Examination etc.

## 9. Social Security Ordinance, 1965

- Provincial Social Security Ordinance, 1965
- Definitions
- Amount and Payment of Contributions

- Records and Returns
- Benefits Including Sickness and Maternity, Death Grants, Disablement Pension etc.

## PART - D

### 10. EOBI Act, 1976 (Employees Old Age Benefit)

- Definitions
- Rules to Claim Benefits from EOBI
- Benefits Available to an Insured Person

### 11. PPRA Rules (Public Procurement Regulatory Authority)

- Procedure set out by PPRA Rules

# COMMERCIAL LAWS AND PROFESSIONAL ETHICS [BLE-203]

## PROFESSIONAL ETHICS

### PART - E

#### 12. Importance of Ethics

- What is Ethics?
- Why Ethics are Important?
- The Role of Law in Ethics

#### 13. Personal Ethics

- The Particular Qualities and Virtues

#### 14. Professional Ethics

- The Particular Qualities and Virtues

#### 15. Ethical Guidelines by ICMA Pakistan

- Fundamental Principles
- Ethical Guidelines by ICMA Pakistan

#### 16. Ethical Conflict

- Ethical Conflicts and Approaches for Controlling Ethical Behavior

## SEMESTER-03

BAF-301 Financial Accounting

BML-302 Enterprise Management

BML-303 Information Systems and I.T. Audit



# FINANCIAL ACCOUNTING [BAF-301]

## INTRODUCTION

This course covers the advanced aspects of Financial Accounting which enables the learner to get acquainted with the accounting treatment in accordance with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS), implementation of accounting policies and procedures, and analyse, interpret financial statements of entities.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Comprehend the structure and objectives of regulatory framework and setting of international financial reporting standards;
- Understand the meaning of conceptual framework and GAAP;
- Realize the ways in which IFRSs can interact with local regulatory frameworks;
- Explicate the elements and qualitative characteristics of financial statements;
- Implement accounting policies, changes in accounting estimates and errors;
- Learn the revenue recognition;
- Explicate related party disclosure;
- Elucidate operating segments;
- Understand non-current assets held for sale and discontinued operations;
- Identify the events after the reporting period;
- Comprehend provisions, contingent liabilities and contingent assets;
- Elucidate property, plant and equipment;
- Deal with the government grants;
- Understand borrowing costs;
- Explicate investment property;
- Identify and comprehend intangible assets and impairment of assets;
- Record research and development expenditure cost;
- Apply accounting treatment of goodwill and its impairment;
- Realize cash generating units;
- Perform adequate accounting treatment of leases;

# FINANCIAL ACCOUNTING [BAF-301]

- Prepare and interpret statement of cash flows;
- Prepare and present the financial statements according to International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs);
- Identify accounting treatment of inventories and WIP;
- Implement accounting rules for construction contracts;
- Learn the accounting treatment for financial instruments;
- Apply the accounting rules for current and deferred taxation, including calculation of deferred tax based on a given set of rules.

PART	SYLLABUS CONTENTS
<b>A</b>	<p data-bbox="216 161 686 187"><b>REGULATORY AND CONCEPTUAL FRAMEWORK</b></p> <p data-bbox="216 208 524 234">01 The Regulatory Framework</p> <p data-bbox="770 208 1080 234">02 The Conceptual Framework</p>
<b>B</b>	<p data-bbox="216 273 633 299"><b>SINGLE COMPANY FINANCIAL ACCOUNTS</b></p> <p data-bbox="216 320 770 346">03 IAS 1 (Revised) Presentation of Financial Statements</p> <p data-bbox="216 366 579 392">04 Reporting Financial Performance</p> <p data-bbox="216 413 417 439">05 Other Reporting</p> <p data-bbox="216 459 602 485">06 Accounting for Non-Current Assets</p> <p data-bbox="216 506 702 532">07 Accounting for Intangible Non-Current Assets</p> <p data-bbox="216 553 467 579">08 Impairment of Assets</p> <p data-bbox="216 599 333 625">09 Leases</p> <p data-bbox="216 646 514 672">10 Statements of Cash Flows</p> <p data-bbox="216 693 615 718">11 IAS 2 Inventories and Short term WIP</p> <p data-bbox="216 739 555 765">12 IAS 11 Construction Contracts</p> <p data-bbox="216 786 706 812">13 Share Transactions and Financial Instruments</p>
<b>C</b>	<p data-bbox="216 822 505 848"><b>ACCOUNTING FOR TAXATION</b></p> <p data-bbox="216 869 471 895">14 IAS 12: Income Taxes</p>

# FINANCIAL ACCOUNTING [BAF-301]

## CONTENTS

### PART - A

#### REGULATORY AND CONCEPTUAL FRAMEWORK

##### 1. The Regulatory Framework

- The International Accounting Standard Board (IASB)
- Setting of International Financial Reporting Standards

##### 2. The Conceptual Framework

- Conceptual Framework and GAAP
- The IASB's Conceptual Framework
- Qualitative Characteristics of Financial Statements
- The Elements of Financial Statements

### PART - B

#### SINGLE COMPANY FINANCIAL ACCOUNTS

##### 3. IAS 1 (Revised) Presentation of Financial Statements

- General Features
- Structure and Contents
- Preparation of Financial Statements

##### 4. Reporting Financial Performance

- IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors
- IAS 18 Revenue Recognition
- IAS 24 Related Party Disclosures
- IFRS 8 Operating Segments
- IFRS 5 Non-Current Assets Held for Sale and Discontinued Operations

# FINANCIAL ACCOUNTING [BAF-301]

## 5. Other Reporting

- IAS 10 Events after the Reporting Period
- IAS 37 Provisions, Contingent Liabilities and Contingent Assets

## 6. Accounting for Non-Current Assets

- IAS 16 Property, Plant and Equipment
- IAS 20 Government Grants
- IAS 23 Borrowing Costs
- IAS 40 Investment Property

## 7. Accounting for Intangible Non-Current Assets

- IAS 38 Intangible Assets
- Research & Development Cost
- IFRS 3 Goodwill

## 8. Impairment of Assets

- IAS 36 Impairment of Assets
- Cash Generating Units
- Goodwill and the Impairment of Assets
- Accounting Treatment of an Impairment Loss

## 9. Leases

- Characteristics of Leases
- IAS 17 Accounting for Leases

## 10. Statements of Cash Flows

- IAS 7 Statement of Cash Flows
- Preparing a Statement of Cash Flows
- Interpretation of Statements of Cash Flows

## 11. IAS 2: Inventories and Short Term WIP

- Definitions
- Measurement of Inventories
- Inventory Valuation Method
- Net Realizable Value
- Recognition as an Expense
- Disclosures

## 12. IAS 11: Construction Contracts

- Definitions
- Contract Revenue and Costs
- Recognition of Contract Revenue and Expenses
- Presentation in Financial Statements and Disclosures

# FINANCIAL ACCOUNTING [BAF-301]

## 13. Share Transactions and Financial Instruments

- Definitions
- Types of Transaction
- Equity-Settled Share-Based Payment Transactions
- Cash-Settled Share-Based Payment Transactions Disclosures
- Financial Assets and Financial Liabilities
- Equity and Liabilities

## PART - C ACCOUNTING FOR TAXATION

## 14. IAS 12 Income taxes

- Current Tax
- Deferred Tax
- Taxation in Company Accounts
- Presentation and Disclosure of Taxation

# ENTERPRISE MANAGEMENT [BML-302]

## INTRODUCTION

This course enables the learner to understand the principles of management, management of relationships, global business environment, operations management, human capital management and marketing management which helps in managing enterprise in the context of global business environment.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Elucidate management, managerial functions and basics of management process;
- Realize the impact of international macroeconomic developments (e.g. long-term shifts in trade balances) on the organization's competitive environment;
- Understand the principles and purpose of corporate social responsibility and the principles of good corporate governance in an international context;
- Analyze relationships among business, society and government in national and regional contexts;
- Comprehend the concepts of power, bureaucracy, authority, responsibility, leadership and delegation;
- Apply the theories of control;
- Learn how to lead, manage and motivate teams;
- Apply tools and concepts of team management;
- Control health and safety issues;
- Understand business ethics, Corporate Social Responsibility and analyze issues of business ethics and corporate governance;
- Comprehend the nature of conflict, identify its causes and alternative approaches to the management of conflict;
- Identify tools for managing and controlling individuals, teams and networks, and for managing group conflict;
- Realize the roles of negotiation and communication in the management process, both within an organization and with external bodies;
- Understand the effectiveness of relationships between the finance function and other parts of the organization and with external stakeholders;
- Elucidate the terms culture, organization culture, cross-cultural leadership and the importance of organizational culture;
- Know the global business environment and its influences;
- Comprehend different types of organisation;

# ENTERPRISE MANAGEMENT [BML-302]

- Understand the term government and the macroeconomic environment;
- Learn the market regulation and perform production planning, control, productivity and Efficiency Evaluation;
- Perform adequate quality management procedures by applying different approaches;
- Manage quality using TQM;
- Get acquainted with the international organization for standardization;
- Learn how HR theories and activities can contribute to the success of the organization;
- Perform human resource management (HRM) and human resource development (HRD);
- Perform the HR activities associated with developing the ability of employees, motivation of employees and improving the opportunities for employees to contribute to the firm;
- Realize the importance of the line manager in the implementation of HR practices;
- Prepare HR plan appropriate to a team;
- Elucidate the terms marketing concept, marketing environment, marketing and corporate strategy;
- Prepare marketing action plans and apply tools within each area of the marketing mix;
- Understand the business contexts within which marketing principles can be applied;
- Realize the role of branding;
- Explicate the terms marketing communications, marketing not-for-profit organizations and internal marketing;
- Comprehend corporate social responsibility and social marketing.



PART	SYLLABUS CONTENTS
<b>A</b>	<b>INTRODUCTION TO MANAGEMENT</b> 01. Management Definition and Functions      02. Basics of Management Process
<b>B</b>	<b>MANAGEMENT OF RELATIONSHIPS</b> 03. Key Concepts in Management      04. Control 05. The Financial Function: Conflict      06. Negotiation and Communication 07. Culture
<b>C</b>	<b>GLOBAL BUSINESS ENVIRONMENT</b> 08. Social, Political and Economic Context 09. Governance and Regulation
<b>D</b>	<b>OPERATIONS MANAGEMENT</b> 10. Operations Management and its Importance for Management Accounting 11. Types of Production 12. Plant Maintenance 13. Production Planning and Control 14. Productivity and Efficiency Evaluation 15. Quality Management
<b>E</b>	<b>HUMAN CAPITAL MANAGEMENT</b> 16. Human Resource Management 17. Human Resource Practices
<b>F</b>	<b>MARKETING MANAGEMENT</b> 18. Marketing and Business Strategy 19. Marketing Plans, Branding and Communications 20. Developments in Marketing

# ENTERPRISE MANAGEMENT [BML-302]

## CONTENTS

### PART - A

#### INTRODUCTION TO MANAGEMENT

##### 1. Management Definition and Functions

- The Concepts of Power, Bureaucracy, Authority,
- Responsibility, Leadership and Delegation Power
- Authority and Responsibility
- Delegation
- What is Management?
- Human Relations Management

##### 2. Basics of Management Process

- Management By Objectives (Drucker)
- Leadership
- Theories of Leadership

### PART - B

#### MANAGEMENT OF RELATIONSHIPS

##### 3. Key Concepts in Management

- Role of the Manager
- Power, Authority, Responsibility and Delegation
- Management and Leadership
- Organizational Flexibility
- Discipline

- Grievance
- Termination of Contract
- Equal Opportunities
- The Practical Implications of Legislation
- Diversity

# ENTERPRISE MANAGEMENT [BML-302]

## 4. Control

- Theories of Control
- Internal Control Systems
- Performance Management-Controlling the Individual
- Leading, Managing and Motivating Teams
- Controlling Health and Safety
- Mentoring
- Business Ethics and CSR
- Corporate Governance

## 5. The Financial Function: Conflict

- The Role of the Finance Function
- The Nature of Conflict
- Causes of Conflict
- Managing Conflict

