

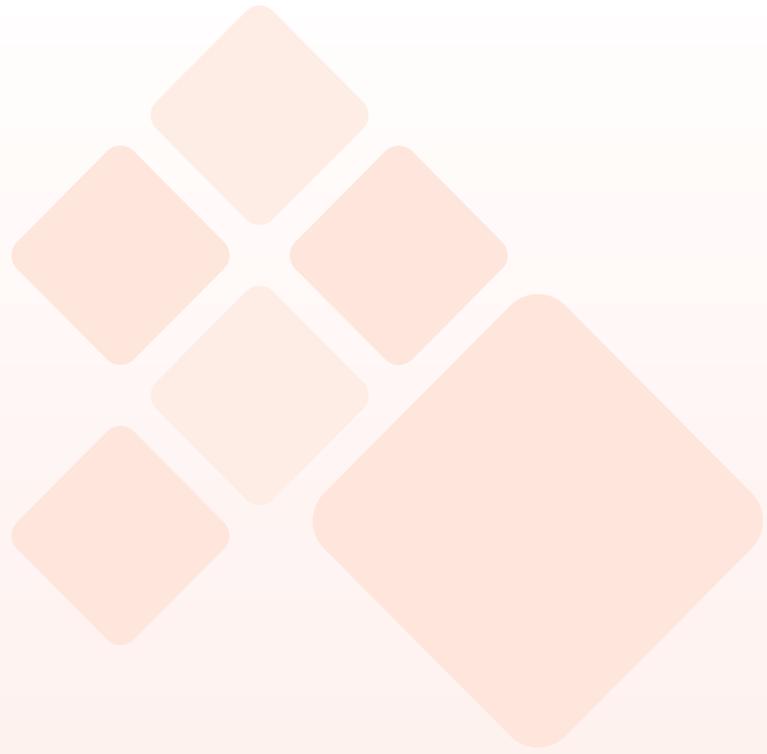


ICMA
Pakistan

**Institute of Cost and Management
Accountants of Pakistan**

Career Pack

We Provide a Pathway to Success



Career Pack



ICMA
Pakistan

Institute of Cost and Management Accountants of Pakistan

Head Office: ST-18/C, ICMAP Avenue, Block-6, Gulshan-e-Iqbal, Karachi-75300

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Vision

To be the Preference in Value Optimization for Business.

Mission Statement

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



Ethics



Innovation



Transparency



Professionalism



President's Message

True to its commitment to provide to its students the best accounting education in line with the latest developments in the profession and efficaciously responsive to the rapidly changing global business environment, the Institute of Cost and Management Accountants of Pakistan (ICMA Pakistan) has, Alhamdulillah, revised its syllabus in accordance with the requirements of International Education Standards (IESs) prescribed by International Federation of Accountants (IFAC).

Although adequately catering to the needs and demands of the time, it gradually started to fall short of the requirements of the business world experiencing substantial changes over the last few years. These changes have grossly impacted business transactions throughout the world and created a new global business environment characterised by new dynamism and challenges. ICMA Pakistan, responding positively to the call of the hour, has revised its syllabus so as to meet the changing business requirements.

SALIENT FEATURES OF THE SYLLABUS

- Compliance to International Education Standards (IESs) of International Federation of Accountants (IFAC);
- Introduction of levels which is in line with international benchmarks instead of semesters or stages;
- Globally accepted formats for coding;
- Market understandable certificates nomenclature depicting true knowledge levels such as fundamental, graduation, professional and chartered;
- Numbers of papers are at par to regional accounting bodies and same as those of last syllabus;
- Assessment in different entry schemes owing appropriate mapping;
- Introduction of 152 practical training hours;
- Balanced contents having appropriate coverage of management accounting, finance, audit, laws, risk management and accounting standards etc.;
- Coverage of emerging areas of expertise such as risk management, corporate planning and controlling, corporate governance professional ethics and cost audit;

- Open book assessments for two courses to ensure comprehensive coverage on case study format;
- Launched capstone project to build research and product development abilities;
- As per international practices, computer based examination for fundamental level.

● **Corporate Governance & Professional Ethics [Online Open Book Assessment]**

Introduction of online open book assessment on Corporate Governance & Professional Ethics at Cost and Management Accountant level, during the course of study in Chartered Level the candidates may take admission in Corporate Governance & Professional Ethics [Online Open Book Assessment] and appear in the online assessment.

● **Capstone Project**

Incorporation of Capstone Project to provide the industrial exposure to the student at Cost and Management Accountant level, during the course of study in Chartered Level the candidates will be required to prepare a project [Industry Specific] on the topics published by Examination Department from time to time and appears in presentation. The exemption policy has also been revisited.

The transitional arrangement is explained in this Career Pack.

An e-copy of the 2016 syllabus is available online at our website www.icmap.com.pk. The new syllabus is effective from Fall-2016 session and the first examination under this syllabus will be conducted in February 2017.

Revision of the syllabus is part of ICMAP's never-ending endeavour to give its students the best that comes in accounting education the world over. We are confident that the new syllabus would help enhance the competence of our students and would better prepare them to face the challenges of the ever-changing business world. It is now for the students to measure up to our confidence and brings success to their career and to the destiny of our nation.

Mohammad Iqbal Ghori

Directorate



Executive Director Secretariat

Mohammad Raza Baqir
Executive Director

Operational Departments

Education

Farough Ali Naweed, FCMA
Joint Director Education

Examination

Mushtaq Ahmed Madraswala, FCMA
Director Examinations

CPD & Corporate Relations

Muhammad Kamran Jamil
Director CPD and Corporate
Relations & Communication

Members & International Affairs

Asim Hussain Khan
Joint Director,
Member & International Affairs

Research & Publications

Shahid Anwar
Joint Director, Research & Publications

Support Departments

Administration & HR

Lt. Col. (R) Usamah Waheed TI(M)
Director Administration & HR

Finance

Waseed Ahmed, FCMA
Director Finance

Information Technology

Sohail Kamal
Director Information Technology

Internal Audit

Syed Javed Akhtar, FCMA
Director Internal Audit

Centres

Karachi

Lal Muhammad Lakhan
Joint Director

Lahore

Muhammad Hussain, FCMA
Director

Islamabad

Zakir Hussain Satti, ACMA
Director

Multan

Mansha Yousuf, ACMA
Deputy Director

Faisalabad

Arshad Mahmood, FCMA
Deputy Director

Peshawar

Masood-ur-Reheman
Senior Officer

Quetta

Khan Mohammad Baloch
Deputy Director

Rawalpindi

Khurram Saleem
Deputy Director

Hyderabad

Muhammad Hussain Ajmeri
Deputy Director

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Syllabus now available on the Institute's website: www.icmap.com.pk



Introduction

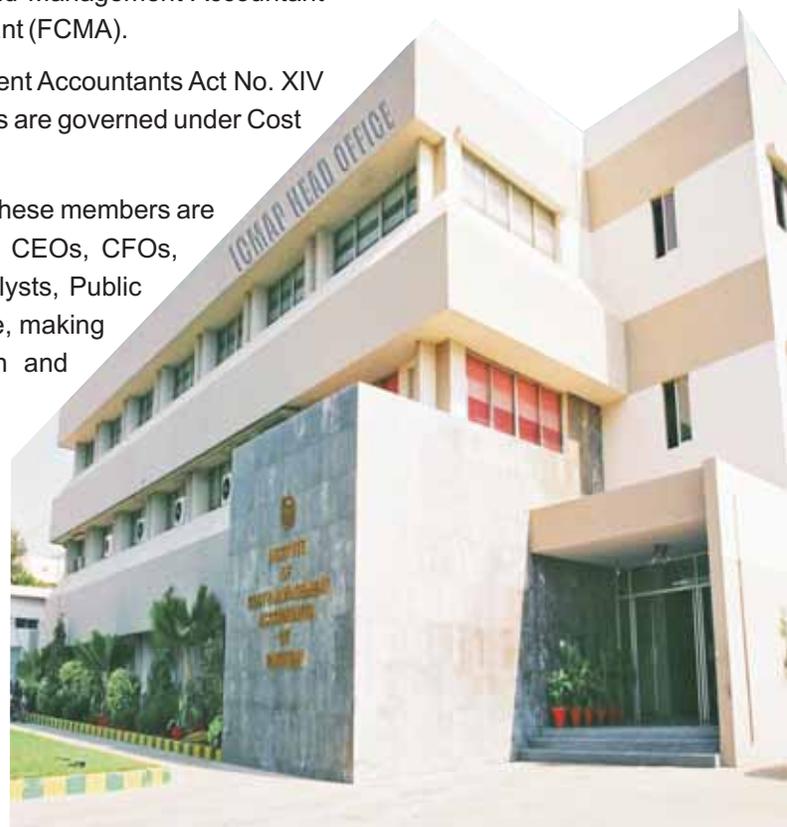
1.1. ABOUT ICMA PAKISTAN

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 the prescribed requirements of membership, the Institute awards designations of Associate Cost and Management Accountant (ACMA) and 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.

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.



1.2. PROFESSION OF MANAGEMENT ACCOUNTING

In today's business world, the organizations are facing numerous challenges for which competent professionals are required with the comprehensive knowledge and competency in financial and non-financial areas.

Management Accounting is the practical science of value creation to achieve efficiency within organizations. It combines the latest techniques of finance and management to perform leadership roles to drive the businesses successfully.

Management Accountant is "a professional with comprehensive knowledge and skills in the areas of accounting, finance, management, leadership, laws and ethics with the competency to develop business plans, devise financial strategies, ensure implementation, set-up effective controls and make tactical decisions for the growth and sustainability of the organizations."

Management Accountants study a curriculum which is developed in accordance with international standards and undergo through a well defined training process so as to become a sound professional having business acumen and leadership skills.



1.3. THE ROLE OF MANAGEMENT ACCOUNTANTS

The Management Accountants produced by the Institute have met the requirements of the industry over the years and performed creditably in the assigned roles. Today, the members of ICMA Pakistan occupy top to middle management positions in the leading public and private sector organizations, financial institutions, NGOs and consultancy firms as Chief Executive Officers, Managing Directors, General Managers, Directors of Finance, and Company Secretaries. Because of their professional capabilities, Management Accountants are increasingly involved in the strategic management decision-making. Studying at ICMA Pakistan provides the students with an opportunity to sharpen their accounting, finance and business skills through world-class comprehensive syllabus, effective education and testing system, and on job training.



1.4. HOW MANAGEMENT ACCOUNTANTS ADD VALUE TO BUSINESS

Management Accountants are trained to turn knowledge into value addition, they are successfully competing in the employment market for senior positions, even in the general management areas. The Management Accountant is now become more a business advisor, who understands the dynamics of business as an organic whole, rather than being a typical "finance person" with tunnel vision. Some important functions performed by the Management Accountants are summarised as under:

1.4.1. Accounting & Finance

- Designing and Implementation of Management Information System;
- Managing Financial Operations and Reporting in accordance with IAS & IFRS;
- Financial Planning and Budgeting Performing Financial and Non-Financial Analysis;
- Pricing and Cost Management and Treasury Management;
- Asset Management and Fund Management;
- Analyzing Investment;
- Designing Internal Control Systems;
- Performing Audit Function and Risk Management.

1.4.2. Management & Leadership

- Devising Standards, Policies and Procedures;
- Managing Enterprise Affairs;
- Organizational Development, Business Planning, Analysis and Decision Making;
- Bringing value-addition, Innovations and Creative Solutions;
- Supply Chain Management;
- Ensuring Resource Optimization Communication and Negotiation;
- Project Management;
- Understanding about Global Economic Challenges and Competition.

1.4.3. Laws & Ethics

- Managing Corporate Affairs;
- Handling Tax Matters;
- Compliance of Commercial Laws;
- Ensuring Implementation of Corporate Governance Practices Professional Code of Ethics;
- Representation on behalf of the organizations on legal matters.

1.5. NATIONAL COUNCIL

The affairs of ICMA Pakistan are governed by the National Council, which discharges the functions assigned to it under the Cost and Management Accountants Act, 1966. The National Council has twelve members; out of whom eight are elected by members of the Institute while the remaining four are nominated by the Federal Government.

The office bearers of National Council comprised of President, Vice President, Secretary and Treasurer, which are being elected among the members of the Council. The President acts as Chief Executive authority of the Council and chairs standing committees of the Council.



