



Outcome-Based Education (OBE) Curriculum

CHITTAGONG INDEPENDENT UNIVERSITY

DEPARTMENT OF FINANCE

MASTER OF BUSINESS ADMINISTRATION (MBA)

IN

FINANCE PROGRAM

Part A

VISION OF CHITTAGONG INDEPENDENT UNIVERSITY

Chittagong Independent University aspires to become a premier institution delivering transformative higher education and research to support sustainable economic growth in the country while ensuring a mutualist relationship with local, national, and global communities.

MISSION OF CHITTAGONG INDEPENDENT UNIVERSITY

- 1) To produce graduates of global standards by infusing essential knowledge, skills, values and creativity through innovative education and scholarship.
- 2) To encourage, support and conduct valuable research responsive to the diverse needs of society, economy and industry.
- 3) To create a collaborative relationship with outside communities stimulating exchange of ideas and productive endeavors.

DEPARTMENT OF FINANCE

VISION:

The department of Finance aspires to become a center of excellence in offering knowledge of modern finance and conducting scholarly and contemporary researches.

MISSION:

M1	To produce the finance graduates with sufficient knowledge and skills in modern finance and its practices.
M2	To advance the knowledge of finance through relevant and contextual research.
M3	To integrate Sustainable Development Goals (SDGs) in all aspects of teaching, learning, and research with regard to the finance.
M4	To foster the culture of innovation and entrepreneurship in line with The Fourth Industrial Revolution (IR 4.0).
M5	To engage with community, alumni, industry, and all other stakeholders.

NAME OF THE DEGREE:

Master of Business Administration (MBA) in Finance.

DESCRIPTION OF THE PROGRAM:

Sl. No	Category of Courses	Distribution of Credits
1.	General Education/Foundation Courses	24 Credits
2.	Advanced Courses	21 Credits
3.	Integrative Course	3 Credits
4.	Focus/ Major Courses	12 Credits
5.	Thesis/Internship	6 Credits
<i>Total requirement for the degree</i>		<i>66 credits</i>

GRADUATE ATTRIBUTES

- Knowledgeable in contemporary issues of finance as well as integrated business;
- Innovative, collaborative, analytical, creative, and research-oriented;
- Having critical and strategic thinking ability as well as passion for development, lifelong learning, and acquiring business acumen;
- Having emotional intelligence, professionalism, adaptability, flexibility as well as skills in decision making, planning, and problem solving;
- Characterized by the mindset of a leader, an entrepreneur and a global citizen while possessing cross cultural awareness;

- Having team working ability, interpersonal and effective communication skills and awareness of the ethical responsibilities.

Program Education Objectives (PEO):

PE01	Integrative knowledge in Finance and different functional areas of business within the context of sustainability: The students are expected to be able to exhibit an appropriate blend of knowledge in the field of finance as well as to integrate knowledge of different functional areas of business in order to solve the complex and ambiguous problems.
PE02	Strategic planning and problem solving skills: The students are expected to be able to evaluate business environment and devise strategies for responding threats and opportunities.
PE03	Ability to motivate and build high-performing teams: The students are expected to be able to motivate and work with colleagues, partners, and other stakeholders to achieve the organizational objectives. They will be able to build and sustain high-performing teams by infusing a variety of perspectives, talents, and skills. They should also be able to foster collaboration, communication and adaptability in helping organization excels in a changing landscape.
PE04	Assessing and creating entrepreneurial opportunities: The students are expected to be able to recognize entrepreneurial avenues for new business ventures and evaluate their potential for business success. They will also be able to understand the salient issues including financial, legal, operational and administrative procedures involved in starting a new business venture.
PE05	Social responsibility and ethical leadership: The students are expected to be able to understand and analyze the corporate social responsibilities and apply legal and ethical reasoning in decision making.