## 6. Negotiation and Communication

- Negotiation
- Communication

## 7. Culture

- What is Culture?
- Organization Culture
- Culture and Structure
- Culture and Strategy
- Cross-Cultural Leadership

# ENTERPRISE MANAGEMENT [BML-302]

## PART - C GLOBAL BUSINESS ENVIRONMENT

### 8. Social, Political and Economic Context

- The Global Business Environment
- International Environment Influences
- Economic Context
- Emerging Economies
- Different Types of Organization
- Culture and the Global Organization

### 9. Governance and Regulation

- Government Intervention in Business
- Government and the Macroeconomic Environment
- Market Regulation
- Corporate Governance
- Corporate Social Responsibility

## PART - D OPERATIONS MANAGEMENT

### 10. Operations Management and its Importance for Management Accounting

- Definition
- Mintzberg's Effective Organization
- Strategic Importance

### 11. Types of Production

- Job Method
- Batch Method
- Flow Method

### 12. Plant Maintenance

- Plant Maintenance Process

### 13. Production Planning and Control

- Material Requirements Planning (MRP)
- Manufacturing Resource Planning II (MRPII)
- Enterprise Resource Planning (ERP)
- Optimized Production Technology (OPT)

# ENTERPRISE MANAGEMENT [BML-302]

## 14. Productivity and Efficiency Evaluation

- Methods of Managing Operational Capacity

## 15. Quality Management

- The Scope of Quality Management
- Quality Management Approaches
- Total Quality Management (TQM)
- Managing Quality Using TQM
- Processes of Continuous Improvement
- Lean Production
- International Organization for Standardization
- Total Productive Maintenance (TPM)
- The TQMEX Model
- Service Quality

## PART - E

### HUMAN CAPITAL MANAGEMENT

## 16. Human Resource Management

- Human Resource Management
- Human Resource Management Theories
- Employee Motivation: Remuneration

- Employee Motivation: Other Factors
- HR Management in Different Types of Organization
- Working Arrangements
- The HR Plan
- Ethical Behaviour

## 17. Human Resource Practices

- Good HR Practice
- Human Resource Development
- Appraisal

## PART - F

### MARKETING MANAGEMENT

## 18. Marketing and Business Strategy

- The Marketing Concept
- The Marketing Environment
- Marketing and Corporate Strategy
- Marketing Strategy

## 19. Marketing Plans, Branding and Communications

- Marketing Action Plans

# ENTERPRISE MANAGEMENT [BML-302]

- Branding
- Marketing Communications

## 20. Developments in Marketing

- Consumer Behaviour
- Marketing Not-for-Profit Organizations
- Internal Marketing
- Corporate Social Responsibility and Social Marketing

# INFORMATION SYSTEMS AND IT AUDIT [BML-303]

## INTRODUCTION

This course enables the learner to analyse, design and operate the information system of the organization, develop and maintain its security and perform system audit.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand the complexity of managing security in electronic systems;
- Identify and assess the critical threats to information systems;
- Get acquainted with the process of auditing information systems;
- Apply adequate information technology governance and management in IT audit of businesses;
- Perform preliminary security audit of information systems and apply skills to a security incident;
- Apply the most effective information systems audit, control and security practices;

**PART SYLLABUS CONTENTS**

**A**

**INFORMATION SYSTEMS**

- 01. Emerging Technology in E-Business
- 02. Infrastructure and Operations
- 03. Information and Databases
- 04. Systems Acquisition / Development Process

**B**

**IT AUDIT**

- 05. The Process of Auditing Information Systems
- 06. Governance and Management of IT
- 07. Auditing Infrastructure and Operations
- 08. Auditing Systems Acquisition / Development Process
- 09. Information Security Management
- 10. Business Continuity and Disaster Recovery



# INFORMATION SYSTEMS AND IT AUDIT [BML-303]

## PART - A

### INFORMATION SYSTEMS (IS)

#### 1. Emerging Technology in E-Business

Definition of the EDI, E-Business and E-Commerce, E-Business Models (B2B, B2C, B2E, B2G, G2C & C2C), E-Commerce Architecture, E-Commerce Risks, Advantages of E-Commerce for businesses, E-Business Software (SCM, ERP & CRM).

#### 2. Infrastructure and Operations

Management of IS Operations, IT Service Management, Problem Management, Change Management Process, Computer Hardware Components and Architectures, Capacity Management, Operating Systems, Network Architecture (LAN, WAN & Wireless)

#### 3. Information and Databases

What is a data-base? data modeling; types of databases; the roles of a data-base management system; data as a resource; the importance of models. Information systems categories; office automation systems; communication systems; transaction processing systems; management and executive information

systems; decision support systems; enterprise systems; limitation and uses of information systems categories.

#### 4. Systems Acquisition / Development Process

Approaches (Waterfall, spiral, interactive, prototyping), Phases of SDLC (Investigation and feasibility study, Requirements analysis and initial design, detailed design specification/ documentation, System installation/ implementation & maintenance), Project Management, project planning, project control methods and standards.

## PART - B

### I.T. Audit

#### 5. The Process of Auditing Information Systems

Audit Mission, planning, Role and responsibilities of Internal, external and IT Auditors, risk assessment and analysis, risk based audit approach, compliance and substantive testing, internal Controls and their types, objectives and procedures. Performing an IT audit, CAATs, Control self assessment.

# INFORMATION SYSTEMS AND IT AUDIT [BML-303]

## 6. Governance and Management of IT

Corporate and IT Governance, IT Governance Frameworks, roles and responsibilities of senior management, steering committee & chief information officer, policies and procedures, human resource management, sourcing practices, change management, IS roles and Responsibilities, Segregation of duties and controls within IS. Auditing IT Governance structure and implementations.

## 7. Auditing Infrastructure and Operations

Hardware review; operating systems reviews; data-base reviews, local area network reviews, network operating, control reviews, information system operations reviews, lights out operations, application controls and their objectives, file creation, data conversion; input and output, problem management reporting reviews, hardware availability and utilizing reporting reviews, scheduling reviews.

## 8. Auditing Systems Acquisition / Development Process

Risk of inadequate system development life cycle (SDLC) and review of development procedures and methodologies, review of acquisition process for outsourcing, information system maintenance practices

change management, library control software, review of the practice of project management tools and techniques.

## 9. Information Security Management (ISM)

Importance of ISM, Understanding of Facilities (Data centres, outsourced facilities, Storage, media libraries, backup vaults, UPS & Disaster recovery sites), Antivirus Software Implementation Strategies), Program security techniques, Data security techniques, Monitoring and surveillance techniques, Environment Controls (Smoke detectors, Fire Suppression Access management controls, Physical design and access controls, Logical access controls (user authorization matrix & Password managements / password change procedures), Network security (encryption, firewalls System and Humidity / Temperature), Media Sanitization. Auditing Information Security Management

## 10. Business Continuity and Disaster Recovery

Defining a Disaster, BCP and DRP, BCP Process, Business Continuity Policy, Business Continuity Planning Incident Management, Business Impact Analysis, Development of BCP, Insurance, Plan Testing. Auditing Business Continuity.

## SEMESTER-04

BAF-401 Management Accounting

BLE-402 Business Taxation

BLE-403 Corporate Laws and Secretarial Practices

# Management Accounting [BAF-401]

## INTRODUCTION

This course covers the concepts and applications of management accounting which enables the learner to understand forecasting and budgeting techniques, perform standard costing and variance analysis, evaluate project appraisal methods, analyse cost, use modern costing techniques, manage short-term finance.

## LEARNING OUTCOMES

On completion of this course, you should be able to:

- Comprehend the purpose of forecasting, planning and budgeting;
- Perform regression analysis, identify components of time series;
- Realize the impact of budgetary control systems and setting of standard costs on human behaviour;
- Identify steps in budget preparation and get acquainted with the different types of budgets;
- Apply standard costing methods, within costing system including the reconciliation of budgeted and actual profit margins;
- Understand why and how standards are set in manufacturing and in service industries with particular reference to the maximisation of efficiency and minimization of waste;
- Realize the uses of standard costing and variances analysis;
- Calculate direct material, direct labour, variable and fixed overhead variance, sales mix and quantity variance;
- Interpret material, labour, variable overhead, fixed overhead and sales variance;
- Distinguish between planning and operational variances;
- Comprehend capital investment decisions and calculate NPV and IRR and discounted payback period;
- Perform capital rationing;
- Calculate sensitivity of a project;
- Understand probability and long-term decisions;
- Calculate breakeven point and apply breakeven analysis and contribution and contribution to sales ratios for attaining organizational goals;
- Comprehend activity based costing as compared with traditional marginal and absorption costing methods including its relative advantages and disadvantages as a system of cost accounting;

## MANAGEMENT ACCOUNTING [BAF-401]

- Realize the importance of the throughput and back flush accounting;
- Learn the processes involved in making long term decisions;
- Prioritise projects that mutually exclusive, involve unequal lives and are subject to capital rationing;
- Differentiate between absorption and ABC costing and realize the reasons for the development of ABC;
- Perform make or buy decisions for a product;
- Execute price decisions;
- Calculate working capital, working capital ratios, cash flows and profit;
- Realize the importance of cash flow and working capital management;
- Identify short-term funding and investment opportunities;
- Manage short-term finance.



# MANAGEMENT ACCOUNTING [BAF-401]

## PART - A

### FORECASTING AND BUDGETING TECHNIQUES

#### 1. Forecasts

- Forecasting Using Historical Data
- Linear Regression Analysis
- Scatter Diagrams and Correlation
- Sales Forecasting
- Regression and Forecasting
- The Components of Time Series
- Finding the Trend
- Finding the Seasonal Variations
- Time Series Analysis and Forecasting
- Using Spreadsheet Packages to Build Business Models

#### 2. Budgeting

- Why do Organizations Prepare Budgets
- Framework for Budgeting
- Steps in Budget Preparation
- Functional Budgets
- Budgetary Planning and Control System
- Sales Budgets

- Production Budget and Related Budgets
- Cash Budgets
- Master Budgets
- Capital Expenditure Budgets
- Monitoring Procedures
- Fix and Flexible Budgets
- Preparing Flexible Budgets

## PART - B

### STANDARD COSTING AND VARIANCE ANALYSIS

#### 3. Standard Costing

- Uses of Standard Costing
- Setting Standard for Manufacturing
- Setting Standard in Service Industries
- Updating Standards
- Budgets and Standard Compared
- Criticism on Standard Costing

# MANAGEMENT ACCOUNTING [BAF-401]

## 4. Variance Analysis, Interpretation and Profit Reconciliation

- Variances
- Direct Material Cost Variances
- Direct Labour Cost Variances
- Variable Overhead Variances
- Fixed Overhead Variances
- Sales Variances
- Operating Statements
- Variances in a Standard Marginal Costing
- Working Backwards Approach to Variance Analysis
- Material Mix and Yield Variances
- Labour Mix and Yield Variances
- Sales Mix and Quantity Variances
- Investigate Variance or not to Investigate Variance
- Variance Investigation Model
- Controllability Principle in Joint Variances
- Interpreting Variances
- Profit Reconciliation

## PART - C

## Project Appraisal Method

### 5. Capital Investment Decisions

- Process of Investment Decision Making
- Post Audit
- Payback Method

### 6. DCF Techniques of Investment Appraisal

- The Net Present Value Method
- The Internal Rate of Return Method
- NPV and IRR Compared
- Discounted Payback

### 7. Taking Account of Taxation and Inflation

- Allowing for Inflation

### 8. Additional Aspects of Investment Decision Making

- Mutually Exclusive Projects with Unequal Lives
- Asset Replacement
- Project Abandonment
- Capital Rationing
- Sensitivity analysis
- Probability Analysis and Long-Term Decisions



# MANAGEMENT ACCOUNTING [BAF-401]

## PART - D COST ANALYSIS

### 9. Break Even Analysis

- Breakeven Analysis and Contribution
- Breakeven Point
- Contribution/Sales (C/S) Ratio
- Margin of Safety
- Breakeven Arithmetic and Profit Targets
- Breakeven Charts and Profit/Volume Graphs
- Limitation of Breakeven Analysis