1.6. MEMBERSHIP OF THE INSTITUTE

Membership of the Institute comprises Associateship (ACMA) and Fellowship (FCMA) members. CMA Final Certificate holders on completion of relevant work experience of three years and fulfilling other requirements become eligible for admission as Associate Member of the Institute. An ACMA becomes eligible for admission as Fellow Member of the Institute (FCMA) if he/she has gained post associateship work experience of five years in a senior position in Finance and/or Accounts or related work experience and fulfilling other membership requirements.

1.7. INTERNATIONAL AFFILIATION AND NATIONAL RECOGNITION

1.7.1. International Affiliations

ICMA Pakistan is a founding member of the following international and regional accounting associations:



International Federation of Accountants (IFAC)



Confederation of Asian and Pacific Accountants (CAPA)



South Asian Federation of Accountants (SAFA)

1.7.2. International/ National Recognition

The following accounting bodies recognize ICMA Pakistan qualification and granted reciprocal exemptions:

United Kingdom (UK)



The Institute of Chartered Accountants in England & Wales



The Chartered Institute of Management Accountants (CIMA), UK



The Association of Chartered Certified Accountants (ACCA), UK

Australia



Certified Public Accountants (CPA), Australia

Ireland



Certified Public Accountants (CPA), Ireland

Pakistan



The Institute of Chartered Accountants of Pakistan



Pakistan Institute of Public Finance Accountants (PIPFA)



1.8. CENTRES

ICMA Pakistan is a truly national level institute, having 11 education campuses and 20 examination centres throughout Pakistan. It, also, has overseas examination centres, in Dubai (UAE) and Saudi Arabia (KSA).

1.9. FACILITIES

1.9.1. Buildings

The Institute has its own buildings in all the major cities of Pakistan which are fully equipped with all the necessary facilities, like air-conditioned classrooms, computers, modern audio-visual devices and stocked libraries.



Karachi - Main Campus



Karachi - City Campus



Karachi - North Nazimabad Campus



Lahore Campus



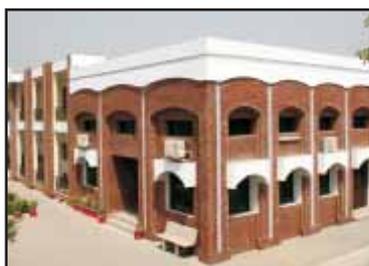
Islamabad Campus



Rawalpindi Campus



Faisalabad Campus



Multan Campus



Hyderabad Campus



Peshawar Campus



Quetta Campus

1.9.2. Faculty

The ICMA Pakistan's faculty comprised of professionals having enormous teaching and professional experience. They bring real life working environment to the classroom and make learning more meaningful and effective with the help of different teaching aids. The stringent selection process ensures that faculty members shall have culmination of theoretical concepts and practical approach with the ability to correlate them in an effective manner.

Karachi

Accounting & Finance

**MUHAMMAD RAFIQUE**

Qualification:
Academic: B.Com
Professional: FCMA
Experience:
Teaching: 15 Years
Professional: 16 Years

**SOHAIB JAMAL**

Qualification:
Academic: B.Com
Professional: FCMA
Experience:
Teaching: 15 Years
Professional: 16 Years

**NASEER UD DIN**

Qualification:
Academic: MA [Economics], M.Com
Professional: ACMA
Experience:
Teaching: 05 Years
Professional: 15 Years

**ADNAN SAEED KHAN**

Qualification:
Academic: MBA [Finance]
Professional: N/A
Experience:
Teaching: 8 Years
Professional: 17 Years

**SHAHID ALI KHAN**

Qualification:
Academic: B.Com
Professional: ACMA
Experience:
Teaching: 08 Years
Professional: 05 Years

**KASHIF AHMED**

Qualification:
Academic: B.Com
Professional: ACMA
Experience:
Teaching: 04 Years
Professional: 05 Years

**TALHA SHAHID**

Qualification:
Academic: B.Com
Professional: ACMA
Experience:
Teaching: 01 Year
Professional: 07 Years

**QUAID JOHAR**

Qualification:
Academic: B.Com
Professional: CIMA, ACA
Experience:
Teaching: 03 Years
Professional: 10 Years

**FAHAD KAMAL**

Qualification:
Academic: MBA (Finance), MA (Economics)
Professional: ACMA
Experience:
Teaching: 01 Year
Professional: 08 Years

**SYED MUHAMMAD JAWAD**

Qualification:
Academic: MA (Economics)
Professional: ACMA
Experience:
Teaching: 01 Year
Professional: 06 Years

**KASHIF ZIA**

Qualification:
Academic: B.Com
Professional: ACMA
Experience:
Teaching: 05 Years
Professional: 08 Years

**GHULAM MUSTAFA**

Qualification:
Academic: MA (Economics)
Professional: FCMA
Experience:
Teaching: 05 Years
Professional: 05 Years

**GHAZIA NEELOFER**

Qualification:
Academic: B.Sc.
Professional: ACMA
Experience:
Teaching: 05 Years
Professional: 04 Years

**AMMAD ALI KHATRI**

Qualification:
Academic: MBA [Finance]
Professional: ACA
Experience:
Teaching: 2.5 Years
Professional: 05 Years

**AZEEM HUSSAIN SIDDIQUI**

Qualification:
Academic: B.Com
Professional: FCA
Experience:
Teaching: 4 Years
Professional: 10 Years

**HAFIZ SAIFULLAH MEMON**

Qualification:
Academic: B.Com
Professional: CFA, ACA
Experience:
Teaching: 2 Years
Professional: 16 Years



AKHTER MUNIR
Qualification:
 Academic: B.Com
 Professional: ACMA
Experience:
 Teaching: 04 Years
 Professional: 02 Years



ZEESHAN KHALIL
Qualification:
 Academic: B.Com
 Professional: ACMA
Experience:
 Teaching: 03 Year
 Professional: 06 Years



TARIQ HUSSAIN
Qualification:
 Academic: MBA
 Professional: FCMA
Experience:
 Teaching: 10 Years
 Professional: 20 Years



YASIR GHOURI
Qualification:
 Academic: MA (Economics)
 Professional: ACA
Experience:
 Teaching: 03 Years
 Professional: 11 Years

Business and Economics



MUDASSIR KAMAL
Qualification:
 Academic: MA [Economics]
 Professional: N/A
Experience:
 Teaching: 45 Years
 Professional: 48 Years



MURTAZA MOOSA
Qualification:
 Academic: M.Sc [Mathematics]
 Professional: N/A
Experience:
 Teaching: 11Years
 Professional: 20 Years



AFAQ AHMED SIDDIQUI
Qualification:
 Academic: MA [English]
 Professional: N/A
Experience:
 Teaching: 30 Years
 Professional: 45 Years (Retired)



NISAR-UL-HAQ
Qualification:
 Academic: LLM
 Professional: FCA
Experience:
 Teaching: 12 Years
 Professional: 25 Years



SAGHEER MUHAMMAD
Qualification:
 Academic: MBA, MS (Management Science)
 Professional: N/A
Experience:
 Teaching: 18 Years
 Professional: 15 Years



KHURRAM KHALID
Qualification:
 Academic: MSc (Mathematics)
 Professional: ACMA
Experience:
 Teaching: 05 Years
 Professional: 12 Years



DR. WAHABUDDIN USMANI
Qualification:
 Academic: PhD (Computer Science)
 Professional: B.Com
Experience:
 Teaching: 15 Years
 Professional: 27 Years



IRSHAD ALI SYED
Qualification:
 Academic: M.Sc [Statistics]
 Professional: ACMA
Experience:
 Teaching: 07 Years
 Professional: 10 Years



SAEED AHMED SIDDIQUI
Qualification:
 Academic: MA [Economics]
 Professional: M.Ed.
Experience:
 Teaching: 43 Years
 Professional: 42 Years (Retired)



ASIF SUMEER
Qualification:
 Academic: M.Sc [Mathematics]
 Professional: N/A
Experience:
 Teaching: 03 Years
 Professional: 16 Years



ABDUL RAHIM
Qualification:
 Academic: M.Com, MA [English]
 Professional: N/A
Experience:
 Teaching: 15 Years
 Professional: 18Years



AIJAZ HUSSAIN KHAN
Qualification:
 Academic: M.Sc (Mathematics)
 Professional: N/A
Experience:
 Teaching: 05 Years
 Professional: 12 Years



MATEEHA FATIMA
Qualification:
 Academic: MA (Economics)
 Professional: N/A
Experience:
 Teaching: 03 Years
 Professional: 05 Years



SABAHAT ALI KHAN
Qualification:
 Academic: MPA
 Professional: N/A
Experience:
 Teaching: 05 Years
 Professional: 15 Years



IMRAN ARSHAD
Qualification:
 Academic: MCS, MBA
 Professional: N/A
Experience:
 Teaching: 3.5 Year
 Professional: 16 Years



SYED ALI ABBAS ABIDI
Qualification:
 Academic: MBA
 Professional: N/A
Experience:
 Teaching: 03 Year
 Professional: 15 Years



OWAIS RIAZ
Qualification:
 Academic: MA (English)
 Professional: N/A
Experience:
 Teaching: 3.5 Years
 Professional: 06 Years



ZAFAR MEHDI
Qualification:
 Academic: M.Phil, MPA, MA (I.R)
 Professional: N/A
Experience:
 Teaching: 07 Years
 Professional: 08 Years

Laws and Ethics



AMEER HAMZA
Qualification:
 Academic: MBA (HR & Marketing), LLB
 Professional: N/A
Experience:
 Teaching: 06 Years
 Professional: 15 Years



TALAL ARIF
Qualification:
 Academic: LLM
 Professional: N/A
Experience:
 Teaching: 2 Years
 Professional: 05 Years



SYED HAFEEZ-UR-REHMAN
Qualification:
 Academic: MBA
 Professional: N/A
Experience:
 Teaching: 06 Years
 Professional: 10 Years

Lahore

Accounting & Finance



ABDUL QAYYUM SABRI
Qualification:
 Academic: B.Com
 Professional: FCMA
Experience:
 Teaching: 14 Years
 Professional: 25 years



THAKUR IMRAN MUZAFFAR
Qualification:
 Academic: B.Com
 Professional: ACMA
Experience:
 Teaching: 13 Years
 Professional: 13 Years



IRSHAD AHMAD MALIK
Qualification:
 Academic: B.Com
 Professional: ACMA
Experience:
 Teaching: 16 Years
 Professional: 16 Years



GULL MUHAMMAD AWAN
Qualification:
 Academic: B.Com
 Professional: FCMA
Experience:
 Teaching: 15 Years
 Professional: 20 Years + Consultancy



AMBREEN FATIMA
Qualification:
 Academic: B.Com
 Professional: ACMA
Experience:
 Teaching: 10 Years
 Professional: 10 Years



MALIK UMAR DARAZ
Qualification:
 Academic: B.Com
 Professional: FCMA
Experience:
 Teaching: 10 Years
 Professional: 10 Years



JAVOID IQBAL KHAN
Qualification:
 Academic: B.Com
 Professional: FCMA
Experience:
 Teaching: 30 Years
 Professional: 30 Years + Consultancy



AMJAD FAROOQI
Qualification:
 Academic: MA (English)
 Professional: N/A
Experience:
 Teaching: 8 Years
 Professional: 20 Years



ASIF IQBAL QURESHI
Qualification:
 Academic: B.Com
 Professional: FCMA, CFA
Experience:
 Teaching: 27 Years
 Professional: 27 Years



HABIB UR REHMAN
Qualification:
 Academic: B.Com
 Professional: ACMA
Experience:
 Teaching: 03 Years
 Professional: 03 Years + Consultancy



MUHAMMAD AZEEM NAZ

Qualification:
Academic: M.Phil
Professional: FCMA
Experience:
Teaching: 16 Years
Professional: 16 Years



SHAHID MEHMOOD SHEIKH

Qualification:
Academic: MA
Professional: FCMA
Experience:
Teaching: 25 Years
Professional: 25 Years



SYED ITRAT HUSSAIN SHAH

Qualification:
Academic: M.Phil
Professional: N/A
Experience:
Teaching: 12 Years
Professional: 12 Years



ZAHID MAHMOOD

Qualification:
Academic: B.Com
Professional: ACMA
Experience:
Teaching: 10 Years
Professional: 10 Years



USMAN IQBAL

Qualification:
Academic: B.Com
Professional: ACMA
Experience:
Teaching: 6 Years
Professional: 15 Years



MUHAMMAD SHAHBAZ YAQUB

Qualification:
Academic: M.Phil
Professional: ACMA
Experience:
Teaching: 16 Years
Professional: 16 Years



HASHIM HANIF

Qualification:
Academic: B.Com
Professional: FCMA
Experience:
Teaching: 12 Years
Professional: 15 Years