Program Learning Outcomes (PLO):

PL01	The students will be able to develop in-depth theoretical and practical knowledge of finance in light of sustainable development as well as they will be able to develop the ability to use core and advanced knowledge supported by critical and analytical thinking to identify organizational problems and to analyze, justify, initiate and implement credible actions in an uncertain world.
PL02	The students will be able to develop the capacity to see the bigger picture of business and society in evaluating viable options that can create values for organizations as well as their stakeholders while upholding sustainability.
PL03	The students will be able to develop the capacity to recognize entrepreneurial opportunities and evaluate their potentials for success considering the underlying complexity, uncertainty and dynamics by dint of leadership and collaborative skills.
PL04	The students will be able to develop the ability to understand the effects of globalization, multiculturalism, and diversity on the organizational performance, employee behavior, and efficacy.
PL05	The students will be able to develop the capacity to communicate effectively and professionally through physical or virtual presence, and to exhibit the awareness of ethical dimensions, and professional standards.

Mapping Mission of the University with PEOs:

PEOs	Mission 1	Mission 2	Mission 3
PEO1	3	3	1
PEO2	3	3	2
PEO3	3	1	3
PEO4	3	3	2
PEO5	3	2	2

Mapping PLOs with the PEOs:

PLOs	PEO1	PEO2	PEO3	PEO4	PEO5
PLO1	3	3	2	2	1
PLO2	3	3	2	3	2
PLO3	2	3	3	3	1
PLO4	2	1	3	3	2
PLO5	2	1	3	1	3

Mapping Courses with the PLOs:

Sl No.	Courses	PLO1	PLO2	PLO3	PLO4	PLO5
1	MBA-0413-521	3	3	3	3	1
2	MBA -0400-522	2.5	1.5	3	2	2.5
3	MBA-0411-523	2.5	2.5	2	1.5	1.5
4	MBA-0542- 524	3	2.5	1.5	2	1.5
5	MBA -0311-525	3	2.5	3	2	1
6	MBA-0414-526	3	3	2.5	3	1.5
7	MBA -0031-527	3	3	2.5	3	1.5
8	MBA-0612- 528	3	3	3	2.5	2
9	MBA-0413-529	3	3	2.5	2.5	2.5
10	MBA-0311- 530	3	3	3	3	1.5
11	MBA-0412-531	3	2	3	2.5	2
12	MBA-0413-532	3	3	2.5	2	2
13	MBA-0411-533	3	3	3	2.5	2.5
14	MBA -0410-534	2.5	3	3	3	2.5
15	MBA-0414-535	2	3	2	2	2
16	MBA-0413-650	2.5	2.5	3	2.5	2.5
17	FIN-0412-561	3	2.5	2.5	2.5	2
18	FIN-0412-562	3	2.5	3	2	2.5
19	FIN-0412-563	3	2.5	2	1	2.5
20	FIN-0412-564	2.5	2.5	2.5	1	1
21	FIN-0412-565	2.5	2.5	2	1.5	1.5
22	FIN-0412-566	2.5	3	2	2.5	2.5
23	FIN-0412-567	2	2	2	2.5	2.5



24	FIN-0412-568		3	3	3	1.5	1.5
25	FIN-0412-569		2.5	3	3	2.5	2.5
26	FIN-0412-570		3	2	3	2	3
27	MBA-0111-670		3	3	2.5	2	3
28	MBA-0111-671		3	3	3	2	2

Part B **Structure of the Curriculum**

MBA IN FINANCE PROGRAM

- a) Duration of the program: 2 (Four) Years; Semesters: 4 (Four);
- b) Admission Requirements:
- i. 3 years of Bachelor Degree from a reputed university and at least 1 year of work experience in a managerial/executive position or 4 years of Bachelor Degree from a reputed university. Some work experience after graduation in a managerial/executive position is preferable.
 - ii. CGPA of at least 2.50 at undergraduate or graduate level with no 3rd Division/Class in any previous public examination.
 - iii. Acceptable score in the CIU Admission Test OR Score of 500+in GMAT.
- c) Total minimum credit requirement to complete the program: According to BNQF (Part B): 40 Credits;
- d) Total class weeks in a Year/semester: 12 Weeks/Semester;
- e) Minimum CGPA requirements for graduation: CGPA 2.75 on the scale of 4.00;
- f) Maximum academic years of completion: 05 (Five) Years.
- g) Category of Courses:

i. General Education/ Foundation Courses:

Foundation Courses		24 Credits
MBA-0413-521	Principles of Management	3
MBA -0400-522	Legal Environment of Business	3
MBA-0411-523	Principles of Accounting	3
MBA-0542- 524	Business Statistics	3
MBA -0311-525	Micro Economics	3
MBA-0414-526	Principles of Marketing	3
MBA -0031-527	Business Communication	3
MBA-0612- 528	Fundamentals of MIS	3

ii. Advanced Courses:

Advanced Courses		21 Credits
MBA-0413-529	Human Resources Management	3
MBA-0311- 530	Macro Economics	3
MBA-0412-531	Financial Management	3
MBA-0413-532	Supply Chain Management	3
MBA-0411-533	Management Accounting	3
MBA -0410-534	International Business	3
MBA-0414-535	Advanced Marketing Management	3

iii. Integrative Course:

Integrative Course		03 Credits
MBA-0413-650	Strategic Management	3

iv. Major Courses:

Any four courses from the following		12 Credits
FIN-0412-561	Applications of Corporate Finance Theory	3
FIN-0412-562	Investment Strategy & Portfolio Management	3
FIN-0412-563	Financial Planning, Control and Analysis	3
FIN-0412-564	Risk Management in Financial Institutions	3
FIN-0412-565	Financial Engineering & Derivatives	3
FIN-0412-566	Global Financial Markets	3
FIN-0412-567	Corporate Governance	3
FIN-0412-568	Restructuring Firms and Industries	3
FIN-0412-569	Entrepreneurial Finance	3
FIN-0412-570	Project Finance and Infrastructure Investment	3

v. Thesis/Internship:

Mandatory		6 Credits
MBA-0111-670	Thesis Report	6
MBA-0111-671	Internship*	6

*In exceptional situation, a student will be allowed to opt for Internship as an alternative to the Thesis.

SEMESTER- WISE DISTRUBUTION OF THE COURSES

First Semester- MBA in Finance:

Sl No.	Course Code	Course	PoE	Credits	Marks
1	MBA-0413-521	Principles of Management	MBA	3	100
2	MBA -0400-522	Legal Environment of Business	MBA	3	100
3	MBA-0411-523	Principles of Accounting	MBA	3	100
4	MBA -0311-525	Micro Economics	MBA	3	100
5	MBA-0414-526	Principles of Marketing	MBA	3	100
6	MBA -0031-527	Business Communication	MBA	3	100

Second Semester- MBA in Finance:

Sl No.	Course Code	Course	PoE	Credits	Marks
1	MBA-0542- 524	Business Statistics	MBA	3	100
2	MBA-0612- 528	Fundamentals of MIS	MBA	3	100
3	MBA-0413-529	Human Resources Management	MBA	3	100
4	MBA-0311- 530	Macro Economics	MBA	3	100
5	MBA-0412-531	Financial Management	MBA	3	100
6	MBA -0410-534	International Business	MBA	3	100

Third Semester- MBA in Finance:

Sl No.	Course Code	Course	PoE	Credits	Marks
1	MBA-0413-532	Supply Chain Management	MBA	3	100
2	MBA-0411-533	Management Accounting	MBA	3	100
3	MBA-0414-535	Advanced Marketing Management	MBA	3	100
4	Major 1		MBA	3	100
5	Major 2		MBA	3	100



6	Major 3		MBA	3	100
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Fourth Semester- MBA in Finance:

Sl No.	Course Code	Course	PoE	Credits	Marks
1	MBA-0413-650	Strategic Management	MBA	3	100
2	Major 4		MBA	3	100
3	MBA-0111-670 Or MBA-0111-671	Thesis Or Internship	MBA	6	100

Part C

Description of the Courses

MBA IN FINANCE

GENERAL EDUCATION/FOUNDATION COURSES

MBA-0413-521: PRINCIPLES OF MANAGEMENT

Credit Hours: 3

Course Rationale:

This course is intended to teach the students the most valuable principles of management so that they can be applied to the multifunctional approach in alignment with organizational objectives. Additionally, some explicit descriptions and resolutions will be taught based on situational analysis from the lens of principles of Management so that as Managers can prepare themselves to be successful Managers.

Course Description:

This course is designed to provide a basic framework for understanding the roles and functions of a manager and to explain the principles, concepts, and techniques that can be used in carrying out these functions.