### 10. Limiting Factor Analysis

- Limiting Factors
- Limiting Factor Analysis and Restricted Freedom of action
- Make or Buy Decisions and Scarce Resources
- Limiting Factors and Shadow Prices
- Using Limiting Factors Analysis

### 11. Marginal Cost Analysis

- Pricing Decisions

## PART - E MODERN COSTING TECHNIQUES

### 12. Activity Based Costing

- The Reasons for the Development of ABC
- Outline of an ABC System
- Absorption Costing Versus ABC
- Marginal Costing Versus ABC
- Introducing an ABC System

### 13. Throughput and Back Flush Accounting

- The Theory of Constraints (TOC)
- Throughput Accounting

### 14. Environmental Costing

- The Importance of Environmental Costs
- Environmental Footprints
- Types of Cost
- Environmental Cost Accounting

# MANAGEMENT ACCOUNTING [BAF-401]

## PART - F MANAGING SHORT-TERM FINANCE

### 15. Working Capital Management

- Working Capital
- Working Capital Ratios

### 16. Cash Flows Forecasts

- Cash Flows and Profit
- Purpose of Cash Forecasts
- Cash Budgets in Receipts and Payments Format
- Cleared Funds Cash Forecasts
- Cash Forecasts Based on Financial Statements
- Need for Cash Management

### 17. Cash Management

- Budgeting for Borrowings
- Overdrafts
- Loans
- Trade Payables as a Source of Finance
- Export Finance
- Cash Surpluses

- Cash investments: bank and building society accounts
- Marketable securities: prices and interest rates
- Other types of investment

### 18. Receivables & Payables Management

- What is Credit Control?
- Total Credit
- The Credit Cycle
- Payments Terms and Settlement Discounts
- Maintaining Information on Receivables
- Collecting Debts
- Credit Insurance, Factoring and Invoice Discounting
- Managing Payables

### 19. Inventory Management

- Managing Inventories

# BUSINESS TAXATION [BLE-402]

## INTRODUCTION

This course covers the Income Tax, Sales Tax, Capital Value Tax, Customs Act and Federal Excise Act and Rules which helps the learner to understand the applications of such laws in business especially with respect to accounting treatment and decision making.

## LEARNING OUTCOMES

On completion of this course, you should be able to:

- Comprehend principal types of taxation, such as direct taxes on individuals, income, business individuals, association of persons, registered and unregistered firms and companies, trading profit and capital gains, and indirect taxes such as sales tax, customs duty and central excise duty;
- Understand features of the direct and indirect taxes;
- Execute record-keeping, filing and tax payment requirements of principal types of taxation, relating to business;
- Compute for recommendations to the management on issues, pertaining to tax liabilities of company or firm, arising from income generation and capital gains;
- Calculate and advise on tax liabilities of individuals, arising from income receipts, capital gains, business or professions and other sources;
- Identify foreign tax obligations, situations and apply appropriate methods for relieving from such tax.

PART	SYLLABUS CONTENTS
<b>A</b>	<b>INCOME TAX</b> 01. Income Tax Ordinance, 2001 02. Income Tax Rules, 2002
<b>B</b>	<b>SALES TAX</b> 03. Sales Tax Act, 1990 04. Sales Tax Rules, 2006 05. Sales Tax Special Procedures Rules, 2007
<b>C</b>	<b>INDIRECT TAX</b> 06. Customs Act, 1969 07. Capital Value Tax 08. Federal Excise Act and Rules, 2005

# BUSINESS TAXATION [BLE-402]

## PART - A INCOME TAX

### 1. Income Tax Ordinance, 2001

Definitions; charge to tax; tax on taxable income (computation of income from salary, property, business, capital gains, other sources, exemptions, losses, deductible allowances, tax credits), common rules (general, tax year, assets); provisions governing persons (concept, individuals, AOP, companies), special industries (insurance, oil & gas and other mineral deposits), international (geographical source of income, taxation of foreign source of income of residents, taxation of non-residents, double taxation), anti-avoidance; minimum tax; procedures (returns, assessments, appeals, collection and recovery of tax, payments and deductions, refunds, records and audit, penalty, offence and prosecutions, additional tax), administration (general, transitional advance tax provisions, miscellaneous), Schedules (first schedule, second schedule, third schedule, sixth schedule, seventh schedule), Special provisions regarding depreciation, initial allowance, intangibles, pre-commencement expenses, scientific research

expenditures, employees training and facilities, profit on debt, financial costs and lease payment, bad debts, provisioning regarding consumer loans, profit on non-performing debts, transfer to participating reserve and tax accounting, Nature and areas of tax management; deduction of tax at source, advance payment of tax; minimum tax; importance of tax management, while claiming allowance; exemptions deductions and tax credits; filing of returns of income; defaults and penalties. Capital Gain Tax Ordinance, 2012.

### 2. Income Tax Rules, 2002

Definitions related to the rules; heads of income, income of residents; tax of non-residents; transfer pricing; records and books of accounts; certificates, advance tax collection or deduction, payment, statements of tax collected or deducted. Income tax recovery rules, registration of income tax practitioners, and recognized terminal benefits funds, Capital Gain Tax Ordinance, 2012.

# BUSINESS TAXATION [BLE-402]

## PART - B SALES TAX

### 3. The Sales Tax Act, 1990

Chapter No. I, II, III, IV, V, VII, VIII and IX of the Act, as amended up-to-date covering; definitions; scope and payment of tax; registration; book-keeping and invoicing requirements; returns; offences and penalties, appeals and recovery of arrears.

### 4. The Sales Tax Rules, 2006

Definitions related to rules. registration, compulsory registration and de-registration, filing of returns, credit and debit note and destruction of goods, apportionment of input tax, refund, supply of zero-rated goods to diplomats, diplomatic missions, privileged persons and privileged organizations, taxpayer's authorized representatives, alternative dispute resolution, special procedure for issuance of electronic sales tax invoices between buyers and sellers.

### 5. Sales Tax Special Procedures Rules, 2007

Payment of Sales Tax By Retailers, providing or

Rendering Services Subject to Tax Under Provincial Laws, refund Claim by the Persons Engaged in Making Zero Rates, payment of Sales Tax by Importers, payment of Tax by Steel Melters and Ship Breakers, sales tax special procedure (withholding) Rules, 2007.

## PART - B INDIRECT TAX

### 6. Customs Act, 1969

Chapter - V, VI, X, XI, XVII and XIX of Customs Act, as amended up-to-date covering; levy of exemption from and repayment of customs duties; drawbacks; clearance of goods for home consumption; warehousing; offences and penalties; appeals and revisions.

### 7. Capital Value Tax

Definition, Scope, Rates, Payment, Calculation of Capital value, Section 7 of the Finance Act 1989 as amended up-to-date. Notifications, rules general orders and circulars, issued under the above-mentioned laws.

# BUSINESS TAXATION [BLE-402]

## 8. Federal Excise Act and Rules, 2005

Federal Excise Act, 2005: Sections 2 to 19, 31 & 33 to 39. Federal Excise Rules, 2005. Rules 7 to 10, 15 to 17, & 32 to 34 Capital Value Tax Section 7 of the Finance Act, 1989 as amended up-to-date. Notifications, rules general orders and circulars, issued under the above-mentioned laws

# CORPORATE LAWS AND SECRETARIAL PRACTICES [BLE-403]

## INTRODUCTION

This course covers the areas related to Corporate Laws of Pakistan along with secretarial practices which enables the learner to understand business legal matters and perform secretarial functions.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand the rules and regulations related to the companies ordinance, 1984;
- Comprehend the rules and regulations related to the Security Exchange Commission of Pakistan ordinances;
- Learn about rules and regulations related to the Single Member Companies Rules, 2003;
- Get acquainted with the code of corporate governance;
- Understand the rules and regulations related to modaraba and non-banking finance companies;
- Perform the secretarial practices.



PART	SYLLABUS CONTENTS
<b>A</b>	<p><b>COMPANIES ORDINANCE AND RELATED LAWS AND REGULATIONS</b></p> <p>01. Companies Ordinance, 1984</p> <p>02. SECP Ordinance, 1969; SECP Act 1997; SECP (Conduct of Business) Regulation, 2000 with SECP Policy Board Regulation 2000</p> <p>03. Companies (Issuance of Capital) Rules, 1996</p> <p>04. Companies Share Capital (Variation Rights and Privileges) Rules, 2000</p> <p>05. Companies (Buy-Back of Shares) Rules, 1999</p> <p>06. Companies (Asset Backed Securitization) Rules, 1999</p> <p>07. Single Member Companies Rules, 2003</p> <p>08. Code of Corporate Governance</p> <p>09. Companies (Corporate Social Responsibility) General Order, 2009 and Voluntary Guidelines, 2012</p>
<b>B</b>	<p><b>SPECIAL COMPANIES</b></p> <p>10. Modaraba Companies and Modaraba (Floatation and Control) Ordinance, 1980</p> <p>11. Modaraba Companies and Modaraba Rules, 1981</p> <p>12. Non-Banking Finance Companies (Establishment &amp; Regulation) Rules, 2003</p> <p>13. Non-Banking Finance Companies and Notified Entities Regulations, 2007</p>
<b>C</b>	<p><b>SECRETARIAL PRACTICES</b></p> <p>14. Company Secretary: Functions and Responsibilities</p> <p>15. Meetings and Resolutions</p>

# CORPORATE LAWS AND SECRETARIAL PRACTICES [BLE-403]

## PART - A COMPANIES ORDINANCE AND RELATED LAWS AND REGULATIONS

### 1. Companies Ordinance, 1984

The Companies Ordinance 1984 with latest amendments.

### 2. SECP Ordinance 1969, SECP Act 1997, SECP (Conduct of Business) Regulation, 2000 with SECP Policy Board Regulation, 2000

The Securities and Exchange Ordinance, 1969 as amended up-to-date with the Securities and Exchange Rules 1971. The SECP Act, 1997 with latest amendments, with SECP Regulations, 2000.

### 3. Companies (Issuance of Capital) Rules, 1996

Complete rules with latest amendments.

### 4. Companies Share Capital (Variation Rights and Privileges) Rules, 2000

Complete rules with latest amendments.

### 5. Companies (Buy-Back of Shares) Rules, 1999

Complete rules with latest amendments

### 6. Companies (Asset Backed Securitization) Rules, 1999

Complete rules with latest amendments.

### 7. Single Member Companies Rules, 2003

Definitions, single member company, Change in status of a single member company, Meetings of directors and members, Company secretary, Transfer of management to nominee director, Contracts with single member, Company becoming a single member company, Documents required, notices, forms and applications under companies ordinance, 1984 to be submitted to securities and exchange ordinance.

### 8. Code of Corporate Governance

Complete Code of Corporate Governance for listed companies

### 9. Companies (Corporate Social Responsibility) General Order, 2009 and Voluntary Guidelines, 2012

Complete rules with latest amendments.

# CORPORATE LAWS AND SECRETARIAL PRACTICES [BLE-403]

## PART - B SPECIAL COMPANIES

### 10. Modaraba Companies and Modaraba (Floatation and Control) Ordinance, 1980

Definitions, registration of modaraba companies, provisions applicable to modarabas, winding up, provisions relating to the following:

Definitions (Section 2), Registration of Modaraba Companies (Section 4 to 6), Provisions applicable to Modaraba (Section 7 to 23,33,37,41 and 42)

### 11. Modaraba Companies and Modaraba Rules, 1981

Definitions, Rules 2 to 4,7 to 13,16 to 20-B,23 and 25 to 28, First Schedule (Form no.1,9 and 11 including annexure), Third Schedule, Fourth Schedule (salient features of matter to be specified in prospectus and reports to be set out therein)

Definitions, Registrar, Registration of Modaraba Company, Tribunal, Religious Board. Capital of company also engaged in other business, Accounts and audit,

Submission of annual report by modaraba company, Submission of periodical report, Annual balance sheet, authentication of balance sheet, expenses to be reimbursed to modaraba company's etc; capitalization of profits distribution of profit and reserves, prospectus, Invalidity of certain conditions as to waiver of notice, Register of certificate holders.

#### Note:

Where specific reference to an Act, Ordinance, Rules, Regulations, Guidelines or SRO gazette notification is given it is to be assumed that it covers any subsequent amendments that may be made therein from time to time.