DR. MUHAMMAD AHMED

Qualification:
Academic: Ph.D
Professional: FCMA
Experience:
Teaching: 16 Years
Professional: 20 Years

Business and Economics



MOAZZAM ALI

Qualification:
Academic: MBA
Professional: N/A
Experience:
Teaching: 10 Years
Professional: 10 Years



DR. NASIR MAHMOOD

Qualification:
Academic: MA (English)
Professional: MBBS
Experience:
Teaching: 9 Years
Professional: 9 Years

Laws and Ethics



MIRZA MUNAWAR HUSSAIN

Qualification:
Academic: LLB
Professional: FCMA
Experience:
Teaching: 20 Years
Professional: 20 Years + Consultancy



REHAN AZIZ SHERVANI

Qualification:
Academic: LLB
Professional: N/A
Experience:
Teaching: 10 Years
Professional: 10 Years



AHMED ASHRAF

Qualification:
Academic: LLB
Professional: FCMA
Experience:
Teaching: 4 Years
Professional: 20 Years + Consultancy

Islamabad

Accounting & Finance



GHULAM DASTAGIR

Qualification:
Academic: B.Com
Professional: ACMA
Experience:
Teaching: 05 Years
Professional: 14 Years



AHMAD JAVED JAFFARI

Qualification:
Academic: B.Com
Professional: FCMA
Experience:
Teaching: 20 Years
Professional: 43 Years



NAVEED UR REHMAN

Qualification:
Academic: B.Com, M.Com
Professional: FCMA, DAIBP, ACISP
Experience:
Teaching: 16 Years
Professional: 16 Years



ABDUL HAFEEZ

Qualification:
Academic: B.Com
Professional: FCMA, SAP
Experience:
Teaching: 06 Years
Professional: 12 Years



TAHIR REHMAN KIYANI
Qualification:
 Academic: B.Com
 Professional: FCMA, APA
Experience:
 Teaching: 15 Years
 Professional: 15 Years



BASHARAT ALI MIRZA
Qualification:
 Academic: MBA
 Professional: FCMA, ACSP
Experience:
 Teaching: 20 Years
 Professional: Retired



ZAHID HAMEED SHAH
Qualification:
 Academic: B.Com
 Professional: FCMA
Experience:
 Teaching: 20 Years
 Professional: 20 Years



ABDUS SATTAR
Qualification:
 Academic: B.Sc.
 Professional: FCMA, SAS
Experience:
 Teaching: 16 Years
 Professional: 46 Years



SAJID ALI
Qualification:
 Academic: B.Com, MS (Management Science)
 Professional: ACMA, LLB
Experience:
 Teaching: 05 Years
 Professional: 05 Years



HAIDER ABBAS
Qualification:
 Academic: MA (Economics)
 Professional: ACMA, CIA (USA)
Experience:
 Teaching: 10 Years
 Professional: 16 Years



NOMAIL SOHAIL
Qualification:
 Academic: B.Com
 Professional: ACMA, CIA (USA)
Experience:
 Teaching: 05 Years
 Professional: 12 Years



MUHAMMAD LUQMAN
Qualification:
 Academic: B.Sc.
 Professional: FCMA
Experience:
 Teaching: 16 Years
 Professional: 20 Years



AQEEL ISHAQ SAIR
Qualification:
 Academic: B.Sc.
 Professional: ACMA
Experience:
 Teaching: 10 Years
 Professional: 11 Years



FURQAN MEHMOOD
Qualification:
 Academic: B.Sc.
 Professional: ACMA, APA
Experience:
 Teaching: 03 Years
 Professional: 14 Years



MUHAMMAD AAMIR
Qualification:
 Academic: B.Com
 Professional: ACMA, ACA, CIMA
Experience:
 Teaching: 05 Years
 Professional: 12 Years



MUHAMAMD ARSHAD KADHAR
Qualification:
 Academic: B.Com, M.Phil (Finance)
 Professional: ACMA
Experience:
 Teaching: 20 Years
 Professional: 16 Years



NOWMITTA JAHAZAIB
Qualification:
 Academic: B.A
 Professional: FCMA
Experience:
 Teaching: 10 Years
 Professional: 20 Years



SHOUKAT HAYAT KHAN BALOCH
Qualification:
 Academic: B.A (Economics)
 Professional: FCMA
Experience:
 Teaching: 25 Years
 Professional: 30 Years



MUHAMMAD HAMID MEHMOOD
Qualification:
 Academic: B.Com
 Professional: FCMA
Experience:
 Teaching: 05 Years
 Professional: 25 Years

Business and Economics



AYUB SHEIKH
Qualification:
 Academic: MS (Management Science)
 Professional: N/A
Experience:
 Teaching: 25 Years
 Professional: 27 Years



SYED KHURRAM RIZVI
Qualification:
 Academic: MS (Computer Science)
 Professional: CISA
Experience:
 Teaching: 13 Years
 Professional: 14 Years



ROSHNI BASHIR
Qualification:
 Academic: M.Sc (Economics)
 Professional: N/A
Experience:
 Teaching: 06 Years
 Professional: 15 Years



JOUDAT ALI MALIK
Qualification:
 Academic: MA (Economics)
 Professional: FCMA, APA, CFC (Canada)
Experience:
 Teaching: 06 Years
 Professional: 15 Years



SHOUKAT MEHMOOD
Qualification:
 Academic: MA (English)
 Professional: N/A
Experience:
 Teaching: 05 Years
 Professional: 28 Years



MUHAMMAD MUZZAMIL
Qualification:
 Academic: MBA (Finance)
 Professional: Mechanical Engineering
Experience:
 Teaching: 15 Years
 Professional: 39 Years (Retired)



MUHAMMAD ALI KHAN
Qualification:
 Academic: B.Sc. (Mathematics,
 Statistics, Economics)
 Professional: ACMA



Experience:
 Teaching: 03 Years
 Professional: 10 Years
MUHAMMAD WAQAS
Qualification:
 Academic: MS (Management Science), MBA
 Professional: N/A
Experience:
 Teaching: 08 Years
 Professional: 10 Years



ABDUL KARIM RANA
Qualification:
 Academic: M.Sc (Economics)
 Professional: N/A
Experience:
 Teaching: 30 Years
 Professional: 30 Years



NAWEED ANWAR
Qualification:
 Academic: M.Sc (Economics)
 Professional: N/A
Experience:
 Teaching: 25 Years
 Professional: 20 Years

Laws and Ethics



JAVED INAYAT MALIK
Qualification:
 Academic: MA (Islamic Studies)
 Professional: LLB, LLM
Experience:
 Teaching: 20 Years
 Professional: 30 Years (Retired)



DR. SHAHZAD IQBAL SHAM
Qualification:
 Academic: Ph.D (Islamic Law)
 Professional: LLB, LLM
Experience:
 Teaching: 32 Years
 Professional: 32 Years



NAZIR AHMAD SHAHEEN
Qualification:
 Academic: M.Sc (Economics)
 Professional: FCMA
Experience:
 Teaching: 30 Years
 Professional: 35 Years (Retired)

Faisalabad

Accounting & Finance



SAIMA RASHID
Qualification:
 Academic: B.Com
 Professional: ACMA
Experience:
 Teaching: 05 Years
 Professional: N/A



GULNAZ AKHTAR
Qualification:
 Academic: B.Sc.
 Professional: ACMA
Experience:
 Teaching: 02 Years
 Professional: 03 Years



HABIB UL HAQ
Qualification:
 Academic: B.Com
 Professional: ACMA, ACCA (UK)
Experience:
 Teaching: 03 Years
 Professional: 07 Years



IKRAMULLAH KHAN
Qualification:
 Academic: MBA (Banking)
 Professional: FCMA, AIBP, ACB (UK)
Experience:
 Teaching: 03 Years
 Professional: 16 Years



BASHIR AHMAD
Qualification:
 Academic: B.Sc.
 Professional: ACMA
Experience:
 Teaching: 8.5 Years
 Professional: 25 Years



SHAHID TANWEER
Qualification:
 Academic: MBA (Banking & Finance)
 Professional: ACMA
Experience:
 Teaching: 3 Years
 Professional: 15 Years



SAJID AZMAT
Qualification:
 Academic: B.Com
 Professional: FCMA
Experience:
 Teaching: 03 Years
 Professional: 15 Years



RIZWAN AHMAD
Qualification:
 Academic: B.Com, M.Phil
 Professional: ACMA, APA
Experience:
 Teaching: 05 Years
 Professional: 15 Years

Business and Economics



ZAHIR AHMAD
Qualification:
 Academic: MBA, MA (Economics)
 Professional: ACMA
Experience:
 Teaching: 04 Years
 Professional: 24 Years (Retired)



MAHREEN SABA
Qualification:
 Academic: MA (Economics), B.Ed
 Professional: N/A
Experience:
 Teaching: 12 Years
 Professional: N/A

Multan

Accounting & Finance



ABDUL HALEEM KHAN
Qualification:
 Academic: BA, LLB
 Professional: ACMA
Experience:
 Teaching: 12 Years
 Professional: N/A



MUZAMMIL AHMED KHAN
Qualification:
 Academic: B.Com
 Professional: ACMA, APFA
Experience:
 Teaching: 05 Years
 Professional: N/A



KANWAR ABID ALI
Qualification:
 Academic: B.Com
 Professional: ACA
Experience:
 Teaching: 12 Years
 Professional: N/A



TAHIR MAJEED
Qualification:
 Academic: B.Com
 Professional: ACMA, M.Phil
Experience:
 Teaching: 05 Years
 Professional: N/A



MUHAMMAD IQBAL
Qualification:
 Academic: M.Sc.
 Professional: FCMA
Experience:
 Teaching: 15 Years
 Professional: N/A



ANJUM MAQSOOD
Qualification:
 Academic: N/A
 Professional: ACA
Experience:
 Teaching: 8 Years
 Professional: N/A

Business and Economics



YASEEN JAMAL
Qualification:
 Academic: M.Com
 Professional: MS (BS)
Experience:
 Teaching: 25 Years
 Professional: N/A



SAHIRA HASHMI
Qualification:
 Academic: MA (English)
 Professional: N/A
Experience:
 Teaching: 17 Years
 Professional: N/A



MUHAMMAD YOUSUF
Qualification:
 Academic: M.Com
 Professional: M.Phil (Ph.D)
Experience:
 Teaching: 10 Years
 Professional: N/A



G. M. MALIK
Qualification:
 Academic: MBA
 Professional: N/A
Experience:
 Teaching: 40 Years
 Professional: N/A



DR. MUHAMMAD RAMZAN
Qualification:
 Academic: MA (Economics)
 Professional: Ph.D
Experience:
 Teaching: 15 Years
 Professional: N/A

Laws and Ethics



MUHAMMAD SABTAIN SOOMRO
Qualification:
 Academic: BA, LLB
 Professional: N/A
Experience:
 Teaching: 10 Years
 Professional: N/A

Rawalpindi

Accounting & Finance



MUHAMMAD RIAZ
Qualification:
 Academic: BA
 Professional: FCMA
Experience:
 Teaching: 11 Years
 Professional: 15 Years



MAZHAR MAHMOOD, FCMA
Qualification:
 Academic: M.Com
 Professional: FCMA
Experience:
 Teaching: 03 Years
 Professional: 16 Years

Business and Economics



GHULAM HUSSAIN KIYANI
Qualification:
 Academic: M.Sc (Statistics)
 Professional: N/A
Experience:
 Teaching: 40 Years
 Professional: 35 years (Retired)



AAMIR AZAD KHAN
Qualification:
 Academic: LLB
 Professional: N/A
Experience:
 Teaching: 12 Years
 Professional: 15 Years

Laws and Ethics

Hyderabad

Accounting & Finance



NAEEMUDDIN KAMRAN
Qualification:
 Academic: MS (H.R)
 Professional: ACMA
Experience:
 Teaching: 16 Years
 Professional: 15 Years



WAQAS MUHAMMAD
Qualification:
 Academic: Graduation
 Professional: ACMA; CA (Part Qualified)
Experience:
 Teaching: 2.5 Years
 Professional: 01 Year

Business and Economics



AMMAD ALI KHATRI
Qualification:
 Academic: MBA
 Professional: CA (Module-C)
Experience:
 Teaching: 07 Years
 Professional: 03 Years



ALMAS KHAN
Qualification:
 Academic: MBA, MA (English)
 Professional: N/A
Experience:
 Teaching: 08 Years
 Professional: 1.5 Years



BILAWAL TANWRI
Qualification:
 Academic: MA (Economics)
 Professional: CA (Finalist)
Experience:
 Teaching: 04 Years
 Professional: 03 Years