Course Learning Outcomes (CLO):

After completing the course, the student should be able to:

CLO1	Understand the importance of management in every aspect of organization;
CLO2	Understand the different stages of planning and how to develop plan in different condition;



CLO3	Understand the way of organizing and leading people in the organization
CLO4	Identify the techniques of controlling the people and activities of organization.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	3	1
CLO-2	3	3	3	3	1
CLO-3	3	3	3	3	1
CLO-4	3	3	3	3	1

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hrs	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Overview of Management: Management, Management Functions, Mintzberg's Managerial Roles, Management Skills, Management Levels, Evolution of Management Thought, Organization and the Environmental Factors, Trends and Challenges of Management in Global Scenario.	8	Lecture	Test	1
2.Planning Nature and Purpose of Planning, Planning process, Types of plans, Goals and Plans, Objectives, Types of Strategies, Policies, Decision Making, Types of Decision, Decision Making Process, Rational Decision Making Process, Decision Making Under Different Conditions, The Strategic Management Process, Corporate Strategies, Competitive Strategies, Techniques for Assessing the Environment, Techniques for Allocating Resources, Contemporary Planning Techniques.	10	Lecture & group discussion	Test and case analysis	2
3. Organizing Nature and Purpose of Organizing, Organization Structure, Work Specialization, Departmentalization, Chain of Command, Span of control, Centralization and Decentralization, Delegation of authority, Staffing, Selection and Recruitment, Career Development, Career stages, Training, Performance Appraisal, Managing Teams.	9	Lecture & Group Discussion	Assignment & Test	3
4. Leading	10	Lecture &	Test&Case	3



Creativity and Innovation, Motivation and Satisfaction, Motivation Theories, Current Issues in Motivation, Leadership Styles, Leadership Theories , Leadership Issues in The Twenty, First Century, Communication, Barriers to Effective Communication, Organization Culture, Elements and Types of Culture, Managing Cultural Diversity.		Group Discussion	analysis	
5. Controlling Process of Controlling, Types of Control, Budgetary and Non-budgetary Control Techniques, Managing Productivity, Cost Control, Purchase Control, Maintenance Control, Quality Control, Managing Operations, Value Chain Management.	8	Lecture	Test& Quiz	4

Textbook(s)

Stephen P. Robbins and Mary Coulter. Management. Prentice Hall of India.

Reference(s)

1. Ricky W. Griffin. Management. Cengage Learning.
2. Thomas S. Bateman and Scott A. Snell. Management. McGraw,Hill Education.
3. Charles W. L. Hill and Steven L. McShane. Principles of Management. Tata McGraw Hill.
4. Heinz Weihrich and Harold Koontz. Management: A Global and Entrepreneurial Perspective. Tata McGraw Hill.
5. Samuel C. Certo and Tervis Certo. Modern Management: Concepts and Skills. Pearson Education Limited.

Assessment Procedure:

Bloom's Category	Class test (10)	Quizzes (10)	Case Analysis (10)	Assignment and presentation (20)	Mid-term (Test) (20)	Final-term (Test) (30)	Total (100)
Remember		10			05	05	20
Understand	05		5		05	05	20
Apply			5		05	05	15
Analyze				10	05	05	20
Evaluate	05			5		05	15
Create				5		05	10

Grading System: As per UGC recommendation

MBA-0400-522: LEGAL ENVIRONMENT OF BUSINESS

Credit Hours: 3

Course Rationale:



The role of legal agendas in managerial decisions will be taught in this course. The limits and boundaries of each business, resolution of disputes through the legal system will be elaborated based on some noteworthy global cases. Employment law, including laws prohibiting certain forms of employment discrimination, ethics and corporate social responsibility will be a part of the syllabus. Finally, students will be taught how competitive advantage can be earned by reducing legal risk and how to create economic value through it based on legal framework.

COURSE OBJECTIVES:

The objective of the course is to provide the students with an initial orientation with basic areas of Law which regulates the Business World. As Managers we must be familiar with certain legal matters like how to make a contract, how a partnership business is done, how the company should run, what are the legal requirements to establish and run a factory, how to deal with our workers, how they will be employed, how they will be paid, the basic rights of a worker etc. This particular course will help the students understand these basics of Business Law.