### 12. Non-Banking Finance Companies (Establishment & Regulation) Rules, 2003

Complete rules with latest amendments

### 13. Non-Banking Finance Companies and Notified Entities Regulations, 2007

Complete rules with latest amendments

# CORPORATE LAWS AND SECRETARIAL PRACTICES [BLE-403]

## PART - C SECRETARIAL PRACTICES

### **Company Secretary: Functions and Responsibilities**

- Requirement of a Company Secretary
- Qualification of a Company Secretary
- Provisions relating to a company secretary
- Duties of a Secretary
- Secretarial functions
- Legal obligations of secretary

### **Meetings and Resolutions**

- Notice of Annual General Meeting / Extra Ordinary General Meeting
- Members Meetings & Resolutions
- Checklist – Approvals and Authorities

## SEMESTER-05

BAF-501 Advanced Financial Accounting and Corporate Reporting

BAF-502 Risk Management and Audit

BAF-503 Strategic Financial Management

# ADVANCED FINANCIAL ACCOUNTING & CORPORATE REPORTING

## [BAF-501]

### INTRODUCTION

This course covers the advanced concepts of financial accounting and corporate reporting which enables the learner to deal with the matters related to recognition and measurement, prepare group financial statements especially for complex group, performance reporting and reporting for financial and non-financial sectors.

### LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand the principle of substance over form applied to a range of transactions;
- Comprehend Financial instruments;
- Realize Employee benefits;
- Understand Share-based payments;
- Elucidate Asset valuation and Changing prices;
- Prepare the full consolidated statements of a single company and the consolidated statements of financial position and comprehensive income for a group;
- Apply the concept of a joint venture and how various types are accounted for;
- Learn foreign currency translation principles, including the difference between the closing rate/net investment method and the historical rate method;
- Realize the possible treatments of financial instruments in the issuer's accounts (i.e., liabilities versus equity and the implications for financial costs);
- Learn the recognition and valuation issues concerned with pension schemes (including the treatment of actuarial debts and surpluses) and share-based payments;
- Perform and interpret ratio analysis from financial statements and supporting information;
- Perform segmental analysis, with inter-firm and international comparisons taking account of possible aggressive or unusual accounting policies and pressures on ethical behaviour;
- Learn new developments in external reporting;
- Understand contemporary developments in financial and non-financial reporting;

# ADVANCED FINANCIAL ACCOUNTING & CORPORATE REPORTING

## [BAF-501]

- Realize pressures for extending the scope and quality of external reports to include prospective and non-financial matters, and narrative reporting generally;
- Learn how information concerning the interaction of a business with society and the natural environment can be communicated in the published accounts;
- Calculate earnings per share;
- Comprehend social and environmental issues which are likely to be most important to stakeholders in an organization;
- Execute the process of measuring, recording and disclosing the effect of exchanges between a business and society-human resource accounting;
- Understand the asset valuation and changing prices;
- Learn the non-financial reporting and different ways of reporting it.

PART	SYLLABUS CONTENTS
<b>A</b>	<p><b>MATTERS RELATED TO RECOGNITION AND MEASUREMENT</b></p> <p>01. Substance Over Form 03. Employee Benefits 05. Asset Valuation and Changing Prices</p> <p>02. Financial Instruments 04. Share-Based Payments</p>
<b>B</b>	<p><b>GROUP FINANCIAL STATEMENTS</b></p> <p>06. Introduction to Group Accounting 07. Consolidated Statement of Financial Position 08. Consolidated Statement of Comprehensive Income 09. IAS 27, IFRS 10, IFRS 3 (Revised), IFRS 13 10. Effect of Non-Controlling Interests 11. Acquisition of a Subsidiary During its Accounting Period 12. Consolidated Statement of Comprehensive Income 13. Consolidated Statement of Changes in Equity 14. Associates and Joint ventures</p>
<b>C</b>	<p><b>COMPLEX GROUP TOPICS</b></p> <p>15. Changes in Group Structures 17. Foreign Currency</p> <p>16. Complex Group Structures 18. Group Statements of Cash Flows</p>
<b>D</b>	<p><b>PERFORMANCE REPORTING</b></p> <p>19. Ratios and Trend Analysis 20. Earnings per Share IAS, 33 21. Segment Reporting IFRS, 8</p>
<b>E</b>	<p><b>EXTERNAL REPORTING</b></p> <p>22. Advancement in Financial Reporting</p> <p>23. Advancement in Non-Financial Reporting</p>



# ADVANCED FINANCIAL ACCOUNTING & CORPORATE REPORTING [BAF-501]

## PART - A

### MATTERS RELATED TO RECOGNITION AND MEASUREMENT

#### 1. Substance Over Form

- Reporting the Substance of Transactions
- Examples Where Substance and Form may Differ

#### 2. Financial Instruments (IAS 32, IFRS 7 & IAS 39)

- Definitions
- Classification of Financial Instruments
- Recognition and Measurement of Financial Assets
- Recognition and Measurement of Financial Liabilities
- Derecognition of Financial Instruments
- Derivatives
- Hedge Accounting
- Disclosure of Financial Instruments
- Disclosures

#### 3. Employee Benefits (IAS 19)

- Types of Employee Benefit
- Post-Employment Benefit Plans
- Accounting for Post-Employment Benefit Plans
- The Asset Ceiling
- Disclosures
- Other Employee Benefits

#### 4. Share-Based Payments (IFRS 2)

- Types of Transaction
- Equity-Settled Share-Based Payment Transactions
- Cash-Settled Share-based Payment Transactions
- Disclosures
- Modifications, Cancellations and Settlements
- Recent Developments

#### 5. Asset valuation and Changing prices

- Definitions
- Impairment of Financial Assets
- Accounting Treatment

# ADVANCED FINANCIAL ACCOUNTING & CORPORATE REPORTING [BAF-501]

## PART - B GROUP FINANCIAL STATEMENTS

### 6. Introduction to Group Accounting

- The Concept of Group Accounts
- Definitions
- Exemption from Preparation of Group Financial Statements
- Non-Coterminous Year Ends

### 7. Consolidated Statement of Financial Position

- Principles of the Consolidated Statement of Financial Position
- Pre and Post-Acquisition Profits
- Non-Controlling Interest
- Fair Values
- Fair Value of Net Assets Acquired
- Intra-Group Trading
- Unrealised Profit
- Mid-Year Acquisitions

### 8. Consolidated Statement of Comprehensive Income

- Principles of the Consolidated Statement of Comprehensive Income
- Intra-Company Trading
- Other Consolidated Income Statement Adjustments
- Midyear Acquisitions
- The Consolidated Statement of Comprehensive Income

### 9. IAS 27, IFRS 10, IFRS 3 (Revised), IFRS 13

- Definitions
- Separate Financial Statements
- Preparation of Consolidated Financial Statements
- Treatment of Goodwill
- The basis of a Fair Value Measurement
- Fair Value Hierarchy
- Specific Application Principles
- Disclosures

### 10. Effect of Non-Controlling Interests

- **Effect of Non-Controlling Interests on:**
  - ♦ Statement of Financial Position

# ADVANCED FINANCIAL ACCOUNTING & CORPORATE REPORTING

## [BAF-501]

- Intra-Group Sales of Non-Current Assets
- Fair Values

### 11. Acquisition of a Subsidiary During its Accounting Period

- Step Acquisitions
- Disposal Scenarios
- Investing Entity's Accounts
- Group Accounts
- Group Accounts – Entire Disposal
- Group Accounts Disposal – Subsidiary to Associate
- Disposal where Control is not Lost (Increase in NCI)
- Subsidiaries Acquired Exclusively with a View to Subsequent Disposals
- Further Purchase by Group after Control Obtained (Decrease in NCI)

### 12. Consolidated Statement of Comprehensive Income

- Format of Consolidated Statement of Comprehensive Income
- Preparation of Consolidated Statement of Comprehensive Income

### 13. Consolidated Statement of Changes in Equity

- Format of Consolidated Statement of Changes in Equity
- Preparation of Consolidated Statement of Changes in Equity

### 14. Associates and Joint Ventures

- IAS 28 Investment in Associates
- IAS 31 Interest in Joint Ventures
- Forms of Joint Ventures
- Accounting Treatment of Jointly Controlled Entities

## PART - C

### COMPLEX GROUP TOPICS

### 15. Changes in Group Structures

- Disposals
- Business Combination Achieved in Stages
- Changes in Direct Ownership

### 16. Complex Group Structures

- Complex Group
- Consolidating Sub-Subsidiaries
- Direct Holding in Sub-Subsidiaries
- Indirect Associates

# ADVANCED FINANCIAL ACCOUNTING & CORPORATE REPORTING [BAF-501]

## 17. Foreign Currency

- Foreign Currency Translation
- IAS 21: Individual Company Stage
- IAS 21: Consolidated Financial Statements Stage

## 18. Group Statements of Cash Flows

- IAS 7 : Statement of Cash Flows of Single Company
- Consolidated Statements of Cash Flows
- Foreign Exchange and Statement of Cash Flows

## PART - D PERFORMANCE REPORTING

### 19. Ratios and Trend Analysis

- Interpreting Financial Information
- Profitability Ratios
- Return on Capital Employed
- Net Asset Turnover
- Liquidity and Working Capital Ratios
- Long-Term Financial Stability

- Investor Ratios
- Limitations of Financial Statements and Ratio Analysis

### 20. Earnings per Share IAS 33

- The Scope of IAS 33
- Basic EPS
- Diluted Earnings per Share (DEPS)
- The Importance of EPS

### 21. Segment Reporting IFRS 8

- Defining Reportable Segments
- Disclosing Reportable Segments
- Problem Areas in Segmental Reporting

## PART - E EXTERNAL REPORTING

### 22. Advancement in Financial Reporting

- International Harmonization
- Accounting Around the World
- Financial Reporting in USA
- IFRS vs US GAAP

# ADVANCED FINANCIAL ACCOUNTING & CORPORATE REPORTING

## [BAF-501]

### 23. Advancement in Non-Financial Reporting

- Management Commentary
- Environmental Reporting
- Sustainability
- Social and Ethical Environment
- Social Responsibility
- Human Resource Accounting

# RISK MANAGEMENT & AUDIT [BAF-502]

## INTRODUCTION

This course is designed to focus on risks involved in operational & strategic areas and to understand auditing functions which enable the learner to perform risk assessment, to develop risk management strategies, define internal controls, develop audit program and conduct audit.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand the ways of identifying, measuring and assessing the types of risk facing by an organization, including the organization's ability to bear such risks;
- Realize the purposes and importance of internal control and risk management for an organization;
- Evaluate risk management strategies and the essential features of internal control systems for identifying, assessing and managing risks;
- Recommend risk management strategies and realize their accounting implications;
- Comprehend credit/counterparty risk, market risk, operational risk, transaction risk, interest rate and other risks;
- Recommend ways in which identified weakness or problems associated with control systems can be avoided or solved;
- Assess the costs and benefits of a particular internal control system;
- Understand audit framework and regulation, audit and other assurance engagements, statutory audit and regulation;
- Learn legal considerations relating to the appointment and removal of auditor;
- Elucidate over all objectives of the independent auditor and the conduct of an audit in accordance with International Standards on Auditing;
- Perform quality control procedures for an audit of financial statements;
- Comprehend Audit Evidence and perform adequate audit documentation;
- Realize the auditor's responsibilities relating to fraud in an audit of financial statements;
- Evaluate the control of activities and resources within an organization;
- Learn how to plan for the audit of various organizational activities and financial statements;

## RISK MANAGEMENT & AUDIT [BAF-502]

- Recommend action to avoid or solve problems associates with the audit of activities and systems and to improve the efficiency, effectiveness and control of activities;
- Comprehend the scope of and need for internal auditing and its relationship with external audit work;
- Understand how to communicate deficiencies in internal control to those charged with governance and management;
- Evaluate the misstatements identified during the audit;
- Realize the relationship between internal and external auditors;
- Learn auditing accounting estimates, including fair value accounting estimates, and related disclosures;
- Identify related parties transactions;
- Understand Subsequent events, going concern and written representation;
- Perform audit conclusions and reporting;
- Learn how to form an opinion and reporting on financial statements;
- Comprehend nature, objectives, functions, advantages and scope of cost audit;
- Plan and perform the Cost Audit;
- Understand the provision of cost accounting records rules;
- Comprehend nature, objectives, functions, scope, planning and procedures of cost audit and perform audit of material, labour and overhead costs.