Peshawar

Accounting & Finance



SYEDA SANA BATOOL
Qualification:
 Academic: B.Com
 Professional: ACMA, PIPFA
Experience:
 Teaching: 06 Years
 Professional: 03 Years



EID REHMAN
Qualification:
 Academic: Graduation
 Professional: CA, ACCA, PIPFA
Experience:
 Teaching: 03 Years
 Professional: 09 Years



SAYYED SADIQ SHAH
Qualification:
 Academic: B.Com
 Professional: ACMA, PIPFA
Experience:
 Teaching: 02 Years
 Professional: 12 Years

Business and Economics



S. M. HUSSAIN SHAH
Qualification:
 Academic: M.Sc (Mathematics)
 Professional: N/A
Experience:
 Teaching: 12 Years
 Professional: N/A

1.9.3. Computer Labs

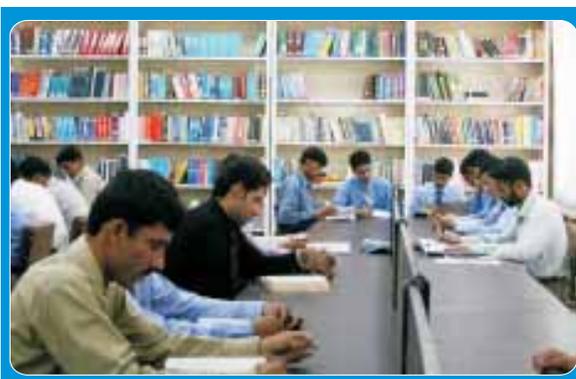
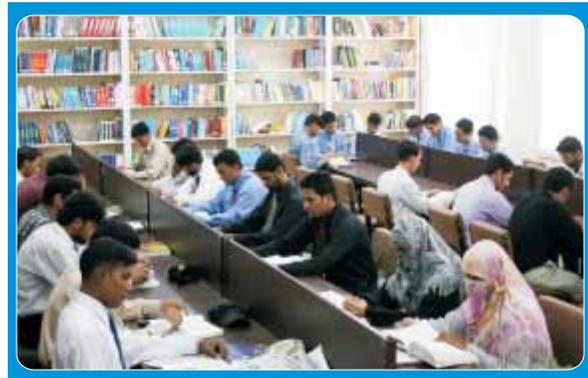
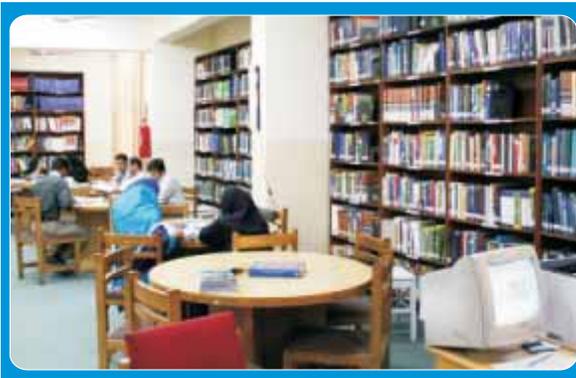
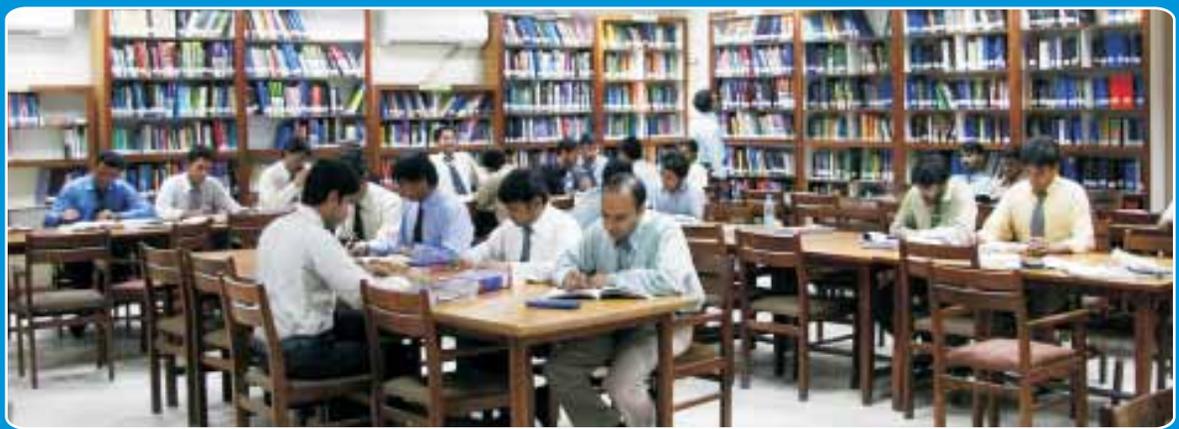
The Institute has adequate and well-equipped computer labs at all centres. Students have email and Internet access in these labs.





1.9.4. Libraries

ICMA Pakistan libraries contain thousands of books on accountancy and business-related subjects. The Institute is a regular subscriber to about 50 international journals. The Institute's students/ members also have access to a digital library database, which gives them online access of books, periodicals, journals and articles.



1.9.5. Auditorium

The ICMA Pakistan buildings have auditorium, where seminars and guest speakers' sessions are held as part of the overall educational programme. This provides the students with an opportunity to interact with policy makers and employers who, in turn, get a chance to spot suitable candidates for employment in their organizations.





1.9.6. Study Areas

In addition to libraries, ICMA Pakistan's centres provide amicable space to students for self-study and group discussions. This facility is remained open for late hours so as to facilitate employed students to study till late evening.

1.9.7. Members' Resources Centre

The centre equipped with interact access and reference book facilities, provides congenial environment to ensure research work. It also provides opportunity to members to interact and get benefit from each other's professional experience.



1.9.8. Career Development Centre

The liaison with the corporate sector for placement and internships are one of the key activities of the Institute. The Career Development Centre established under Corporate Relations and Communication Department provides opportunity to members and students to onward communicate with the corporate sector for their career advancement. The state-of-the-art centre provides quick

access to employers' website and online recruitment. The centre also houses manuals for "Capacity Building" on various sectors to benefit members and students to get an access about specific industry.



1.9.9. Online Internet Access

All libraries at major centres are equipped with workstations with Internet facility and to access online knowledge resource. This facility is extended for students to make them used to of hosting web resources for extraction of and seeking knowledge. Members/students can also access their email accounts and study e-groups to complete group projects and assignments.

1.9.10. Cafeteria

ICMA Pakistan centres have cafeteria facility from 9:00 AM to 10:00 PM. The facility apart from hygienic food items provides an opportunity for informal interaction with senior students and members visiting the campuses. It gives a peaceful environment to employed students to refresh them for a while before joining evening classes.



1.9.11. Prayer Area

The Institute has adequate prayer area / room for students, member and employees at all centres.





1.10. WEBSITE

ICMA Pakistan website (www.icmap.com.pk) provides comprehensive and useful information, such as introduction of the Institute, its Council, various centres, syllabi, admission procedure, coaching classes, correspondence course, exemption policy, fee structure and information regarding the Institute's programmes and Continuing Professional Development (CPD) activities.

1.11. PUBLICATIONS

"Management Accountant" is the official journal of the Institute, which is considered to be one of the leading professional journals in Pakistan, having bi-monthly circulation of over 10,000 copies. It has been playing a proactive role in updating its readers on the latest changes taking place in the field of Accounting and Finance,

International Financial Reporting and Auditing Standards, new management concepts, changing business scenario and developments, in Information Technology.

Through interviews of eminent personalities and subject experts, the Journal has been instrumental in the dissemination of ideas, view and vision.

Besides, the management accountant Journal, ICMA Pakistan also hosts monthly Research & Technical Update on its website and e-News Letter.



1.12. PLACEMENTS AND INTERNSHIPS

ICMA Pakistan has Corporate Relations and Communication Department which maintains extensive database and CV's of members and students, the department keeps close coordination with the corporate sector to get their human resource requirements and refer candidates from the database. The facility access HR-Cum-Placement Bureau for members, students and corporate sector in which organizations get benefit by way of economical and guide access to quality human resources.

1.13. SEMINARS AND CONFERENCES

The continuing professional development is a life-blood for any organization. ICMA Pakistan, being a professional body, gives strong weightage to this area and every year, number of such workshops, seminars and conferences are organized at different centres. The members and students will get facility of discounted registration to these programs.





The Programme

The ICMA Pakistan has always endeavoured to follow the best educational practices in the world. The syllabus comprises 20 subjects taught and assessed 4 levels. In addition, a subject of Corporate Governance & Professional Ethics and a Capstone Project are also part of the syllabus included. Each level comprises 4 to 6 subjects.

2.1. COURSES OF STUDIES

The scheme of professional studies is accomplished by satisfying the requirements of education and examination. The education requirement includes courses of Management Accounting, Finance & Accounting and Management & Laws. The examination assesses knowledge, skills and application of the subject matter. The subjects of studies along with classroom hours for each subject are listed in the following table:

FUNDAMENTAL LEVEL (FL)					
Code	Subject	Lecture Hours	Tests Hours	Total Hours	Credit Hours
F1	Fundamentals of Financial Accounting	96	4	100	7
F2	Business Economics	86	4	90	6
F3	Business English	86	4	90	6
F4	Fundamentals of Management Accounting	91	4	95	6
F5	Commercial Laws	91	4	95	6
F6	Business Mathematics and Statistics	91	4	95	6
—	Post Examination Training in MS Word & Excel	40	—	40	3

GRADUATION LEVEL (GL)					
Code	Subject	Lecture Hours	Tests Hours	Total Hours	Credit Hours
G1	Financial Accounting	91	4	95	6
G2	Enterprise Management and Communication	96	4	100	7
G3	Management Accounting	91	4	95	6
G4	Corporate Laws and Secretarial Practices	96	4	100	7
G5	Business Taxation	96	4	100	7
—	Post Examination Training in Presentation Skills	32	—	32	2

PROFESSIONAL LEVEL (PL)					
Code	Subject	Lecture Hours	Tests Hours	Total Hours	Credit Hours
P1	Financial Reporting	91	4	95	6
P2	Audit and Assurance	91	4	95	6
P3	Cost Accounting Records and Audit	86	4	90	6
P4	Corporate Financial Reporting (Open Book Assessment)	96	4	100	7
P5	Corporate Planning and Controlling	106	4	110	7
—	Post Examination Training in Advanced Excel & Financial Modelling	40	—	40	3

CHARTERED LEVEL (CL)					
Code	Subject	Lecture Hours	Tests Hours	Total Hours	Credit Hours
C1	Strategic Risk Management	96	4	100	7
C2	Strategic Management Accounting	91	4	95	6
C3	Strategic Financial Management	91	4	95	6
C4	Strategic Management	86	4	90	6
—	Post Examination Training in Presentation Skills & Report Writing	40	—	40	3

COST & MANAGEMENT ACCOUNTANT (CMA)					
Code	Subject	Lecture Hours	Tests Hours	Total Hours	Credit Hours
CGE	Corporate Governance & Professional Ethics (Online Open Book Assessment)	90	—	90	6
—	Capstone Project	—	—	—	3
Total Hours		2087	80	2167	147

Note: Two class tests in a course and each test is of two hours.

2.2. METHODOLOGY

- 2.2.1. Medium of instruction and examination at ICMA Pakistan is English. Communication between the faculty and the students as well as among the students is also the same.
- 2.2.2. The completion of each level requires a period of about one year; however, examination of each course from Graduation Level to Chartered Level will be conducted twice a year in the month of February and August, whereas, examinations of Fundamental Level, Corporate Governance & Professional Ethics (online open book assessment) and Capstone Project are conducted quarterly i.e., in the month of March, June, September and December. The students will spend 16 weeks on course study through coaching, or Distance Learning Programme (DLP), and the rest is spent on self-study.
- 2.2.3. The Institute's Curriculum is competency-based and the major aim is to prepare the prospective members of the Institute not only for the positions of Chief Financial Officers in different organizations but also for the ultimate position of Chief Executive Officers, if they are associated with some industrial or commercial organisations, and for the position of Auditors as well as Management Consultants, if they are in public practice.
- 2.2.4. The syllabus serves as a guideline for the students, teachers and examiners as to the scope of subjects and the study time to be allocated to various topics.
- 2.2.5. A list of books and other resources i.e., websites etc., prescribed for core reading and references are also available at www.icmap.com.pk for each subject course outline which adequately cover the syllabus of the relevant subjects. The students are encouraged to go through other related books and study material for knowledge.
- 2.2.6. The percentage of the weightage is shown against different sections of the syllabus. This serves as a guide to devote the study time each section requires. The weightage does not necessarily specify the number of marks to be allocated to the topics shown in each area in the examination. The students, therefore, should study all the topics in the syllabus. This weightage may not be exactly followed by the examiners.