Module specific outcomes:

CL01	To understand the Importance of Law in the Business World.
CL02	To understand the Formation of Contract & Partnership & other legal requirements.
CL03	To understand the Labor Law.
CL04	Regulatory compliances in different business sectors and status of the industry in Bangladesh.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	2	1	3	1	2
CLO-2	3	1	3	2	3
CLO-3	3	1	3	2	2
CLO-4	2	3	2	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hrs	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. An Orientation	3	Lecture	Class Test	1
2. Introduction to Business Law	3	Lecture	Class Test	1
3. The Law of Contract	3	Lecture & Case Analysis	Assignment & Presentation	2
4. The Law of Contract	6	Lecture & Case Analysis	Midterm	2
5. The Law of Partnership	3	Lecture & Case	Midterm	2

		Analysis		
6. The Law of Partnership	3	Lecture	Midterm	2
7. Contract of Sale of Goods	6	Lecture & Presentation.	Class test	2
8. Contract of Sale of Goods	3	Lecture & Presentation.	Assignment & Presentation	2
9. The Companies Act 1994	6	Lecture	Final	2
10. The Companies Act 1994	3	Lecture	Final	2
11. The Bangladesh Labour Act 2006	3	Lecture	Final	3
12. Regulatory Compliances in Different Business Sector	3	Lecture	Final	4

TEXT BOOKS:

1. Commercial Law Including Company Law and Industrial Law - 22nd Edition or the latest-by Arun Kumar Sen and Jitendra Kumar Mitra
2. A Text Book of the Bangladesh Labour Act, 2014 - Dr. Zulfiqar Ahmed.

Evaluation Procedure:

Bloom's Category	Assignments & Case analysis (20)	Quizzes (30)	Mid-term (Test) (20)	Final-term (Test) (30)	Total (100)
Remember	0	15	0	0	15
Understand	5	5	5	5	20
Apply	5	10	5	10	30
Analyze	10		5	5	20
Evaluate			5	5	10
Create				5	5

Grading System: As per UGC recommendation

MBA-0411-523: PRINCIPLES OF ACCOUNTING

Credit Hours: 3

Rationale of the Course

This course focuses on the basic concepts, principles and techniques of financial accounting. Students will be able to prepare financial statements using the double entry system.

Course Description:

The course is designed to give the students detailed idea about the basic principles of Accounting.

Course Learning Outcomes (CLO):

After completing the course, the student should be able to:

CLO1	Record business transactions of any business enterprise;
CLO2	Prepare financial statements of any business enterprise;
CLO3	Interpret financial statements;
CLO4	Participate in financial decision making;

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	2	1	1	1	1
CLO-2	1	2	1	1	1
CLO-3	3	3	3	2	2
CLO-4	3	3	3	2	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hrs	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction to General Accounting: Double entry system, data processing, accounting cycle. accounting equation. Financial statements of different types of business enterprises.	6	Lecture	Test	1 & 2
2. Conceptual Framework: Definition–The need for conceptual framework–National and international bodies entrusted to frame conceptual framework- Generally Accepted Accounting principles (GAAP).	9	Lecture & Class Participation	Assignment & Test	1 & 2
3. Preparation of Financial Statements: Types of financial statement-Types of preparation of financial statement-Cash basis of accounting-Accrual basis of accounting-Revenue recognition-Preparation of financial statements through work sheet-Preparation of financial statements from incomplete records (Single entry system)- Statement of cash flows.	12	Lecture & Problem Solving	Assignment, Test & quiz	1,2 &3
4. Accounting for short term assets: Bank reconciliation statement- Different methods of Bank reconciliation-Reconciliation of the Bank balance to the Book balance-	6	Lecture & Problem solving	Test & Quiz	3 & 4



Reconciliation of Bank and Book balances to the corrected balance; Accounting for accounts receivable; Accounting for Notes receivable- Discounting of notes receivable- Dishonor of notes receivable-Interest on notes receivable.				
5. Inventory valuation: Inventory defined-Importance of an accurate valuation of inventory-Different methods of inventory valuation.	6	Lecture & Problem Solving	Test & Quiz	1,2,3 &4
6. Accounting for property, Plant, Equipment and Intangible assets: Classification of plant and intangible assets-depreciation-Depletion-Amortization-Methods of Depreciation.	6	Lecture	Test, Assignment & Quiz	1,2 3 & 4

Text and Reference:

Principles of Accounting: Accounting Principles- Weygandt, Kieso and Kimmel

Assessment Procedure:

Bloom's Category	Assignments (10)	Quizzes (10)	Mid-term (Test) (30)	Final-term (Test) (50)	Total (100)
Remember		10	05	05	20
Understand	05		05	10	20
Apply			05	15	20
Analyze			05	10	15
Evaluate			05	05	10
Create	05		05	05	15

Grading System: As per UGC recommendation

MBA-0542-524: Business Statistics

Credit Hours: 3

Rationale of the Course

The course aims at introducing the statistics to the students from the business context which will help them to get acquainted with basic statistical functions widely used in business operations.