PART	SYLLABUS CONTENTS
A	<p><b>RISK MANAGEMENT</b></p> <p><b>01. Risk Management</b></p> <ul style="list-style-type: none"> <li>• Risk Identification</li> <li>• Risk Assessment</li> <li>• Risk Planning</li> <li>• Risk Monitoring</li> </ul>
B	<p><b>AUDITING</b></p> <p>02. Audit framework and Regulation</p> <p>03. Planning and risk assessment General Principles and Responsibilities</p> <p>04. Risk Assessment and Response to Assessed Risk</p> <p>05. Internal Control</p> <p>06. Internal Audit</p> <p>07. Audit Evidence</p> <p>08. Collecting Audit Evidence</p> <p>09. Using the Work of Others</p> <p>10. Audit Conclusions and Reporting</p> <p>11. Cost Audit</p>



# RISK MANAGEMENT & AUDIT [BAF-502]

## PART - A

### RISK MANAGEMENT

#### 1. Risk Management

- Introduction to Risk
- Methods of Measuring, Assessing and Controlling Risks
- Evaluation of Risk Management Strategies, Assessing and Managing Risks
- Risk Management Control and Evaluation
- Management of Financial Risks
- Credit/Counterparty Risk, Market Risk, Operational Risk, Transaction Risk, Interest Rate and Other Risks
- Case Study and Risk Management System of a Limited Company/Corporation

## PART - B

### AUDITING

#### 2. Audit Framework and Regulation

- Audit and Other Assurance Engagements
- Statutory Audit and Regulation
- Legal Consideration Relating to Appointment and removal of Auditor

#### 3. Planning and Risk Assessment General Principles and Responsibilities

- ISA 200: Overall Objectives of the Independent Auditor and the Conduct of an Audit in Accordance with International Auditing Standards
- ISA 210: Agreeing the terms of Audit Engagements
- ISA 220: Quality Control for an Audit of Financial Statements
- ISA 230: Audit Documentation
- ISA 240: The Auditor's Responsibilities Relating to fraud in an Audit of Financial Statements
- ISA 250: Consideration of Laws and Regulations in an Audit of Financial Statements
- ISA 260: Communication with Those Charged with Governance
- ISA 265: Communicating Deficiencies in Internal Control to those charged with Governance and Management

# RISK MANAGEMENT & AUDIT [BAF-502]

## 4. Risk Assessment and Response to Assessed Risk

- ISA 300: Planning an Audit of Financial
- Statements ISA 315: Identifying and Assessing the Risks of Material Misstatement Through Understanding the Entity and its Environment
- ISA 320: Materiality in Planning and Performing an Audit
- ISA 330: The Auditor's Response to Assessed risks
- ISA 402: Audit Considerations Relating to an Entity using a Service Organization
- ISA 450: Evaluation of Misstatements Identified During the Audit.

## 5. Internal Control

- Internal Control
- Testing the Controls Regarding
  - Inventory
  - Sales
  - Purchases
  - Cash and Bank
  - Revenue and Capital Expenditure
  - Non-Current Tangible Assets

## 6. Internal Audit

- Internal Audit and Corporate Governance
- Distinction Among External and Internal Auditing
- Scope of and Need for Internal Auditing
- Nature and Types of Internal Operation Audits
- Relationship Between Internal and External Auditors
- Nature and Types of Internal Audits

## 7. Audit Evidence

- ISA 500: Audit Evidence
- ISA 501: Audit Evidence-Specified Consideration for Selected Items
- ISA 505: External Confirmation
- ISA 510: Initial audit Engagements-Opening Balances
- ISA 520: Analytical Procedures
- ISA 530: Audit Sampling
- ISA 540: Auditing Accounting Estimates, Including Fair Value Accounting Estimates, and Related Disclosures
- ISA 550: Related Parties
- ISA 560: Subsequent Events
- ISA 570: Going Concern
- ISA 580: Written Representation

# RISK MANAGEMENT & AUDIT [BAF-502]

## 8. Collecting Audit Evidence

- Collecting Audit Evidence of:
  - Non-Current Assets
  - Inventory
  - Receivables
  - Cash and Bank
  - Liabilities, Capital and Directors' Emoluments
  - Not-for-Profit Organization

## 9. Using the Work of Others

- ISA 600: Special Consideration-Audits of Group Financial Statements (Including the Work of Component Auditors)
- ISA 610: Using the Work of Internal Auditors
- ISA 620: Using the Work of Auditor's Expert

## 10. Audit Conclusions and Reporting

- ISA 700: Forming an Opinion and Reporting on Financial Statements
- ISA 705: Modifications to the Opinion in the Independent Auditor's Report
- ISA 706: Emphasis of Matter Paragraphs and Other Matter Paragraphs in the Independent

- Auditor's Report
- ISA 710: Comparative Information-Corresponding Figures and Comparative Financial Statements
- ISA 720: the auditor's Responsibilities Relating to Other information in Documents Containing Audited Financial Statements

## 11. Cost Audit

- Nature, Objectives, Functions, advantages and Scope of Cost Audit
- Planning the Cost Audit
- Provision of Cost Accounting Records Rules
- Material Cost
- Labor Cost
- Overheads
- Sales, Royalty, Inter-Company Transactions
- Companies Audit of Cost Accounts Rules

# STRATEGIC FINANCIAL MANAGEMENT [BAF-503]

## INTRODUCTION

This course covers the strategic concepts of financial management which enables the learner to execute financial strategy, business financing, investment decisions, project appraisal, business valuations and restructuring in different areas of business.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Understand the potential strategic financial objectives of an organization;
- Realize the impact of internal and external constraints on financial strategy, including the impact of regulation on business combinations;
- Evaluate investment projects (domestic and international), including their financial and strategic implications, taking account of potential variations in business and economic factors;
- Comprehend the shareholders and their objectives;
- Realize the constraints on financial strategy;
- Execute the forecasting and analysis;
- Perform sensitivity analysis and understand changes in variables;
- Understand the working capital management and dividend policy;
- Comprehend the capital markets, rights issue, scrip dividends, bonus issues and share splits, share prices and investment returns and efficient market hypothesis;
- Understand the medium, long term debt, convertible securities warrants and international debt finance;
- Apply leasing as a source of finance and lease or buy decisions;
- Perform the investment decisions, financing and cost of capital, dividend valuation model, CAPM, cost of debt;
- Evaluate the weighted average cost of capital of an organization;
- Make capital structure decision and explicate the effect of capital structure on ratios, theories of capital structure, project specific cost of capital and leverage;
- Perform treasury functions, risk and reward analysis and hedging financial risk;
- Perform investment appraisal technique including capital investment appraisal;
- Comprehend capital rationing, equivalent annual cost and real options and APV;

# STRATEGIC FINANCIAL MANAGEMENT [BAF-503]

- Understand investment and projects, feasibility study and project control;
- Get acquainted with the reasons for valuations, asset valuation bases, earning valuation bases;
- Learn how to manage financial risks of proposals for mergers and acquisitions along with the various steps involved in mergers, acquisitions and corporate restructuring;
- Evaluate the financial and strategic implications of proposals for mergers and acquisitions, including their terms, post-transaction values and processes, and exit strategies
- Apply the procedures for foreign exchange control in business;
- Identify and evaluate the financial and strategic implications.

PART	SYLLABUS CONTENTS
<b>A</b>	<p><b>FORMULATION OF FINANCIAL STRATEGY</b></p> <ul style="list-style-type: none"> <li>01. Objectives of organizations</li> <li>02. Constraints on Financial Strategy</li> <li>03. Forecasting and Analysis</li> <li>04. Financial Strategies</li> </ul>
<b>B</b>	<p><b>FINANCING DECISIONS</b></p> <ul style="list-style-type: none"> <li>05. Equity finance</li> <li>06. Debt finance</li> <li>07. Leasing</li> <li>08. The cost of capital</li> <li>09. The capital structure</li> <li>10. Treasury Management</li> </ul>
<b>C</b>	<p><b>INVESTMENT DECISIONS AND PROJECT CONTROL</b></p> <ul style="list-style-type: none"> <li>11. Investment appraisal techniques</li> <li>12. International investment</li> <li>13. Specific investment appraisal scenarios</li> <li>14. Control of investment projects</li> <li>15. Business valuations</li> <li>16. Amalgamations and restructuring</li> </ul>

# STRATEGIC FINANCIAL MANAGEMENT [BAF-503]

## PART - A

### FORMULATION OF FINANCIAL STRATEGY

#### 1. Objectives of Organizations

- Objectives of Companies
- Stakeholders and Objectives
- Objectives of Public Owned
- Objectives of Non-Commercial Bodies

#### 2. Constraints on Financial Strategy

- Constraint Factors
- Economic Constraints
- International Constraints
- Regulatory Bodies

#### 3. Forecasting and Analysis

- Performance Analysis
- Cash Forecasts
- Financial Statements Forecast
- Sensitivity Analysis and Changes in Variables

#### 4. Financial Strategies

- Working Capital Management
- Dividend Policy

## PART - B

### Financing Decisions

#### 5. Equity Finance

- Capital Markets
- Rights Issues
- Scrip Dividends, Bonus Issues and Share Splits
- Share Prices and Investment Returns
- Efficient Market Hypothesis

#### 6. Debt finance

- Medium Term Finance
- Long Term Debt
- Convertible Securities
- Warrants
- International Debt Finance

# STRATEGIC FINANCIAL MANAGEMENT [BAF-503]

## 7. Leasing

- Leasing as a Source of Finance
- Lease or Buy Decision

## 8. The Cost of Capital

- Investment Decisions
- Financing and the Cost of Capital
- Dividend Valuation Model
- CAPM
- Cost of Debt
- Weighted Average Cost of Capital

## 9. The Capital Structure

- Capital Structure Decision
- Effect of Capital Structure on Ratios
- Theories of Capital Structure
- Project Specific Cost of Capital
- Leverage: Concept and Application

## 10. Treasury Management

- Treasury Functions
- Risk and Reward
- Hedging Financial Risk
- Use of Financial Derivatives

## PART - C

## INVESTMENT DECISIONS AND PROJECT CONTROL

### 11. Investment Appraisal Techniques

- Capital Investment Appraisal
- Risk and Uncertainty

### 12. International Investment

- International Investment: Basis and Risk
- International Investment: Appraisal

### 13. Specific Investment Appraisal Scenarios

- Capital Rationing
- Equivalent Annual Cost
- Real Options
- Adjusted Present Value

### 14. Control of Investment Projects

- Investments and Projects
- Feasibility Study



# STRATEGIC FINANCIAL MANAGEMENT [BAF-503]

- Project Control
- Investment Performance
- Post-Completion Audits

## 15. Business Valuations

- Reasons for Valuations
- Asset Valuation Bases
- Earning Valuation Bases
- Dividend Valuation Bases
- Cash Flows Valuation Method
- Valuation Issues

## 16. Amalgamations and Restructuring

- Mergers and Acquisitions
- Conduct of a Takeover
- Payment Methods
- Valuation of Mergers and Amalgamations
- Regulation of Acquisitions
- Post-Acquisition Integration
- Impact of mergers and Acquisition on Stakeholders
- Exit Strategies

## SEMESTER-06

BAF-601 Strategic Management Accounting

BAF-602 Investment Analysis and Portfolio Management

BML-603 Strategic Management

# STRATEGIC MANAGEMENT ACCOUNTING [BAF-601]

## INTRODUCTION

This course covers the advanced concepts of management accounting which enables the learner to perform cost planning & analysis, apply management accounting techniques for decision-making, execute pricing & make product decisions, evaluate performance management & define responsibility centres for achieving efficiency and effectiveness in the business operations.