2.3. SALIENT FEATURES OF THE SYLLABUS

2.3.1. General Features of New Syllabus

The syllabus comprehensively covers all areas that is required from a management accountant in particular and accounting professional in general. The syllabus has following features:

- Compliance to education guidelines of IFAC;
- Levels are in line with international benchmarks and globally accepted formats for coding;
- Market understandable certificates nomenclature depicting true knowledge levels such as Fundamental, Graduation, Professional and Chartered;
- Number of papers are at par to regional accounting bodies and same as those of last syllabus;
- Fast Track Entry Route (FTER) based on appropriate mapping;
- Practical training of 152 hours;
- Appropriate balanced coverage of management accounting, finance, audit, laws, risk management and accounting standards etc.;
- Coverage of emerging areas of expertise such as risk management, corporate planning and controlling, corporate governance, professional ethics and cost audit;
- Open book assessments for two courses to ensure maximum coverage of course outline and to ensure practical demonstration through case study method;
- Capstone project to build research and product development abilities;
- Computer Based Examinations (CBEs) for Fundamental Level (FL) courses as per international practices.

2.3.2. Corporate Governance & Professional Ethics [Online Open Book Assessment]

Before being qualified, students need to complete course on Corporate Governance and Professional Ethics. The course covers various aspects of governance at corporate level including all regulatory provisions necessary for smooth functioning of a Corporation. The Professional Ethics part covers all parameters to ensure ethical practices expected from a professional accountant. Keeping in view practical approach of the course, the assessment is based on online open book method so as to cover full syllabus with practical demonstration of skills.

2.3.3. Capstone Project

Capstone Project is focused to provide the industrial exposure to the student at Cost and Management Accountant level, during the course of study in Chartered Level the candidates will be required to prepare a project [Industry Specific] on the topics published by Examination Department from time to time and appears in presentation.

2.3.4. Part Certifications

The professional qualifications are practical in nature and in order to have acceptability in the market, students are being awarded part-qualification certifications. Through these certifications, students are recognized at various levels of education and assessment. The part certifications provide a competitive edge to the students to get jobs in the market even before becoming a full-qualified or member. On successfully passing examinations and trainings following certificates will be awarded to the students:

2.3.4.1. ICMA Certificate in Management Accounting – Fundamental Level [FL]

This certificate will be awarded to the students on passing all the courses of Fundamental Level and attending 40 hours post examination training in MS Word & Excel.

2.3.4.2. ICMA Certificate in Management Accounting – Graduation Level [GL]

This certificate will be awarded to the students on passing all the courses of Graduation Level and attending 32 hours post examination training in Presentation Skills.

2.3.4.3. ICMA Certificate in Management Accounting – Professional Level [PL]

This certificate will be awarded to the students on passing all the courses of Professional Level and attending 40 hours post examination training in Advanced Excel & Financial Modelling.

2.3.4.4. ICMA Certificate in Management Accounting – Chartered Level [CL]

This certificate will be awarded to the students on passing all the courses of Chartered Level and attending 40 hours post examination training in Presentation Skills & Report Writing.

2.3.4.5. Cost & Management Accountant [CMA]

Once a student passed all courses and attended trainings prescribed in each level will be required to appear and pass Corporate Governance & Professional Ethics [Online Open Book Assessment] and Capstone Project to get certificate “Cost & Management Accountant” [CMA]

Furthermore, those students who have joined ICMA Pakistan with minimum qualification Intermediate/ A levels or equivalent, they are required to complete at least one-year practical training in the field of accounting/business or finance.



Admission Policy & Procedures

3.1. ENTRY REQUIREMENTS

3.1.1. The minimum qualification required for enrolment in ICMA Pakistan's program is Intermediate from any recognized Board of Secondary or Higher Secondary Education or A Level's examination (under Cambridge System).

3.1.2. Provisional Admission

Candidates who have appeared in Intermediate Part-II examination or in all papers of A Levels examination and waiting for their result are eligible to take provisional admission. However, the students will not be eligible for registration and examination of respective level courses until he/she has passed Intermediate Part-II or A Levels examination.

3.2. ADMISSIONS

Students may apply for admission twice a year - for Spring Session in January - April and for Fall Session in July - October.

3.3. STUDY OPTIONS

The study options suit to the needs of both full time and part time students. There are two main modes of study:

- a. Coaching Classes; or
- b. Distance Learning Programme (DLP)

3.3.1. Coaching classes

The coaching classes at all centres of the Institute ensure high level of academic learning whereby qualified faculty fully involved with the students in exchange of information. The classroom learning includes lectures, two-way interaction, presentations, guest lectures, case studies, problem solving and group discussions.

The Institute organizes intensive coaching classes in morning, afternoon and evening. A candidate may seek admission in coaching classes at nearest ICMA Pakistan centres as per their choice, convenience and commitment. The coaching classes is appropriate for full-time and regular students whereas those doing job in the morning may get benefit of executive coaching in the evening classes.

3.3.2. Distance learning programme

Distance Learning Programme (DLP) is the method of self study. This Programme is appropriate for students who are unable to attend coaching classes. The students may avail library facility and other study resources for preparation of examination. Under DLP, students are given online access to study material and sample test preparation.

3.4. ADMISSION PROCEDURE

Registration, admission and assessment forms are available on ICMA Pakistan's website www.icmap.com.pk. Candidates must follow the instructions and ensure that the required information has been provided while filling in the forms. The items which are not applicable should be crossed (X). The candidates must specify in the admission form whether enrolment is desired for the Coaching Classes or Distance Learning Programme (DLP). In case of coaching, it should be stated whether it is required in morning, afternoon or evening. Candidates, who are interested to enrol themselves in distance learning and coaching for different courses are required to tick in appropriate box in the admission form. Candidates should fill-in the Assessment Form, in case they want to apply for exemption assessment.

3.4.1. Testimonials

Candidates are required to submit two sets of following documents:

- Matriculation/O Level Certificate;
- Intermediate/A Level Certificate;
- Graduation Detailed Marks sheet/Degree if hold;
- Post Graduation Marks sheet/Degree if hold;
- Photocopy of Computerised National Identity Card or Form-B.
- Five Recent Passport Size Photographs.

Candidates seeking admission in 'Distance Learning Programme' (DLP) should send the prescribed forms along with copies of documents (attested by the officer in-charge of the nearest office of the Institute), to the nearest centre.

Overseas candidates should send copies attested by the Pakistani Embassy to the Institute's Karachi or Lahore or Islamabad centre.

The foreign students are required to obtain N.O.C from Government of Pakistan before applying in the Institute's programme.

The students are required to produce the original documents at the office of the Institute for attestation of copies thereof.

3.4.2. Registration

To register as a student of the Institute, a candidate should have:

- Passed Intermediate or A Level examination or equivalent examinations;
- Attained 16 years of age on the date of application;
- Paid the prescribed Registration Fee;
- Paid the prescribed Annual Subscription;

A registration number and card will be issued to each registered student after completion of above requirements.

3.5. TRANSFER POLICY

3.5.1. From one shift to another: The Institute allows transfer of students in the same academic session from morning to evening shift and vice versa, provided the seats are available in the classes.

3.5.2. From one centre to another: It is possible for a coaching student to be transferred from one coaching centre to another, due to change of residence or employment, during an academic session. Such student is required to obtain the following certificates from his/ her original coaching centre:

- a) Attendance Certificate;
- b) Certificate showing the payment of Annual Subscription and all other dues;
- c) Clearance from library.

3.5.3. From Coaching to Distance Learning Programme (DLP): A student who is enrolled for the Coaching Classes can be transferred to the Distance Learning Programme (DLP) of that subject(s) in which he/ she is enrolled.

This facility can be availed within one month of the commencement of Coaching Classes on payment of 50% tuition fee. The student will have to pay 100% tuition fee, if he/ she decides to change to the Distance Learning Programme (DLP) on the expiry of one month after the commencement of Coaching Classes.

3.5.4. From Distance learning Programme (DLP) to Coaching Classes: A Distance Learning Programme (DLP) student can be transferred to the Coaching Classes on payment of 50% tuition fee within one month's time from enrolment in Distance Learning Programme (DLP), and on payment of 100% tuition fee after one month's time from enrolment in Distance Learning Programme (DLP). The facility is subject to availability of capacity in coaching classes. He/ she will have to complete 75% attendance in all subjects.

3.6. CANCELLATION AND SUSPENSION OF REGISTRATION

3.6.1. A student of the Institute deemed to be guilty of misconduct, will face cancellation/ suspension of registration, if he/ she:

- Fails to comply with the rules and regulations of the Institute;
- Fails to supply correct information to the Institute;
- Fails to comply with any of the directives issued by the management of the Institute;
- Involves himself/ herself in such activities which cause damage to the image of the Institute;
- Uses unfair means in an examination;
- If found indulged in any under-hand dealing with any official or officials of the Institute.

3.6.2. In the event of any misconduct or breach of any regulation by a registered student, the Council may, if it is satisfied after such investigation as it may deem necessary and after giving an opportunity of being heard, suspend or cancel the registration of the student.

3.6.3. Registration of a student shall be cancelled and all fees paid shall be forfeited if educational documents are found fake at any later stage.

3.6.4. Registration of a student, who does not pay the annual subscription within six months from the date it, falls due, i.e., 1st July of every year, is liable to be cancelled but can be restored on payment of prescribed registration restoration fee.

3.7. CODE OF CONDUCT

The code is aimed at encouraging and shaping professional behaviour and ethics among the students. The code, as laid down, is to be strictly observed:

- Behave courteously and politely;
- Respect the teachers, fellow students, staff and visitors to the Institute;
- Be punctual in attending their classes and lab sessions;
- Maintain the layout and arrangement of the classroom, computer lab and library;
- Maintain discipline and decorum in the reading study areas, classroom, computer lab and library;
- Maintain cleanliness in and outside the classrooms;
- Keep voice low while walking through corridors, so that classes in progress are not disturbed;
- Refrain from passing any derogatory and insulting remarks about the Institute and its functionaries;
- Display Identity Card of the Institute while in the premises of the Institute;
- Protect the Institutes' property;
- Park the vehicles only in the parking lot and not wander around the campus;
- Should not smoke, eat betel leaf (Pan) and/ or chew gum inside the premises of the Institute or in the vicinity.

3.7.1. Dress Code

In order to maintain discipline and to promote congenial learning, students are required to strictly follow prescribed dress code as follows:

3.7.1.1. Male Students

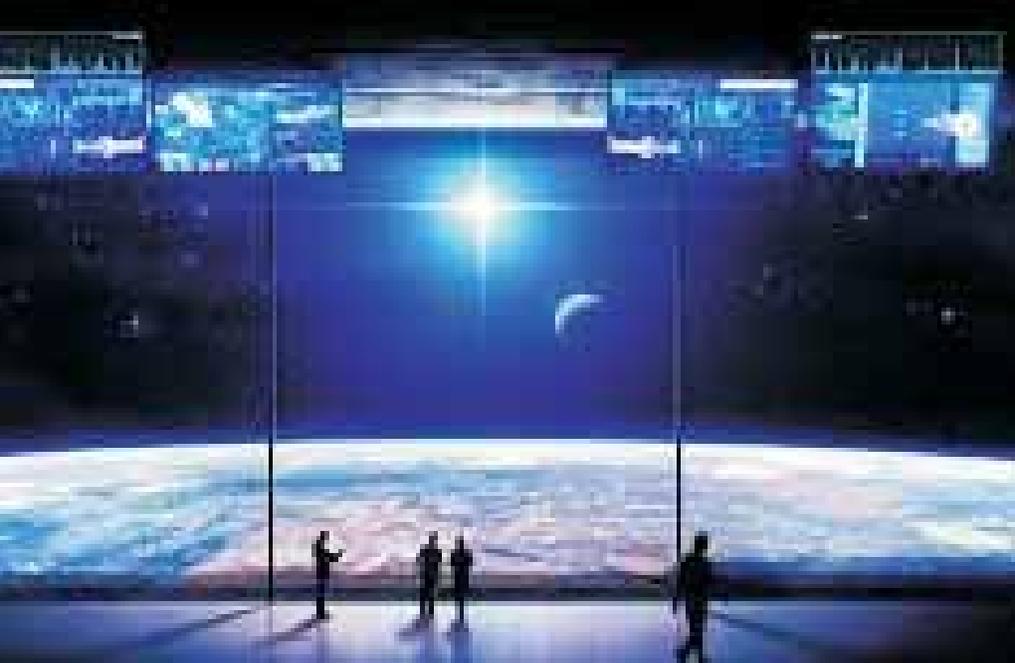
- From 1st November to 28th February: Coat, Shirt and Trousers with Necktie or Shalwar-Qameez (with buttons) and Waistcoat. Formal shoes or Peshawari Sandals.
- From 1st March to 30th October: Same as above, but coat is not compulsory.