Course Description

This course will introduce post graduate level business students with basic statistical concepts and methods in business applications. It will orient the business students with a new way of looking into data and appreciate its importance. Besides students will also learn to perform rudimentary statistical functions; interpret and communicate the statistical results.

Course Learning Outcomes (CLOs):

After completing the course students should be able to:

CLO1	Have idea about primary business statistics concepts.
CLO2	Have some rudimentary concept regarding how to design a questionnaire and/or interview guide.
CLO3	Have some simple idea regarding ensuring the quality of data.
CLO4	Have some basic concept regarding presentation of data.
CLO5	Get acquainted with some fundamental statistical data analysis and interpretation.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	2	1	2	1
CLO-2	3	3	1	2	1
CLO-3	2	2	1	1	2
CLO-4	2	2	3	1	1
CLO-5	3	3	1	2	1

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1/Business Statistic-What and Why: Statistics Defined-Statistical Data, Method and Functions-Limitations and Distrusts of Statistics	6	Lecture and Class Participation	Viva	1
2/Collection of Data: Sources of Data-Tests of Reliability-Designing the Questionnaire-Variety Types of Questionnaire-Key Points of Designing a Questionnaire-Pre-testing the Questionnaire-Editing Primary Data	6	Lecture and Class Participation	Test	2, 3
3/Presentation of Data: Classification of Data-Types of Classification-Formation of Frequency Distribution-Classification according to Class	6	Lecture and Class Participation -Practice	Test	4



Interval-Exclusive and Inclusive Methods-Principles of Classification				
4/Measures of Central Tendency: Objectives of Averaging-Characteristics of a Good Average-Arithmetic Mean-Median-Mode	6	Lecture and Class Participation -Practice	Test	5
5/Measures of Variations: Significance of Measuring Variation-Range-Interquartile Range-Average Deviation-Standard Deviation	6	Lecture and Class Participation -Practice	Test	5
6/Correlation Analysis: Scatter Diagram Method-Karl Pearson's Coefficient of Correlation-Rank Correlation Coefficient-Method of Least Squares	6	Lecture and Class Participation -Practice	Test	5
7/Regression Analysis: Difference between Correlation and Regression-Linear Bivariate Regression Model	9	Lecture and Class Participation -Practice	Test	5

Basic Text:

Gupta, S. P., & Gupta, M. P. Business statistics. Sultan Chand & Sons. (19th Edition)

Assessment Procedure:

Bloom's Category	Quiz 1/Viva (20)	Quiz 2 (20)	Mid Exam (30)	Final Exam (30)	Total (100)
Remember	5				5
Understand	5	5	10	10	30
Apply	5	5	8	8	26
Analyze		10	7	7	24
Evaluate			5	5	10
Create	5				5

Grading System: As per UGC recommendation

MBA-0311-525: Microeconomics

Credit Hours: 3

Rationale of the Course:

Microeconomics can also help a business to guide their daily choices on how they spend their money and why, as well as dictating whether, and why or why not, their target audience patronizes their business. By learning to make systematic analysis of

the economic behavior of individual stakeholders, the students can thus contribute to a greater extent for the business.

Course Description

A microeconomic course focused on combining theory and quantitative methods as a tool for managerial decisions and also aimed at teaching students the application of concepts and techniques to practical managerial problems.