## LEARNING OUTCOMES

On completion of this course, you should be able to:

- Understand learning curve, value analysis, functional analysis, Activity Base Costing (ABC) and Activity Base Management (ABM);
- Learn how target costs can be derived from target prices and the relationship between target costs and standard costs;
- Comprehend the concept of life cycle costing and how life cycle costs interact with marketing strategies at each stage of the life cycle;
- Apply the techniques of activity-based management in identifying cost drivers/activities;
- Understand Direct Product Profitability (DPP), Distribution Channel Profitability, Activity-based profitability analysis;
- Evaluate the impacts of just-in-time production, the theory of constraints and total quality management on efficiency, inventory and cost;
- Realize the impact of just-in-time manufacturing methods on cost accounting and the use of 'back-flush accounting' when work-in-progress stock is minimal;
- Elucidate the concepts of continuous improvement and Kaizen costing that are central to total quality management;
- Understand the concept of the value chain and the management of contribution/profit generated throughout the chain;
- Learn how process re-engineering can be used to eliminate non-value adding activities and reduce activity costs;
- Perform breakeven and sensitivity analysis;
- Learn the principles of decision-making including the identification of relevant costs and their use alongside non-quantifiable factors in making rounded judgments;
- Examine the particular issues that arise in pricing decisions and the conflict between marginal cost principles and the need for full recovery of all costs incurred;

# STRATEGIC MANAGEMENT ACCOUNTING [BAF-601]

- Analyze direct customer profitability and extend this analysis to distribution channel profitability through the application of activity-based costing ideas;
- Evaluate performance using fixed and flexible budget reports;
- Understand the purposes of budgets, including planning, communication, co-ordination, motivation, authorization, control and evaluation, and how these may conflict;
- Prepare a budget for any account in the master budget, based on projections/forecasts and managerial targets;
- Realize the role of non-financial performance indicators;
- Compare and contrast traditional approaches to budgeting with recommendations based on the 'balanced scorecard';
- Realize the use of cost, revenue, profit and investment centres in devising organisation structure and in management control;
- Consider alternative measures of performance for responsibility centres;
- Understand the likely consequences of different approaches to transfer pricing for divisional decision making, divisional and group profitability, the motivation of divisional management and the autonomy of individual divisions;
- Comprehend activity-based costing as compared with traditional marginal and absorption costing methods, including its relative advantages and disadvantages as a system of cost accounting;
- Work out projected product/service volumes employing appropriate forecasting techniques;
- Calculate projected revenues and costs based on product/service volumes, pricing strategies and cost structures;
- Apply sensitivity analysis to cash flows parameters to identify those to which net present value is particularly sensitive;
- Prepare and apply decision trees;

## STRATEGIC MANAGEMENT ACCOUNTING [BAF-601]

- Perform short-term decisions;
- Consider risk and uncertainty in decision making;
- Comprehend standard deviation to measure risk;
- Deal with simulation models and graphical method;
- Apply simplex method in linear programming;
- Compute breakeven point, contribution to sales (C/S) ratio, target profits and margin of safety for multiple products;
- Execute sales/product mix decisions;
- Learn pricing strategies for new products;
- Use spread sheets to build business models;
- Perform budgeting;
- Calculate return on investment (ROI), residual income (RI), Economic Value Added (EVA) and make decision accordingly;
- Learn the principles of transfer pricing;
- Comprehend transfer pricing with an imperfect external market, elucidate the optimal transfer price, negotiated transfer price and international transfer pricing.

PART	SYLLABUS CONTENTS
<b>A</b>	<b>COST PLANNING, ANALYSIS AND TECHNIQUES</b> 01. Cost Planning 02. Cost Analysis 03. Cost Management Techniques 04. Externally Oriented Cost Management Techniques
<b>B</b>	<b>PRICING AND PRODUCT DECISIONS</b> 05. Relevant Costs 06. Short-Term Decisions 07. Risk and Uncertainty 08. Linear Programming: The Graphical Method 09. Linear programming: The Simplex Method 10. Multi-Product Breakeven Analysis 11. Pricing Decisions and Pricing Strategies
<b>C</b>	<b>PERFORMANCE MANAGEMENT AND RESPONSIBILITY CENTRE</b> 12. Budgetary Control 13. Performance Evaluation 14. Measuring Performance in Divisionalised Businesses 15. Transfer Pricing

# STRATEGIC MANAGEMENT ACCOUNTING [BAF-601]

## PART - A

### COST PLANNING, ANALYSIS AND TECHNIQUES

#### 1. Cost Planning

- Learning Curve
- Life Cycle Costing
- Target Costing
- Value Analysis
- Functional Analysis

#### 2. Cost Analysis

- Activity Base Costing (ABC)
- Activity Base Management (ABM)
- Direct Product Profitability (DPP)
- Customer Profitability Analysis (CPA)
- Distribution Channel Profitability
- Activity-Based Profitability Analysis
- Pareto Analysis

#### 3. Cost Management Techniques

- Traditional vs Modern Manufacturing Philosophy

- Just-in-Time (JIT)
- Kaizen Costing
- Total Quality Management
- Business Process Re-Engineering

#### 4. Externally Oriented Cost Management Techniques

- The Value Chain
- Supply Chain Management
- Outsourcing
- Partnering, Incentives and Gain-Sharing Arrangements

## PART - B

### PRICING AND PRODUCT DECISIONS

#### 5. Relevant Costs

- Relevant Costs and Revenues
- Opportunity Cost
- The Relevant Cost of Materials
- The Relevant Cost of Labour
- The Relevant Cost of Overheads

#### 6. Short-Term Decisions

- Presentation Guidelines

# STRATEGIC MANAGEMENT ACCOUNTING [BAF-601]

- Acceptance/Rejection of Contracts
- Minimum Pricing
- Extra shift Decisions and Overtime
- Make or Buy Decisions
- Either/or Problems
- Shutdown Problems
- Choosing Between Options
- Allocation of Joint Costs

## 7. Risk and Uncertainty

- Risk and Uncertainty in Decision Making
- Probability Analysis and Expected Values
- Data Tables
- The Maximin, Maximax and Minimax Regret Bases for Decision Making
- Using the Standard Deviation to Measure Risk
- Decision Trees
- The Value of Information
- Sensitivity Analysis
- Simulation Models

## 8. Linear programming: The Graphical Method

- Graphical Method
- Graphical Method Using Simultaneous Equations

- Sensitivity Analysis

## 9. Linear Programming: The Simplex Method

- Principles of the Simplex Method
- Sensitivity Analysis
- Using Computer Packages
- Using linear Programming

## 10. Multi-Product Breakeven Analysis

- Drawing a Basic Breakeven Chart
- Breakeven Analysis in a Multi-Product Environment
- Breakeven Point for Multiple Products
- Contribution to sales (C/S) Ratio for Multiple Products
- Sales/Product Mix Decisions
- Target Profits for Multiple Products
- Margin of Safety for Multiple Products
- Multi-Product Breakeven Charts
- Further Aspects of Breakeven Analysis
- Sensitivity Analysis

## 11. Pricing Decisions and Pricing Strategies

- Demand Base Pricing



# STRATEGIC MANAGEMENT ACCOUNTING [BAF-601]

- Other Issues that Influence Pricing Decisions
- Deriving the Demand Curve
- Profit Maximizing Price
- Full Cost Pricing
- Marginal Cost-Plus/Mark-Up Pricing
- Pricing Based on Mark-up Per Unit of Limiting Factor
- Pricing Strategies for new Products
- Other Pricing Strategies

## PART - C

### PERFORMANCE MANAGEMENT AND RESPONSIBILITY CENTRE

#### 12. Budgetary Control

- Flexible Budgets and Budgetary Control
- System Design
- Using Spread Sheets to Build Business Models
- Rolling Budgets
- Behavioral Implications of Budgeting
- Budget Participation
- Use of Budgets as Targets
- Budget and Motivation
- Beyond Budgeting

#### 13. Performance Evaluation

- Financial Performance Indicators
- Non-Financial Performance Indicators
- The Balanced Scorecard
- Benchmarking

#### 14. Measuring Performance in Divisionalised Businesses

- Responsibility Centres
- Return on Investment (ROI)
- ROI and Decision Making
- Residual Income (RI)
- Economic Value Added (EVA)

#### 15. Transfer Pricing

- Basic Principles of Transfer Pricing
- General Rules
- Use of Market Price as a Basis for Transfer Prices
- Transfer Pricing with an Imperfect External Market
- Transfer Pricing when there is no External Market for the Transferred Item
- Transfer Pricing and Changing Costs/Prices
- Identifying the Optimal Transfer Price
- Negotiated Transfer Prices
- International Transfer Pricing

# INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT [BAF-602]

## INTRODUCTION

This course covers the different aspects of investment analysis and portfolio management which enables the learner to know about financial markets, understand investment environment & investment management process, perform investment analysis, make investments in stocks & bonds, execute portfolio management and evaluation.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Analyze the investment environment and comprehend the logic of investment process and the contents of its' each stage;
- Use the quantitative methods for investment decision making to calculate risk and expected return of various investment tools and the investment portfolio;
- Distinguish concepts of portfolio theory and apply its' principles in the process of investment portfolio formation;
- Analyze and to evaluate relevance of stocks, bonds, options for the investments;
- Realize the psychological issues in investment decision making;
- Execute the portfolio performance measures.

## SYLLABUS CONTENTS

1. Investment Environment and Investment Management Process

2. Quantitative Methods of Investment Analysis

3. Theory for Investment Portfolio Formation

4. Investment in Stocks

5. Investment in Bonds

6. Psychological Aspects in investment Decision Making

7. Using Options as Investments

8. Portfolio Management and Evaluation

# INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT [BAF-602]

## 1. Investment Environment and Investment Management Process

- Investing Versus Financing
- Direct Versus Indirect Investment
- **Investment Environment**
  - ♦ Investment Vehicles
  - ♦ Financial Markets
- Investment Management Process

## 2. Quantitative Methods of Investment Analysis

- **Investment Income and Risk**
  - ♦ Return on Investment and Expected Rate of Return
  - ♦ Investment Risk, Variance and Standard Deviation
- **Relationship Between Risk and Return**
  - ♦ Covariance
  - ♦ Correlation and Coefficient of Determination
- **Relationship Between the Returns on Stock and Market Portfolio**
  - ♦ Characteristic Line and Beta Factor
  - ♦ Residual Variance

## 3. Theory for Investment Portfolio Formation

- **Portfolio Theory**
  - ♦ Markowitz Portfolio Theory
  - ♦ The expected Rate of Return and Risk of Portfolio
- Capital Asset Pricing Model
- Arbitrage Price Theory
- Market Efficiency Theory

## 4. Investment in Stocks

- Stock as Specific Investment
- **Stock analysis for Investment Decision Making**
  - ♦ E-I-C Analysis
  - ♦ Fundamental Analysis
- Decision making of Investment in Stocks: Stock Valuation
- Formation of Stock Portfolios
- Strategies for Investing in Stocks

## 5. Investment in Bonds

- Identification and Classification of Bonds
- **Bond analysis: Structure and Contents**
  - ♦ E-I-C Analysis
  - ♦ Fundamental Analysis

# INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT [BAF-602]

- ♦ Quantitative Analysis
- ♦ Qualitative Analysis
- ♦ Market Interest Rates Analysis
- Decision Making for Investment in Bonds: Bond valuation
- Strategies for Investing in Bonds. Immunization

## 6. Psychological Aspects in Investment Decision Making

- Overconfidence
- Disposition Effect
- Perceptions of Investment Risk
- Mental Accounting and Investing
- Emotions and Investment Decisions

## 7. Using options as investments

- Essentials of Options
- Options Pricing
- Using Options: Profit and Loss
- Portfolio Protection with Options: Hedging

## 8. Portfolio Management and Evaluation

- Active Versus Passive Portfolio Management
- Strategic Versus Tactical Asset Allocation
- Monitoring and Revision of the Portfolio
- Portfolio Performance Measures

# STRATEGIC MANAGEMENT [BAF-603]

## INTRODUCTION

This course covers the advanced concepts of strategic management which enables the learner to get acquainted with the competitive environment & how to interact with it, develop & make strategic decisions and implementation of change management.