3.7.1.2. Female Students

- Shalwar-Qameez, Chaader or Dupattah with covered shoes and sandals.

Students will be fined on violation of above code.





4

Fast Track Entry Route (FTER) for Academic and Professional Qualification Holders

The candidates who have obtained 12-year, 14-year and 16-year academic qualifications from recognized board/ university and passed equivalent courses or have professional certifications from IFAC members' bodies may apply for assessment under the fast track entry route (conditions apply) to get CMA qualification:

4.1. Fast Track Entry Route (FTER) for Academic Qualification Holders

4.1.1. 12-YEAR EDUCATION

- **Intermediate** (19 Courses)
- **A Levels** (16 Courses)

4.1.2. 14-YEAR EDUCATION

- **B.Com/ BBA/BS** (14 Courses)
- **Bachelor of Science (B.Sc.)** (17 Courses)
- **Bachelor of Engineering (B.Engg)** (18 Courses)
- **Bachelor of Arts (B.A)** (18 Courses)
- **Bachelor of Laws (LLB)** (18 Courses)

4.1.3. 16-YEAR EDUCATION

- **BBA Hons/MBA/M.Com/ BS** (12 Courses)
- **Master of Public Administration (MPA)** (15 Courses)
- **Master of Science (M.Sc.)** (17 Courses)
- **Master of Arts (MA)** (17 Courses)
- **Master of Laws (LLM)** (18 Courses)
- **Master of Computer Science (MCS)** (18 Courses)

4.1.4. OTHERS

- Other equivalent academic qualifications which are not included in the above list recognized by HEC may also apply for assessment.
- Post examination trainings are compulsory for all the qualification holders.

4.2. Fast Track Entry Route (FTER) for Professional Certification Holders

4.2.1. Chartered Institute of Management Accountants (CIMA-UK)

ACMA: (LLGE: Local Laws Gateway Exam + C1-Strategic Risk Management of Chartered Level
PMGE: Professional Module Gateway Exam)

FCMA: (LLGE: Local Laws Gateway Exam + PMGE: Professional Module Gateway Exam)

4.2.2. Association of Chartered Certified Accountants (ACCA), UK (08 courses)

4.2.3. Institute of Chartered Accountants of Pakistan (ICA Pakistan) (07 courses)

4.2.4. Pakistan Institute of Public Finance Accountants (PIPFA Pakistan) (12 Courses)

4.2.5. Other professional certification holders (IFAC members' bodies) may be considered for assessment subject the approval of competent authority.

4.3. Fast Track Entry Routes (FTER) for Partly Qualified Students of Professional Accounting Bodies

4.3.1. Chartered Institute of Management Accountants (CIMA-UK)

4.3.1.1. Obtained Certificate in Business Accounting and Operational Level (13 courses)

4.3.1.2. Obtained Certificate in Business Accounting, Operational and Management Levels (10 courses)

4.3.1.3. Obtained Certificate in Business Accounting, Operational, Management and Strategic Levels (07 courses)

4.3.2. Institute of Chartered Accountants of Pakistan (ICA Pakistan)

4.3.2.1. Obtained Certificate in Assessment of Fundamental Competencies Level (AFC) (18 courses)

4.3.2.2. Obtained Certificate in Assessment of Fundamental Competencies Level (AFC) and Certificate in Accounting and Finance (CAF) (14 courses)

4.3.2.3. Obtained Certificate in Assessment of Fundamental Competencies Level (AFC), Certificate in Accounting and Finance (CAF) and Certified Finance and Accounting Professional (CFAP) (08 courses)

4.3.3. Association of Chartered Certified Accountants (ACCA-UK)

4.3.3.1. Obtained Certificate of Fundamentals Level (16 courses)

4.3.3.2. Obtained Certificate of Fundamentals & Professional Levels (12 courses)

Note: Exemption in G5-Business Taxation for ACCA-UK subject to passing F6 Taxation Pakistan Variant

4.4. POST EXAMINATION AND TRAININGS, ONLINE ASSESSMENT AND PROJECTS

All above-mentioned FTERs candidates except CIMA members are required to complete the following:

- All post-examination trainings
- Corporate Governance & Professional Ethics
- Capstone project



Transitional Arrangements

5.1. Applicability of Syllabus 2016

- 5.1.1. From Fall 2016 session, all existing students are merged into new Syllabus 2016 and are required to appear in the remaining papers under new Syllabus 2016 as per transitional arrangements;
- 5.1.2. **Post examination training:** During transition period before Fall 2018 session, students are required to complete their remaining “Modules 1 to 4” as per Syllabus 2012 instead of “Post-Examination Training Programs” of Syllabus 2016.
- 5.1.3. **Additional courses / requirements:** Following new courses of Syllabus 2016 will be applicable w.e.f. Fall 2018 session:
 - i) Cost Accounting Records and Audit
 - ii) Corporate Planning & Controlling
 - iii) Corporate Governance and Professional Ethics
 - iv) Capstone Project
- 5.1.4. Existing students of “Advance Financial Accounting and Corporate Reporting” [BAF-501] course of Syllabus 2012 will appear in “Corporate Financial Reporting” [P4] course of Syllabus 2016;
- 5.1.5. Existing students of “Enterprise Management” [BML-302] course of Syllabus 2012 will only appear in Enterprise Management portion [50 marks] of “Enterprise Management & Communication” [G2] of Syllabus 2016;

5.2. Transitional Arrangements under Syllabus 2016

The course wise transitional arrangements schedule is hereunder:

		Syllabus 2016			Syllabus 2012	
Level	Sr.	Code	Course Title	Sem	Code	Course Title
Fundamental Level [FL]	1	F1	Fundamentals of Financial Accounting	1	BAF-101	Fundamentals of Financial Accounting
	2	F2	Business Economics	1	BML-102	Business Economics
	3	F3	Business English	1	BML-103	Business Communication and Report Writing
	4	F4	Fundamentals of Management Accounting	2	BAF-201	Fundamentals of Cost and Management Accounting
	5	F5	Commercial Laws	2	BLE-203	Commercial Laws and Professional Ethics
	6	F6	Business Mathematics and Statistics	2	BML-202	Business Mathematics & Statistical Inference
Graduation Level [GL]	7	G1	Financial Accounting	3	BAF-301	Financial Accounting
	8	G2	Enterprise Management & Communication	3	BML-302	Enterprise Management
	9	G3	Management Accounting	4	BAF-401	Management Accounting
	10	G4	Corporate Laws and Secretarial Practices	4	BLE-403	Corporate Laws & Secretarial Practices
	11	G5	Business Taxation	4	BLE-402	Business Taxation
Professional Level [PL]	12	P1	Financial Reporting	5	BAF-501	Advanced Financial Accounting & Corporate Reporting
	13	P2	Audit & Assurance	5	BAF-502	Risk Management & Audit
	14	P3	Cost Accounting Records and Audit	—	—	Those who have passed 'Corporate Performance Audit & Evaluation' of Professional-IV under syllabus 1994 or 1998 will be exempted from the course.
	15	P4	Corporate Financial Reporting [Open Book Assessment]	5	BAF-501	Advanced Financial Accounting & Corporate Reporting
	16	P5	Corporate Planning & Controlling	—	—	—
Chartered Level [CL]	17	C1	Strategic Risk Management	6	BAF-602	Investment Analysis & Portfolio Management
	18	C2	Strategic Management Accounting	6	BAF-601	Strategic Management Accounting
	19	C3	Strategic Financial Management	5	BAF-503	Strategic Financial Management
	20	C4	Strategic Management	6	BML-603	Strategic Management
CMA	21	—	Corporate Governance & Professional Ethics [Online Open Book Assessment]	—	—	—
	22	—	Capstone Project	—	—	—



6

Examination Objectives, Policies and Procedures

6.1. OBJECTIVES OF EXAMINATION

6.1.1. Certification

To test the candidates in prescribed courses taught during a specified time period in order to ensure whether or not they have acquired the requisite knowledge and skills to become eligible for membership of the Institute.

6.1.2. Quality Assurance

To provide reasonable assurance to the stakeholders that the candidates passing the examination possess the requisite knowledge and skills.

6.1.3. Learning Support

To support in enhancing learning for candidates and to bring innovation & improvement in the examination processes.



6.2. ELIGIBILITY TO TAKE EXAMINATIONS

The following regulations cover the eligibility requirements for taking ICMA Pakistan examinations:

6.2.1. Coaching Classes:

The students, who are enrolled under the Coaching Programme in a particular session, must have attended at least 75% lectures in the class of respective subject and secured 50% marks in one class test out of two in order to become eligible to appear in the final examination of the subject.

Note: First class test will be conducted/ taken at 40% course completion and second one will be conducted/ taken at 80% course completion.

6.2.2. Distance Learning Program (DLP):

There is no pre-exam condition; the students who are enrolled under the DLP may apply for examination by paying prescribed examination fee of respective level/subject.

6.3. EXAMINATION PROGRESSION SCHEME

The students are required to complete examination eligibility requirements through coaching / Distance Learning Programme and appear in examination of all the levels in their logical sequential order without skipping any level or course of lower levels as described below:

6.3.1. Fundamental Level

Following candidates are eligible to appear in the examination of Fundamental Level courses only:

- Those who are not eligible to enter in CMA through fast track in any course;
- Those who are eligible but have not applied for assessment through fast track route in any course; and
- Those who have joined CMA through fast track route in various courses of Fundamental Level;

6.3.2. Graduation Level

Following candidates are eligible to appear in the examination of Graduation Level courses:

Those who have already attempted course(s) of Fundamental Level may appear in maximum six courses of Fundamental and Graduation Levels in sequential order. Moreover, to appear in the examinations of 'Financial Accounting' and 'Management Accounting' of Graduation Level, the candidates must have completed examination eligibility requirements/ attempted Fundamentals of Financial Accounting and Fundamentals of Management Accounting of Fundamental Level respectively.

6.3.3. Professional Level

Following candidates are eligible to appear in the examination of Professional Level courses:

Those who have passed all courses of Fundamental Level and have attempted course(s) of Graduation Level may appear in maximum six courses of Graduation and Professional Levels in sequential order. Moreover, to appear in the examinations of 'Financial Reporting', 'Cost Accounting Records and Audit' and 'Corporate Financial Reporting' of Professional Level the candidates must have completed examination eligibility requirements/ attempted 'Financial Accounting' and 'Management Accounting' of Graduation Level.

6.3.4. Chartered Level

Those who have passed all courses of Fundamental Level and Graduation Level and have attempted course(s) of Professional Level may appear in all courses of Chartered Level along with remaining two papers of Professional Level in sequential order. Moreover, to appear in the examinations of 'Strategic Management Accounting', and 'Strategic Management' of Chartered Level the candidates must have completed examination eligibility requirements/ attempted 'Management Accounting' and 'Enterprise Management and Communication' of Graduation

6.3.5. Corporate Governance & Professional Ethics [Online Open Book Assessment]

During the courses of study in Chartered Level the candidates may take admission in Corporate Governance & Professional Ethics and appear in examination.

6.3.6. Capstone Project

During the courses of study in Chartered Level the candidates will be required to prepare a project [Industry Specific] on the topics declared by Examination Department from time to time and delivered a presentation on the same.

6.3.7. The students who have been switched-over from Syllabus 2012 or earlier schemes are allowed to sit in examination for maximum six course(s) in sequence of those levels only where these equivalent merged courses(s) are available/placed without skipping the logical sequential order of any course(s) of lower level(s).

6.4. EXAMINATION APPLICATION

6.4.1. Tentative Dates of Application

6.4.1.1. For Fundamental Level [FL], Corporate Governance & Professional Ethics [Online Open Book Assessment] and Capstone Project

The examinations for Fundamental Level [FL], Corporate Governance & Professional Ethics [Online Open Book Assessment] and Capstone Project are conducted quarterly i.e., in the months of March, June, September, and December. Dates for submission of Examination application with normal, 100% and 200% late fee will be communicated by Examination Department from time to time.