Course learning outcomes (CLO):

After completing the course, the student should be able to:

CLO1	Introduce key microeconomics concepts and techniques applicable as tools for rational economic decision making
CLO2	Understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets
CLO3	Demonstrate the relevance and usefulness of economic analysis to real world business situations

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	1	1
CLO-2	3	1	3	1	1
CLO-3	3	3	3	3	1

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hrs	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. The Market Economy, Overview and Application: 1. Microeconomics: a way of thinking about business	3	Lecture	Quiz	1
2. Competitive product markets and firm decisions, Principles of rational behavior in society and business	3	Lecture	Quiz	1&3
3. Applications of the economic way of thinking: domestic government and management policies, Applications of the economic way of thinking: international and environmental economics	6	Lecture & Class Participation	Test	1&3
4. Demand and Production Theory: Consumer choice and demand in traditional and network markets	6	Lecture & Group discussion	Test	2
5. Production costs and the theory of the firm, Production costs in the	6	Lecture & class	Quiz & test	2

short run and long run		participation		
6. Competitive and Monopoly Market Structures: Firm production under idealized competitive conditions	6	Lecture, Problem solving	Test & Assignment	2 & 3
7. Monopoly power and firm pricing decisions, Firm strategy under imperfectly competitive market conditions, Competitive and monopsonistic labor markets	9	Lecture	Quiz	2 & 3
8. Government: Public Goods and the Tragedy of the Commons, 20. Political Economy and Public Choice, Economics, Ethics, and Public Policy	6	Lecture and group discussion	Test & Assignment	2 & 3

Textbook(s)

Microeconomics for MBAs: The Economic Way of Thinking for Managers by Richard B.

McKenzie and Dwight R. Lee, Cambridge University Press

Reference(s):

Modern Principles of Economics by Tyler Cowen and Alex Tabarrok

Assessment Procedure:

Bloom's Category	Assignments (20)	Quizzes (15)	Mid-term (Test) (30)	Final-term (Test) (35)	Total (100)
Remember		05	05	05	15
Understand	05	05	05	05	20
Apply		05	05	10	20
Analyze	05		05	10	20
Evaluate	05		05	05	15
Create	05		05		10

Grading System: As per UGC recommendation

MBA-0414-526: Principles of Marketing

Credit Hours: 3

Rationale of the Course:

The rationale to study this course is to introduce the students towards the fundamental concepts of marketing to make them a more knowledgeable consumer by heightening their awareness of marketing activities and customer behavior.

Course Description:

Principles of Marketing is an introductory course that is designed to give the students a clear idea regarding general marketing principles and practices.

Course Learning Outcomes (CLO):

After completing the course, the student should be able to:

CLO1	Demonstrate understanding of marketing terminology and concepts.
CLO2	Demonstrate an understanding of how marketing fits with the other business disciplines within an organization
CLO3	Understanding marketer's role in the strategic orientation of the business decision making through developing comprehensive marketing plan.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	1	2	1
CLO-2	3	3	3	3	1
CLO-3	3	3	3	3	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hrs	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Marketing: Introduction.	6	Lecture	Test	1
2. Company & Marketing Strategy:	6	Lecture	Assignment & Test	2
3. Analyzing the Marketing Environment	6	Lecture & Group Discussion	Assignment & Test	3
4. Marketing in the Digital Age	6	Lecture	Test & Quiz	3
5. Consumer Markets and Consumer Buying Behavior	3	Lecture	Test & Quiz	3
6. Business Markets and Business Buyer Behavior	3	Lecture	Quiz & Presentation	3
7. Market Segmentation, Target Marketing and Market Positioning	6	Lecture	Quiz & Presentation	3
8. Product, Service & Brand Strategy Decisions	3	Lecture and Group Discussion	Test	3
9. New-Product Development and Product Life-Cycle Strategies	3	Lecture	Test	3
10. Integrated Marketing Communication Strategy	3	Lecture	Test	3

Text and Reference:

- 1) Text Book: Principles of Marketing, Philip Kotler & Gray Armstrong 13th Edition



2) Marketing, 5th edition by Druv Grewal and Michael Levy, McGraw-Hill Irwin.

Assessment and Examination Preparation:

Bloom's Category	Assignments/Presentation (10)	Quizzes (10)	Mid-term (Test) (30)	Final-term (Test) (50)	Total (100)
Remember		10	05	05	20
Understand	05		05	15	20
Apply			05	10	15
Analyze			05	15	20
Evaluate			05	05	10
Create	05		05	05	15

Grading System: As per UGC recommendation

MBA-0031-527: Business Communication

Credit Hours: 3

Rationale of the Course:

The rationale to study this course is to help students build the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills.

Course Description:

This course aims to help develop the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills.