## LEARNING OUTCOMES

**On completion of this course, you should be able to:**

- Evaluate the impact and influence of the external environment on an organization and its strategy;
- Comprehend the concept of organizational change;
- Recommend techniques to manage resistance to change;
- Evaluate approaches to managing change and learn why change succeeds or fails;
- Realize the role of change management in the context of strategy implementation;
- Evaluate ethical issues and their resolution in the context of organizational change;
- Realize the role and responsibilities of directors in the strategy development process;
- Recommend appropriate control measures;
- Evaluate alternative models of performance measurement;
- Learn the planned strategies, levels of strategy and transaction cost approach;
- Understand mission, aims, and objectives;
- Comprehend environment information and analysis, the external and internal environment;
- Understand accounting for competitors;
- Perform corporate appraisal;
- Learn strategic planning, management accounting and business strategy;
- Examine director's strategic roles and responsibilities;
- Differentiate among mission, goals and strategy;
- Distinguish between long and short term objectives;
- Realize corporate social responsibility and sustainability;
- Learn how to relate the organization to its environment;
- Differentiate between forecasting and scenario planning;
- Comprehend the game theory;

## STRATEGIC MANAGEMENT [BAF-603]

- Learn the art of using the value chain in competitive advantage;
- Prepare product market strategy;
- Differentiate between organic and in-house innovation;
- Perform mergers and acquisitions;
- Distinguish between divestment and rationalization;
- Apply decision techniques;
- Execute marketing: products, customers and segmentation;
- Comprehend strategic information system;
- Differentiate between re-engineering and innovation;
- Learn control and performance measurement;
- Execute budgetary control and balance scorecard.

PART	SYLLABUS CONTENTS
<b>A</b>	<b>STRATEGIC MANAGEMENT AND COMPETITIVE ENVIRONMENT</b> 01. Nature and Scope of Strategic Management 02. Strategy: Introduction, Levels and Concepts 03. General and Competitive environment
<b>B</b>	<b>INTERACTING WITH THE COMPETITIVE ENVIRONMENT</b> 04. Business strategy and strategy development 05. Stakeholders and corporate objectives
<b>C</b>	<b>STRATEGY DEVELOPMENT AND STRATEGIC OPTIONS</b> 06. Strategic decision making 07. Resource audit 08. Generic strategies 09. Directions and methods of growth 10. Evaluating strategic options 11. Strategic marketing 12. Information systems and strategy 13. Issues in strategic management
<b>D</b>	<b>CHANGE MANAGEMENT</b> 14. Organizational change 15. Implementing change
<b>E</b>	<b>IMPLEMENTING STRATEGIC PLANS</b> 16. Strategic control 17. Enterprise performance management



# STRATEGIC MANAGEMENT [BML-603]

## PART - A

### STRATEGIC MANAGEMENT AND COMPETITIVE ENVIRONMENT

#### 1. Nature and Scope of Strategic Management

- What is Strategic Management?
- The Characteristics of Strategic Decisions

#### 2. Strategy: Introduction, Levels and Concepts

- What is Strategy Background?
- Planned Strategies: The Rational Model
- Crafting Emergent Strategies
- Other Approaches to Strategy
- Strategy and Structure
- Levels of Strategy
- Concepts in Established and Emergent Thinking in Strategic Management
- The Transaction Cost Approach
- Mission
- Goals, Aims and Objectives
- Implementation

#### 3. General and Competitive Environment

- Relating the Organization to its Environment
- The Political and Legal Environment
- The Economic Environment
- The Social and Cultural Environment
- The Technological Environment
- Stakeholder Goals and Objectives
- The Competitive Advantage of a Nation's Industries: Porter's Diamond
- Competitor Analysis
- Accounting for Competitors
- Sources, Availability and Quality of a Data for Environmental Analysis
- Information for Planning and Control
- Environmental Information and Analysis
- The Competitive Environment: The Five Forces
- Competitive Strategies
- Corporate Appraisal (SWOT)

# STRATEGIC MANAGEMENT [BML-603]

## PART - B

### INTERACTING WITH THE COMPETITIVE ENVIRONMENT

#### 4. Business Strategy and Strategy Development

- Strategic Planning
- Strategic Planning: The Rational Model
- Less Formal Strategic planning
- Strategy Lenses
- Environmental Complexity and Organizations
- Resource Based Strategy
- Management Accounting and Business Strategy
- Director's Strategic Roles and Responsibilities

#### 5. Shareholders & Corporate Objectives

- Mission, Goals and Strategy
- Business Goals and Objectives
- The Short Term and Long Term
- Stakeholder Management
- Business Ethics
- Corporate Social Responsibility and Sustainability
- Not-for-Profit Organizations
- The Public Sector

## PART - C

### STRATEGY DEVELOPMENT AND STRATEGIC OPTIONS

#### 6. Strategic Decision Making

- Relating the Organization to its Environment
- Environmental Information and Analysis
- Gap Analysis
- Forecasting
- Scenario Planning
- Foresight
- Game Theory
- Strategic Intelligence

#### 7. Resource Audit

- The Position Audit
- Resources and limiting Factors
- Converting Resources: The Value Chain
- The Supply Chain
- Outputs: The Product Portfolio
- New Products and Innovation
- Benchmarking

# STRATEGIC MANAGEMENT [BML-603]

## 8. Generic Strategies

- Factors Affecting Strategic Options
- Generic Competitive Strategies
- Using the Value Chain in Competitive Strategy
- Pricing and Competition

## 9. Directions and Methods of Growth

- Product-Market Strategy: Direction of Growth
- Methods of Growth
- Organic Growth and In-House Innovation
- Mergers and Acquisitions
- Joint Ventures and Strategic Alliances
- Divestment and Rationalization
- Public and Not-for-Profit Sectors

## 10. Evaluating Strategic Options

- Evaluating Strategic Options
- Strategic Management Accounting, DCF and Investment Appraisal
- Risk and Cost Behaviour
- Decision Techniques

## 11. Strategic Marketing

- Marketing
- Marketing: Products, Customers and Segmentation
- Customer Relationship Marketing and Loyalty
- Reviewing the Customer Portfolio
- Databases and Marketing
- E-marketing

## 12. Information Systems and Sstrategy

- Strategic Information system
- Information Strategy
- Information Sources and Management
- Information for Planning and Control
- Knowledge Management
- Databases and Models
- E-commerce
- Web 2.0 Technologies and Business Strategy
- The IT Department

## 13. Issues in Strategic Management

- Managing Projects
- Lean Systems
- Re-Engineering and Innovation
- Organisation Structure

# STRATEGIC MANAGEMENT [BML-603]

## PART - D CHANGE MANAGEMENT

### 14. Organizational Change

- Introduction to Change Management
- Triggers for Organisational Change
- Stage Models of Change
- Other Models of Managing Change
- Force Field Analysis
- Managing Resistance to Change

### 15. Implementing Change

- Types of Change
- The Context of Change
- Culture and Change
- Styles of Change Management
- Why Change Succeeds or Fails
- Change and the Individual
- Leading Change
- Group Formation and its Impact on Change
- Business Ethics and Change Management
- Change in Practice
- Change Management and Strategy Implementation

## PART - E IMPLEMENTING STRATEGIC PLANS

### 16. Strategic Control

- Planning and Control
- Inflation and NPVs
- Using Contribution Margin as a Measure of Performance
- Divisional Performance: Return On Investment (ROI)
- Divisional Performance: Residual Income (RI)
- Comparing Profit Centre Performance
- Inter-firm Comparisons and Performance Ratios
- Achieving Success for the Shareholder
- International Subsidiaries

### 17. Enterprise Performance Management

- Control and Performance Measurement
- Strategic Control and Critical Success Factors
- Budgetary Control Systems
- Performance Measures: Financial and Non-Financial
- The Balanced Scorecard
- Developing a Performance Measurement System
- Other Multidimensional Measures of Performance
- Performance: Service Departments and Firms
- Performance: Manufacturing
- Regulation and Performance

## SEMESTER-07

BAF-701 Business Accounting

BAF-702 Business Finance

# BUSINESS ACCOUNTING [BAF-701]

## INTRODUCTION

The Business Accounting module provides you the expertise in the areas of Enterprise Resource Planning (ERP), Reporting & Analysis Tools and Auditing which enables the learner to design and implement management information system, generate financial reports, perform financial & non-financial analysis and conduct auditing functions.

## LEARNING MODES:

Training, Case studies and Projects

## EXAMINATION MODES:

Computer Based Examination (CBE), Assessments and Demonstrations

**PART****SYLLABUS CONTENTS****BA-1****Enterprise Resource Planning – Oracle Financial**

System Analysis and Designing of Business Process

Overview of Oracle Financials

Oracle General Ledger – Setup

Oracle General Ledger – Journal Entry &amp; Inquiry

Oracle General Ledger – Budgeting

Financial Reporting

Payables – Overview &amp; Invoices

Payables – Payment &amp; Period End Closing

Receivables – Overview &amp; Customer Transactions

Receivables – Receipts and Period End Closing

Supply Chain Management

Purchasing Fundamentals

Order Management

HRMS &amp; Payroll Overview

Transfer to GL

ERP Implementation Strategy &amp; Challenges

## BA-2

**Reporting & Analysis by using Microsoft Excel****Basic Concepts of Excel****Advanced Formulas**

- Using Named Ranges in Formulas
- Naming a Single Cell
- Naming a Range of Cells
- Naming Multiple Single Cells Quickly
- Using Formulas That Span Multiple Worksheets
- Using the IF Function
- Using the SUMIF, AVERAGEIF, and COUNTIF Functions
- Using the PMT Function
- Using the VLOOKUP Function
- Using the HLOOKUP Function
- Using the CONCATENATE Function
- Using the PROPER, UPPER, and LOWER Functions
- The UPPER Function
- The LOWER function
- The TRIM Function
- Using the LEFT, RIGHT, and MID Functions
- The MID Function
- Using Date Functions

**Working with Lists**

- Converting a List to a Table
- Removing Duplicates from a List
- Sorting Data in a List
- Filtering Data in a List
- Adding Subtotals to a List
- Grouping and Ungrouping Data in a List

**Working with Illustrations**

- Working with Clip Art
- Using Shapes
- Working with Smart Art

**Visualizing Your Data**

- Inserting Charts
- Changing the Layout of a Chart
- Changing the Style of a Chart
- Adding a Shape to a Chart
- Adding Additional Data Series to a Chart
- Switch between Rows and Columns in a Chart
- Positioning a Chart
- Modifying Chart and Graph Parameters
- Showing, Hiding, or Changing the Location of the Legend in a Chart
- Show or Hiding the Title of a Chart



- Changing the Title of a Chart
- Show, Hiding, or Changing the Location of Data Labels in a Chart
- Changing the Style of Pieces of a Chart
- Add and Format Objects
- Insert a Text Box

#### **Working with Tables**

- Format Data as a Table
- Move between Tables and Ranges
- Modify Tables
- Add and Remove Cells within a Table
- Define Titles
- Band Rows and Columns
- Remove Styles from Tables

#### **Advanced Formatting**

- Applying Conditional Formatting
- Working with Styles
- Applying Styles to Tables
- Applying Styles to Cells

#### **Latest Features**

- New Functions in Excel
- Using New Chart Tools

- Using the Quick Analysis Tool
- Using the Chart Recommendation Feature

#### **Visual Basic Editor**

- Visual Basic for Applications
- Object Programming
- Event Procedures and Macros
  - ◆ Event Procedures
  - ◆ Macros
- Using Help
  - ◆ Getting Help in the Object Browser
  - ◆ Using the Visual Basic Editor in Excel
  - ◆ Saving and Running a Procedure

#### **Programming Basics**

- Data Basics
- **Scope of Variables**
  - ◆ Reserving a Procedure-level Variable
- **Naming Variables**
  - ◆ Selecting the Appropriate Data Type and Name for a Variable
- **Using Variables to Accept User Input**
  - ◆ Reserving a Procedure-level String Variable
  - ◆ The Input Box Function
  - ◆ Concatenating Strings

**Reserving a Procedure-level String Variable**

- **Decision Structures**
  - ♦ Using the If Then Else Statement
  - ♦ Nesting If Then Else Statements
- Using the Selection Structure in Excel
- Coding the Calculator Procedure
- **The Select Case statement**
  - ♦ The Select Case Statement