6.4.1.2. For Graduation Level [GL], Professional Level [PL] and Chartered Level [CL]

The examinations for Graduation Level [GL], Professional Level [PL] and Chartered Level [CL] are conducted twice a year i.e., Spring Examinations in August/ September and Fall Examinations in February/ March.

6.4.1.2.1. With Normal Fee

Applications for examination are to be submitted online by the candidates on Institute's website through a defined procedure, which is communicated time to time, from 1st June to 20th June for the Spring Examinations and 1st December to 20th December for the Fall Examinations. Applications providing complete details should be sent so as to reach the Institute on or before the prescribed date. Applications for examination are to be accepted only, if all the requirements, including payment of all dues, have been met.

If there is a public holiday on the last date of submission, then the payment will be accepted on the first working day after the holiday.

6.4.1.2.2. With 100% Late Fee

Online examination application forms with 100% late fee are accepted upto 30th June for the Spring Examinations and upto 31st December for the Fall Examinations.

6.4.1.2.3. With 200% Late Fee

Online examination application forms with 200% late fee are accepted upto 15th July for the Spring Examinations and upto 15th January for the Fall Examinations.

Note: No application for examinations is accepted, if submitted after due date.

6.4.2. Dues

All outstanding dues, including registration restoration fee, annual subscription, identity card issuing fee (annual), co-curricular activity fee (per semester), and so on must be paid along with examination fee, through pay order/ demand draft in favour of ICMA Pakistan or deposited through bank vouchers.

6.4.3. Procedure for Filling in Online Examination Application Form

- 6.4.3.1. **Signing-In:** Students are required to sign-in [by entering eight-digit registration number e.g., ##### and password] through Institute's website. Students must change their default passwords for security controls of web login.
- 6.4.3.2. Students are required to enter his/ her cell phone number and e-mail address as mandatory requirement, in addition to other information required for issuance of Examination Result(s) or any related correspondence [e.g., examination centre, postal address and contact details] which will be used to communicate their results and other communication from the Institute.
- 6.4.3.3. Students are requested to upload recent passport size photographs on examination form.
- 6.4.3.4. While filling in online examination application form, the students may opt to select 'Save' option only, in case they do not want to finalize the form. They can make changes any time in form before selecting 'Submit' button.
- 6.4.3.5. In case, if a student chooses 'Submit' option, then his/ her examination application form is locked in a PDF file format and exam fee payment voucher is generated. Any necessary change(s), after submitting the examination application form, is/ are made by the Examination Department on receipt of a written request, and after making changes the student is required to re-print his/ her examination application form along with exam fee payment voucher for submitting the same at designated bank branches.
- 6.4.3.6. After completion of examination form, please take print out of Examination Application Form and Fee Voucher.
- 6.4.3.7. Please deposit required fee through fee voucher to designated bank's branches.
- 6.4.3.8. The details of designated bank's branches with account number and bank's names are made available on web-based examination fee voucher and will be printed electronically for your convenience.
- 6.4.3.9. Students, who have not paid annual subscription fee of current year including prior year(s), are required to submit the arrears of annual subscription along with registration restoration fee of Rs. 2,200/- through a separate fee voucher available at the reception counter of respective ICMA Pakistan region/ campus and deposit the same with designated bank's branches.
- 6.4.3.10. Submit the Bank Payment Voucher to concerned region/ campus within prescribed dates.
- 6.4.3.11. The examination fee voucher of prescribed amount is required to be submitted to the respective ICMA Pakistan region/ campus within due dates as defined above, otherwise the examination application will not be accepted.

6.4.3.12. For Overseas Students: Overseas students are required to make bank draft in Pakistani Rupees in favour of “Institute of Cost and Management Accountants of Pakistan” equivalent to examination fee in foreign currency along with annual subscription and/ or restoration fee and send it directly to Director Examinations, ICMA Pakistan, Head Office, Karachi along with computerized Examination Application Form within due dates. Moreover, overseas students may also pay their examination fee online through bank. To obtain necessary details, students may contact exam@icmap.com.pk.

Note: Admit Card will not be issued till confirmation of payment or in case dues/ fee adjustment, if any.

6.4.4. Acceptance of Application

6.4.4.1. Students must ensure that they have fulfilled all the formalities i.e., online submission of Examination Application Forms, payment of examination fee at designated bank branch, submission of paid fee voucher along with printed Examination Application Form at respective ICMA Pakistan regions/ campus within prescribed dates.

6.4.4.2. If examination fee voucher is not submitted to the respective ICMA Pakistan regions/ campus within due dates, the examination application will not be accepted. However, the late fee options [100% or 200% as the case may be] are applicable as per the schedule.

6.4.5. Venue of Examinations

Examination centres will be announced by the Examination Department in every session with the issuance of Admit Cards.

6.5. INSTRUCTIONS TO THE EXAMINEES

- 6.5.1.** After the availability of Admit Cards, the candidates are advised to check the particulars entered therein. Errors, if any, must be brought immediately to the notice of the Examination Department or Regional Director/ Dy. Director/ Officer In-Charge of their centre for correction.
- 6.5.2.** The examination schedule (date and time) of each subject is printed on the admit card. Students should carefully note the examination centre, date and timings of the paper(s) and also ascertain, in advance, the exact location of the examination centre as printed on the admit cards.
- 6.5.3.** Examinees must possess and be ready to produce on demand their CNIC, Driving Licence or Passport, Student Registration Card and Admit Card, failing which they may not be allowed to appear in the examination.
- 6.5.4.** An examinee who arrives late by more than thirty (30) minutes, in case of Written Examinations, and fifteen (15) minutes, in case of Computer Based Examinations (CBE), will not be allowed to enter the examination premises. Similarly, no examinee shall leave the examination premises within the first hour from the start of the examination.
- 6.5.5.** No candidate is allowed to change the seat allocated to him/ her for a particular examination paper without the permission of the Examination Supervisor, who has the authority to change or interchange seats of any candidate, if circumstances so demand. Violators will be liable to disciplinary action.
- 6.5.6.** Possession of books, notes, previous question papers, course outlines and other related matter on any subject is not allowed in examination hall/ computer lab.

- 6.5.7. Examinees are advised to attempt the question as printed in the question paper under their own assumption(s). The assumption(s) should be clearly stated in note(s) to the solution(s). The examinees are not allowed to raise any query or insist for correction(s) in question papers during the examination.
- 6.5.8. The examinees are not allowed to write anything on question paper, except tick mark (✓) on the question(s) attempted. However, during the Extra Reading Time, examinees may underline or highlight any word or sentence on the question paper and may use calculator as specified at Sr. # 6.6.4. below during Extra Reading Time period.
- 6.5.9. Simple non-programmable electronic calculators are permitted to be used.
- 6.5.10. Candidates must make sure that they have received the relevant question paper from the invigilator so as to avoid any confusion in this regard.
- 6.5.11. The examinees, on receipt of blank answer scripts and supplementary sheets in the examination hall/ computer lab, should instantly record their roll numbers and registration numbers thereon.
- 6.5.12. If required, candidate may ask for additional supplementary sheets, graph paper and log/ annuity/ present value table from the invigilator.
- 6.5.13. Only fountain pen or ballpoint with blue or black ink should be used for writing answer scripts. No marks will be awarded for questions attempted with pencil.
- 6.5.14. Candidates must start the answer of each question from the new page. They should put down question number, its part and sub-part on each page of answer script so as to facilitate correct assessment of the answers.
- 6.5.15. No irrelevant appealing or indecent sentences should be written in the answer script. This will be treated as an unfair means and dealt with accordingly.
- 6.5.16. During the examination, an examinee may use the washroom/ toilet facility, subject to permission of the Examination Supervisor.
- 6.5.17. Every candidate must ensure to sign the attendance sheet for each examination paper available with the invigilator.
- 6.5.18. No candidate is allowed to take away examination stationery from the examination hall/ computer lab.
- 6.5.19. Candidates found talking, whispering, gossiping or seeking assistance or exchanging notes or answer scripts and so on with any person, possessing any notes or using any unfair means, shall be asked to leave the examination premises at once despite severe punishment.
- 6.5.20. Mobile Phone, Headphone, PDA, Palmtop or Laptop, Pocket PC etc are not allowed in the examination hall/ computer lab or premises. Any examinee found carrying/ using these gadgets shall be liable to face disciplinary action, may result in cancellation of result or registration with the Institute.
- 6.5.21. Smoking is not permitted in the ICMA Pakistan premises.
- 6.5.22. Refreshments are not permitted in the examination hall/ computer lab.

6.6. GENERAL PROCEDURES

6.6.1. Roll Numbers

Candidate, whose admit card is not available on ICMA Pakistan website seven (07) days prior to the commencement of the examinations, should contact the Regional Director/ Dy. Director/ Officer In-Charge of his/ her examination centre, who has particulars of all the examinees with him/ her to facilitate the examinees.

6.6.2. Change of Examination Centre

6.6.2.1. For Fundamental Level [FL], Corporate Governance & Professional Ethics [Online Open Book Assessment] and Capstone Project

Candidate, whose application has been accepted for a particular examination, may apply for change of his/ her examination centre, by not later than 25th February, 25th May, 25th August, and 25th November for March, June, September, and December examinations respectively.

6.6.2.2. For Graduation Level [GL], Professional Level [PL] and Chartered Level [CL]

Candidate, whose application has been accepted for a particular examination, may apply for change of his/ her examination centre, by not later than 20th July for the Spring Examinations, and by not later than 20th January for the Fall Examinations.

Note: Applications received after due date shall not be accommodated.

6.6.3. Deferment of Examination Fee

6.6.3.1. For Fundamental Level [FL], Corporate Governance & Professional Ethics [Online Open Book Assessment] and Capstone Project

Candidates desiring to defer the examination fee may kindly ensure that their written/ signed requests should reach the Examination Department by not later than 25th February, 25th May, 25th August, and 25th November for March, June, September, and December examinations respectively.

6.6.3.2. For Graduation Level [GL], Professional Level [PL] and Chartered Level [CL]

Candidates desiring to defer the examination fee may kindly ensure that their written/ signed requests should reach the Examination Department by not later than 20th July for the Spring Examinations and by not later than 20th January for the Fall Examinations.

Note: Applications received after due date shall not be accommodated.

6.6.4. Electronic Calculators

Use of non-programmable scientific calculators of any model is allowed subject to the following conditions:

- Calculators must be self-contained, fully portable and silent in operation.
- Calculators must have their own power supply since they cannot be plugged into the main supply in the examination hall/ computer lab.
- Calculators must not have printout facilities.

Candidates are strongly recommended to bring their own calculators in the examination. They will not be allowed to borrow calculators from other candidates.

6.7. EXAMINATION SCHEME

- 6.7.1.** The question papers are set in accordance with the laws and regulations effective as at preceding 1st January for the Spring Examinations, and effective as at preceding 1st July for the Fall Examinations in Commercial Laws, Business Taxation, Corporate Laws and Secretarial Practices and Corporate Governance & Professional Ethics, subject to the confirmation of Education Department.
- 6.7.2.** The question papers of all accounting subjects are set in accordance with International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS) as well as the Accounting and Auditing Practices and Guidelines, issued by the professional bodies of Pakistan upto 31st December of the preceding year for Fall Examinations and upto 30th June of the preceding year for the Spring Examinations respectively, subject to the confirmation of Education Department.
- 6.7.3.** Examination questions of any specific level may be set from the syllabus of similar subjects of a preceding level. However, in order to maintain the professional standard, it is not necessary that examination questions be confined to the past examination papers/ recommended book(s) only.

6.8. EXAMINATION RESULTS

6.8.1. Communication of Examination Results

The result of the examination, in the form of a Grade Sheet, is communicated to all successful candidates at the mailing address mentioned in the examination application form. Students, who do not receive the Grade Sheets within a month from the official results announcement date, should approach the ICMA Pakistan Centres for a duplicate copy. The result, e-marks sheet and question-wise e-marks sheet for all candidates are also uploaded on the Institute's website. Similarly, the subject-wise result of the examination is also communicated to all candidates through SMS.

6.8.2. Passing Percentage

Passing percentage in the examination of each subject is 50%.

6.8.3. Publication of Result

The result of students is published in the "Official Gazette of Pakistan" only after they have passed all levels i.e., from Fundamental Level to Chartered Level including Corporate Governance & Professional Ethics and Capstone Project. In addition to above, the list of successful students of each Level is also published in the Institute's Journal.

6.8.4. Failure of Candidates

- 6.8.4.1.** Candidates, who have failed to qualify an examination, may re-appear in any subsequent examination of the Institute.
- 6.8.4.2.** Candidates may apply for administrative review of their answer scripts. For details, Institute's website may be referred.

6.8.5. Examination Result Code

The following codes are used in the Grade Sheets sent to examinees and uploaded on Institute's website after the announcement of the result of each examination:

Pass	:	Level passed
Fail	:	Level failed
P	:	Subject passed
F	:	Subject failed
Ex	:	Exemption granted on the basis of other qualification(s)
AB	:	Absent
X	:	Result Cancelled

Note: 'P' reflects scoring 50% or above marks and 'F' reflects scoring less than 50% in a subject.

6.8.6. Declaring 'Passed' from any Course – On Paper-to-Paper Basis

A student is declared 'Passed' in a subject on paper-to-paper basis.

6.9. PROFICIENCY AWARDS

The Institute has been providing professional education of high standard to its students since its inception.

To encourage the brilliant students, the Institute offers subsidies to position holders, at the time of admission as well as during their education. Moreover, Proficiency Awards are given to candidates in recognition of their outstanding performance in the examination.

6.9.1. Gold Medals:

- 6.9.1.1. M. Shoaib Gold Medal:** This medal is awarded to a candidate who successfully passes all the subjects of Chartered Level in his/ her first attempt in the same examination and secures highest marks, but not less than 70% marks in the subject of "Strategic Financial Management" of Chartered Level amongst all the examinees.
- 6.9.1.2. Billimoria Gold Medal:** This medal is awarded to a candidate who successfully passes all the subjects of Professional Level in his/ her first attempt in the same examination and secures highest marks, but not less than 70% marks in the subject of "Corporate Financial Reporting" of Professional Level amongst all the examinees.
- 6.9.1.3. D. R. Patton Gold Medal:** This medal is awarded to a candidate who successfully passes all the subjects of Chartered Level in his/ her first attempt in the same examination and secures highest marks, but not less than 70% marks in the subject of "Strategic Risk Management" of Chartered Level amongst all the examinees.
- 6.9.1.4. KRB Gold Medal:** This medal is awarded to a candidate who successfully passes all the subjects of Professional Level in his/ her first attempt in the same examination and secures highest marks, but not less than 70% marks in the subject of "Audit & Assurance" of Professional Level amongst all the examinees.

6.9.1.5. Mian Mumtaz Abdullah Gold Medal: This medal is awarded to a candidate who successfully passes all the subjects of Graduation Level in his/ her first attempt in the same examination and secures highest marks, but not less than 70% marks in the subject of "Corporate Laws and Secretarial Practices" of Graduation Level amongst all the examinees.

6.9.1.6. Dr. Khawaja Amjad Saeed Gold Medal: This medal is awarded to a candidate who passes the subject of "Strategic Management Accounting" of Chartered Level securing highest marks, but not less than 70% marks amongst all the examinees and successfully passes all the subjects of Chartered Level in his/ her first attempt in the same examination.

6.9.2. Special Certificate of Merit and Cash Reward

A Special Certificate of Merit and Cash Reward is only awarded to the examinees who pass all the subjects securing the highest marks but not less than 70% marks in aggregate amongst all the examinees in same level and pass them in first attempt. In addition to the Special Certificate of Merit, the examinee is awarded a cash prize of Rs. 10,000.

Note: Applicable to all four (4) levels.

6.9.3. Certificate of Merit

A Certificate of Merit is only awarded to the examinees securing first position in a subject in first attempt with highest marks but not less than 70% marks amongst the examinees appeared in that examination. Moreover, he/ she passes all the subjects of that level in same attempt.

Note: Applicable to all twenty (20) subjects.



7

Fees and Concession

7.1. FEE PAYABLE

7.1.1. The Institute collects fees from students as follows:

- a. Registration;
- b. Annual Subscription;
- c. Restoration;
- d. Coaching/ Distance Learning Programme (DLP);
- e. Exemption;
- b) Examination;
- c) Identity Card / Registration Card;
- d) Administrative Review;
- e) Co-Curricular Activity;
- f) Any other fee as prescribed by the Council from time to time

7.1.2. Annual subscription becomes due on 1st July of each year. The student, who fails to pay annual subscription by 31st December, has to pay arrears of annual subscription along with Restoration Fee. Restoration Fee is equal to Registration Fee.

Those old students who did not appear after Fall-2012 (February 2013) examinations, may pay Rs. 500/- as restoration fee and remaining fee of restoration and annual subscription must be paid before announcement of examination result, failing which, result of the student will be withheld till the whole deferred amount is paid in full.

7.1.3. CMAs whose associate membership is not approved by the Council are required to continue paying subscription at the existing rate as applicable to students. This provision also applies on those finalists/ qualified who themselves do not apply for membership.

7.1.4. As admissible under the Regulations, payment of annual subscription by the finalist at student rates is allowed only for a period of four years. After the expiry of this period, a finalist is expected to qualify for membership by virtue of his/ her experience attained during this period.

7.2 CONCESSION/DISCOUNT, SCHOLARSHIP, FINANCIAL ASSISTANCE IN FEE:

The students can avail of the following Concession / Discount, Scholarships and Financial assistance from the Institute. The concession/ scholarship/ Financial assistance is applicable on the tuition fee only:

7.2.1. Real Brother(s) / Sister(s) Discount / Concession:

- If two or more real brother(s)/ sister(s) take admission in the same academic session, 25% discount in the tuition fee is permissible to both the candidate if regular in their studies.
- The above concession also applies to father, mother, sons and daughters taking admission simultaneously.

7.2.2. Scholarship / Financial Assistance

7.2.2.1. Merit Based Scholarship:

[For Fresh Intake Position holder in Intermediate/ A Level/ Bachelor or Master Degree]

- First, second or third position holders in Intermediate/ A Level/ Bachelor or Master will be eligible for 100% waiver in tuition fee in the subjects/ level in which he/ she applied for admission first time.
- The candidates who have obtained 85% to 90% marks in Intermediate/ A Level/ Bachelor or Master will be eligible for 75% waiver in tuition fee in the subjects/ level in which he/ she has applied for admission first time.
- The candidates who have obtained 75% to 84% marks in Intermediate/ A Level/ Bachelor or Master will be eligible for 50% waiver in tuition fee in the subjects/ level in which he/ she has applied for admission first time.
- The above students will be eligible to continue get waiver in tuition fee in all courses from Fundamental to Chartered Levels; if they will remain regular in their studies i.e., shall not take break / gap in next / higher level and pass all courses in first attempt.

7.2.2.2. Performance-based scholarship:

[For existing students]

- Securing the highest aggregate marks in a level in the latest result-100% waiver of tuition fee for the next level/ session to be admitted. Scholarship in the following level/ sessions will be performance-based.
- Securing the second highest aggregate marks in a level in the latest result-75% waiver of tuition fee for the next level/ session to be admitted. Scholarship in the following level/ sessions will be performance-based.
- Securing the third highest aggregate marks in a level in the latest result-50% waiver of tuition fee for the next level/ session to be admitted. Scholarship in the following level/ sessions will be performance-based.

7.2.2.3. Need-Cum-Merit Based:

[Financial Assistance]

Upto 100% waiver in tuition fee will be granted to the students only on need-cum-merit basis.

7.3. PAYMENT OF FEE

7.3.1. At Head Office, Karachi

7.3.1.1. Crossed demand draft/ pay order in the name of the "Institute of Cost and Management Accountants of Pakistan" payable at Karachi is acceptable by the Finance Department of the Institute.

7.3.1.2. Payment can be made at the designated branches of the bank.

7.3.2. At Branches or Coaching Centres

7.3.2.1. All payments are required to be made through pay orders/ bank drafts in favour of the "Institute of Cost and Management Accountants of Pakistan" in the bank authorised by the Head Office/ Branches.

7.3.2.2. The payment by students studying at an authorized coaching centre may be made in the designated bank of the authorised coaching centres.

7.3.2.3. The overseas students are required to pay registration, enrolment and other fees to the Institute in US Dollars/ Pak Rupees.

7.4. REFUND/ADJUSTMENT

7.4.1. Examination Fee

Examination fee paid by a candidate will not be refunded or carried over for any subsequent examination(s). However, Examination fee of a candidate, who has not been admitted to an examination, can be adjusted for the next examination session only on the written request of the student, before the issuance of admit card for the session for which he/ she deposited the examination fee.

7.4.2. Coaching/ Distance learning Programme (DLP) Fee

The fee paid on enrolment for subject(s) will not be refunded if studies are discontinued by the student. The fee once paid is non-refundable/ non-adjustable.

Students, joining coaching classes/ Distance learning Programme (DLP) during next or subsequent sessions, are required to pay full fee for the particular session.

The students will be allowed to get refund of fee deposited by them if financial assistance is granted subsequently. Distance learning Programme (DLP) fee and dues are to be paid at the designated branches of the Institute campuses only.

7.4.3. Re-Coaching Fee

Students, who have already completed examination eligibility requirements by attending coaching classes or admitting in Distance Learning program (DLP) in any subject, can take admission in required course for updating their studies after paying 50% fee prescribed for that course(s). This fee is not refundable.

7.5. FEE STRUCTURE:

For fee structure, please visit our website www.icmap.com.pk or contact nearest ICMAP centre.



ICMA

Pakistan

SOUTH REGION

Karachi Gulshan-e-Iqbal Campus

ICMA Pakistan Building
ST-18/C, ICMAP Avenue, Block-6, Gulshan-e-Iqbal,
Karachi-75300, Pakistan.
Tel: (92-21) 99243900, 1, 2 & 4, Fax: (92-21) 99243342
Email: info@icmap.com.pk

Karachi North Nazimabad Campus

C-19, Block D,
Near Five Star Chowrangi,
North Nazimabad, Karachi.
Tel: (92-21) 99333253, 99333254
Email: admissions.nnc@icmap.com.pk

Karachi Soldier Bazar Campus

ICMA Pakistan Building
Plot No. 36/4, Hussain Shah Shaheed Road,
Soldier Bazar, Karachi
Tel: (92-21) 99239729-30, Fax: 99215778
Email: admissions.sb@icmap.com.pk

Hyderabad Campus

Plot No. C-3 & C-8,
2nd Floor, Railway ECHS,
Adj. Mcdonald's Auto Bhan Road,
Latifabad # 3, Hyderabad.
Tel: 022-3411020-21-22
Email: admissions.hyd@icmap.com.pk

Quetta Campus

PEARL Institute of Management &
Information Technology,
Alamdar Road, Quetta.
Tel: (92-81) 2660900
qut@icmap.com.pk

TSA (Karachi's REP)

Tabani's School of Accountancy (TSA)
187-P, Block-2, PECHS, Karachi.
Tel: (92-21) 111-064-065
Email: info@tsa.edu.pk, tsa@cyber.net.pk

CENTRAL REGION

Lahore Campus

42 Ferozepur Road, Lahore.
Tel: 042-99214694-95
UAN: 042-111-042-262
Email: admissions.cr@icmap.com.pk

Faisalabad Campus

335 - B Peoples Colony No. 1
Near McDonald's, Satiyana Road
Faisalabad.
Tel: (92-41) 9220103
Email: fsd@icmap.com.pk

Multan Campus

ICMAP Street, Shalimar Colony,
Bosan Road, Multan.
Tel: 061-9210249-50
Email: mul@icmap.com.pk

Gujranwala's REP (SKANS)

SKAN School of Accountancy
71-A, Satellite Town Gujranwala.
Tel: (92-55) 3845011
Email: info.grw@skans.edu.pk

Sahiwal's REP (Superior College)

Superior College Sahiwal
Main G.T Road Near Wapda Grid Station, Sahiwal
Tel: (92-40) 4502323
Email: principal_sw@superior.edu.pk

Sialkot's REP (SKANS)

SKANS School of Accountancy, Sialkot
PSGMEA Building, Old Sui-Gas Office Road, Sialkot.
Tel: (92-52) 3552017
Email: principal.skt@skans.edu.pk

NORTH REGION

Islamabad Campus

Plot No. 16, Sector H-9,
Islamabad.
Tel: (92-51) 9265213-6
Email: admissions.nr@icmap.com.pk

Rawalpindi Campus

Chur Chowk, UBL Building, First Floor,
Peshawar Road, Rawalpindi.
Tel: 051-9235597
Email: rwp@icmap.com.pk

Peshawar Campus

House no 15-B(1), Old Jamrud Road,
University Town Peshawar.
Tel: (92-91) 9218029-30
Email: psw@icmap.com.pk



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www.icmap.com.pk