**Custom Dialog Boxes**

- User Forms
- **Adding a Form**
  - ♦ The Toolbox
  - ♦ Sizing, Moving, Deleting, and Restoring a Control
- **Using the Custom Dialog Boxes in Excel**
  - ♦ Adding a Form
  - ♦ Control Properties
- The Update Inventory Dialog Box

**Custom Dialog Boxes**

- User Forms
- **Adding a Form**
  - ♦ The Toolbox
  - ♦ Sizing, Moving, Deleting, and Restoring a Control
- **Using the Custom Dialog Boxes in Excel**
  - ♦ Adding a Form
  - ♦ Control Properties
- The Update Inventory Dialog Box

**Debugging and Error Handling**

- Errors
- **Automation and Error Trapping**
  - ♦ Using the Get Object Function
  - ♦ Intercepting and Handling Run-time Errors
  - ♦ Preventing Multiple Instances of an Application
- **Using Automation and Error Trapping in Excel**
  - ♦ Modifying the Open Memo Procedure

**Spreadsheet modeling techniques**

- Tips for basic structure and design
- Considering the separation of input data from processing & output data and breaking it down into simple parts
- Using Absolute and Partial cell referencing to master avoiding hard coding
- Effective design tips and tools
- Minimizing the risk of error and using validation tools
- Tips for effective reporting

**Microsoft Excel functions and methods useful for modeling**

- Named cells and ranges
- Lookup functions using VLOOKUP
- Conditional functions (IF, COUNTIF, SUMIF)
- Financial functions (IRR, NPV)
- Formula nesting
- Auto filters
- Advanced filters
- What if analysis using Goal Seeking
- Conditional formatting
- Navigation buttons

**Automating your model with macros**

- Pros and cons
- Macros security level
- Recording and running simple macros
- The Visual Basic editor
- Modifying a recorded macro

**Protecting your model from undesired changes**

- Model structure and locking cells
- Worksheet and workbook protection
- Data validation

PART	SYLLABUS CONTENTS
<b>BA-3</b>	<b>Auditing</b> Preparation of Audit Plan Audit Documentation Verification of Accounting records Collection of Evidence Physical Inspections Reconciliation of Bank Accounts, Receivables and Payables Preparation of Audit Reports

# BUSINESS FINANCE [BAF-702]

## INTRODUCTION

The Business Finance module covers the practical aspects of Banking, Insurance and Stock Exchanges which enables the learner to manage banking affairs, corporate financing, operate treasury functions, handle insurance matters, stock investments and IPO.

## LEARNING MODES:

Training, Case studies and Projects

## EXAMINATION MODES:

Computer Based Examination (CBE), Assessments and Demonstrations

PART	SYLLABUS CONTENTS	PART	SYLLABUS CONTENTS
BF-1	<p><b>Banking</b></p> <p><b>General Banking Operations</b></p> <ul style="list-style-type: none"> <li>Account Opening</li> <li>Account Operations</li> <li>Clearing &amp; Collection</li> <li>Remittances (Local &amp; foreign)</li> </ul> <p><b>Bank Financing</b></p> <ul style="list-style-type: none"> <li>Types of Credits</li> <li>Credit Approval, Initiation &amp; Management</li> </ul> <p><b>Import &amp; Export Documentation</b></p> <ul style="list-style-type: none"> <li>Understanding Trade Settlements</li> <li>Documentation involved in International Trade</li> <li>What is Documentary Collection?</li> <li>Uniform Rules for Collection</li> <li>Letter Of Credits (L/Cs)</li> <li>Types of L/Cs</li> <li>Issuance, Advising &amp; Negotiation of L/Cs</li> <li>Financing Facilities related to Imports &amp; Exports</li> </ul> <p><b>Compliance Requirements of State Bank of Pakistan</b></p> <p><b>Modern Trends in Banking</b></p>	BF-2	<p><b>Insurance</b></p> <p>Assets</p> <p>Inventories</p> <p>Employees group insurance</p>
		BF-3	<p><b>Stock Exchanges</b></p> <p>Capital Market understanding</p> <p>Company Listing</p> <p>Initial Public Offer (IPO) launch</p> <p>Trading of Shares</p> <p>Investment in Securities</p> <p>Financial Reporting and disclosures</p>

## SEMESTER-08

BLE-801 Business Laws and Ethics

BML-802 Business Management and Leadership

# BUSINESS LAWS & ETHICS [BLE-801]

## INTRODUCTION

This module covers practical aspects of taxation, industrial, commercial & corporate laws along with professional ethics which enhances the expertise of the learner to handle taxation matters, compliance of business and industrial laws, manage corporate affairs, ensuring implementation of professional code of ethics and representation on behalf of the organization on legal matters.

## LEARNING MODES:

Training, Case studies and Projects

## EXAMINATION MODES:

Computer Based Examination (CBE), Assessments and Demonstrations



PART	SYLLABUS CONTENTS			
<b>BLE-1</b>	<p><b>Taxation</b></p> <p>Registration with Tax Authorities  Maintaining of Tax Records  Assessment Procedures  Calculation of Income under different Heads of Income  Computation of Tax  Types of Taxes and Duties on Exports and Imports of Goods  Tax commercial documentation for International trade</p> <p><b>Filing of Statutory Returns</b></p> <ul style="list-style-type: none"> <li>▪ Income Tax</li> <li>▪ Sales Tax</li> <li>▪ Federal Excise</li> </ul>			
<b>BLE-2</b>	<p style="text-align: center;"><b>Commercial &amp; Corporate Laws</b></p> <div style="background-color: #c00000; color: white; text-align: center; padding: 5px; margin: 10px 0;"><b>Commercial Laws</b></div> <table border="0" style="width: 100%;"> <tr> <td style="width: 33%; vertical-align: top;"> <p><b>Social Security &amp; EOBI</b></p> <p>Registration with authorities  Maintaining of Statutory Records  Filing of Statutory Statements</p> </td> <td style="width: 33%; vertical-align: top;"> <p><b>PPRA Rules</b></p> <p>Calling of EOI/Tenders  Technical &amp; Financial Evaluations  Award of Contracts</p> </td> <td style="width: 33%; vertical-align: top;"> <p><b>Others</b></p> <p>Firm Registration  Drafting of Partnership Deed  Drafting of Contracts</p> </td> </tr> </table>	<p><b>Social Security &amp; EOBI</b></p> <p>Registration with authorities  Maintaining of Statutory Records  Filing of Statutory Statements</p>	<p><b>PPRA Rules</b></p> <p>Calling of EOI/Tenders  Technical &amp; Financial Evaluations  Award of Contracts</p>	<p><b>Others</b></p> <p>Firm Registration  Drafting of Partnership Deed  Drafting of Contracts</p>
<p><b>Social Security &amp; EOBI</b></p> <p>Registration with authorities  Maintaining of Statutory Records  Filing of Statutory Statements</p>	<p><b>PPRA Rules</b></p> <p>Calling of EOI/Tenders  Technical &amp; Financial Evaluations  Award of Contracts</p>	<p><b>Others</b></p> <p>Firm Registration  Drafting of Partnership Deed  Drafting of Contracts</p>		

PART	SYLLABUS CONTENTS
	<p><b>Corporate Laws</b></p> <p><b>Company's Registration</b></p> <ul style="list-style-type: none"> <li>▪ Requirements for the incorporation of a Company under Companies Ordinance, 1984</li> <li>▪ Modes of Company's name Reservation Process</li> <li>▪ Modes of Company's Registration Process</li> <li>▪ Procedure for obtaining Digital Signatures for new and existing Companies</li> <li>▪ Procedure of issuance of authorized and paid up share capital</li> </ul> <p><b>Maintaining of Statutory Records</b></p> <ul style="list-style-type: none"> <li>▪ Types of statutory books required to be maintained</li> <li>▪ Preparing Meeting Agendas and Issuing Notices</li> <li>▪ Conducting and Managing Board Meetings, Annual General Meetings, Extra Ordinary General Meeting</li> <li>▪ Preparing minutes and resolutions</li> </ul> <p><b>Filing of Statutory Returns and Forms</b></p> <ul style="list-style-type: none"> <li>▪ Procedures for filing returns and forms to Security Exchange Commission of Pakistan (SECP)</li> </ul>
BLE-3	<p><b>Business Professional Ethics</b></p> <p>Implementation of professional ethics Business Ethical Reporting</p>

# BUSINESS MANAGEMENT & LEADERSHIP [BML-802]

## INTRODUCTION

This module covers practical aspects of business reporting and organizational management which enhances the expertise of the learner in corporate communication, presentation skills, HR matters and team management skills to lead the organization.

## LEARNING MODES:

Training, Case studies and Projects

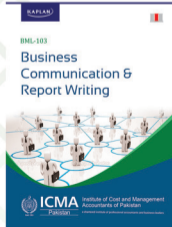
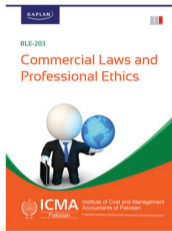
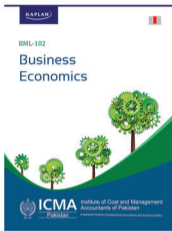
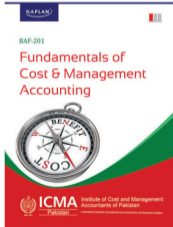
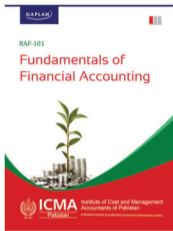
## EXAMINATION MODES:

Computer Based Examination (CBE), Assessments and Demonstrations

PART	SYLLABUS CONTENT
<b>BML-1</b>	<b>Business Report Writing</b> Drafting of Business Letters Drafting Corporate Correspondence Preparation of Formal Reports
<b>BML-2</b>	<b>Presentation Skills</b> Presentation Planning and Preparation Using Power Point Techniques Live Presentations Mock Interviews Groups Discussions Extempore Speech Interactive Discussions
<b>BML-3</b>	<b>Organizational Management</b> Organization setup and structure Organization Service Rules Procurement Policies and Procedures

# **Focused Study Material & Training Manuals**

# FOCUSED STUDY MATERIAL



SEMESTER 01

SEMESTER 02


# FOCUSED STUDY MATERIAL

SEMESTER 03

BAFLAN

BAF-301

## Financial Accounting



ICMA Institute of Cost and Management Accountants of Pakistan

BAFLAN

BML-302

## Enterprise Management




ICMA Institute of Cost and Management Accountants of Pakistan

BAFLAN

BML-303

## Information Systems and I.T. Audit




ICMA Institute of Cost and Management Accountants of Pakistan

SEMESTER 04

BAFLAN

BAF-401

## Management Accounting




ICMA Institute of Cost and Management Accountants of Pakistan

BAFLAN

BLE-402

## Business Taxation




ICMA Institute of Cost and Management Accountants of Pakistan

BAFLAN

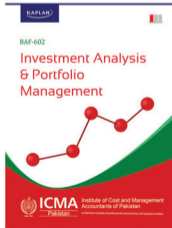
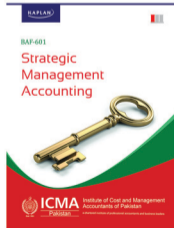
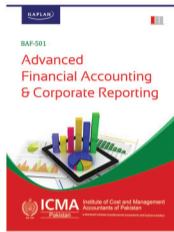
BLE-403

## Corporate Laws and Secretarial Practices



ICMA Institute of Cost and Management Accountants of Pakistan

# FOCUSED STUDY MATERIAL



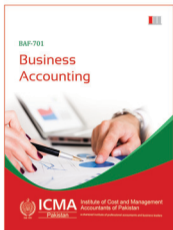
SEMESTER 05

SEMESTER 06

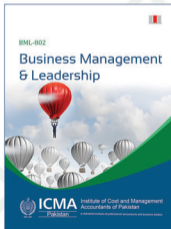
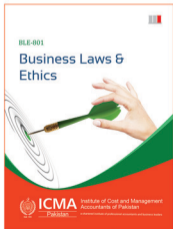


# TRAINING MANUALS

SEMESTER 07



SEMESTER 08





**ICMA**  
**Pakistan**

Institute of Cost and Management  
Accountants of Pakistan

a chartered institute of professional accountants and business leaders