Course Learning Outcomes (CLO):

After completing the course, the student should be able to:

CLO1	To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
CLO2	To draft effective business correspondence with brevity and clarity.
CLO3	To stimulate the Critical thinking by designing and developing clean and lucid writing skills and demonstrate the verbal and non-verbal communication ability through presentations.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	1	2	1
CLO-2	3	3	3	3	1
CLO-3	3	3	3	3	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hrs	Teaching-Learning	Assessment	Correspo
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		Strategy	Strategy	ending CLOs
1. Communicating in the Digital-Age Workplace	3	Lecture	Test	1
2. Planning Business Messages	6	Lecture	Assignment & Test	2
3. Organizing and Drafting Business Messages	3	Lecture & Group Discussion	Assignment & Test	3
4. Revising Business Messages	3	Lecture	Test & Quiz	3
5. Short Workplace Messages and Digital Media	3	Lecture	Test & Quiz	3
6. Positive Messages	3	Lecture	Quiz & Presentation	3
7. Negative Messages	3	Lecture	Quiz & Presentation	3
8. Persuasive Messages	3	Lecture and Group Discussion	Test	3
9. Informal Reports	3	Lecture	Test	3
10. Proposals and Formal Reports	3	Lecture	Test	3
11. Professionalism at Work	3	Lecture and Group Discussion	Test	3
12. Business Presentations	3	Lecture	Presentation	3
13. The Job Search and Resumes in the Digital Age	3	Lecture	Group Discussion	3
14. Interviewing and Following Up	3	Lecture	Group Discussion	3

Textbook(s)

Guffey, M. E., & Loewy, D. (2016). *Essentials of Business Communication*. Boston, MA: Cengage Learning.

Reference(s)

Khan, A. A., & Taher, M. A. (2018). *Business Communication and Report Writing*. Dhaka: Abir Publication.

Assessment and Examination Preparation:

Bloom's Category	Assignments/Presentation (10)	Quizzes (10)	Mid-term (Test) (30)	Final-term (Test) (50)	Total (100)
Remember		10	05	05	20
Understand	05		05	15	20
Apply			05	10	15
Analyze			05	15	20
Evaluate			05	05	10
Create	05		05	05	15

Grading System: As per UGC recommendation



MBA-0612-528: Fundamentals of MIS

Credit Hours: 3

Rationale of the Course:

Informational systems have become a pivotal feature in contemporary business. Understanding the management practices associated with informational technology can make you an instant commodity for innovative companies. In today's world, it is essential to manage the storage, transmission and analysis of information. Studying the management of informational systems allows you to understand the demands put on employees and practical ethical challenges that may arise in the future.

Course Description:

This course aimed at teaching students the basic knowledge and skills needed to effectively utilize information systems and technology in support of organizational strategy.

Course Learning Outcomes (CLO):

After completing the course, the student should be able to:

CLO1	Analyze different managerial models and implement proper Information technology to achieve better profitability for the organization
CLO2	Use Management Information Systems in operational and strategic management level
CLO3	Know how Information System is developed and the problems and solutions associated with the development.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	2	2	2	1
CLO-2	3	3	3	2	2
CLO-3	3	3	3	3	3

(PLOs):

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hrs	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Information Systems in Global Business Today: Information System; Dimensions of Information System; Contemporary Approaches to Information System; the Role of Information System in Businesses Today- Transforming Business by	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	1

Information Systems Management Information Systems, The Emerging Digital Firm; Strategic Business Objectives of Information Systems, Business Information Value Chain, Complementary Asset.				
2. Global E-Business and Collaboration Business Processes and Information Systems; Types of Information Systems- Systems for Different Management Groups Systems for Linking the Enterprise, Systems for Collaboration and Teamwork; Business Benefits of Collaboration and Teamwork; Tools and Technologies for Collaboration and Teamwork	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignmen t	2
3. Information Systems, Organizations, and Strategy: Organizations and Information Systems; Economic Impacts Organizational and Behavioral Impacts of Information System over Organizations and business firm Implications for the Design and Understanding of Information Systems; Using Information Systems to Achieve Competitive Advantage; Value web, Synergies.	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignmen t	4
4. Ethical & social issues related to systems Key technology trends that raise ethical issues, Professional codes of conduct Property rights: Intellectual property, Challenges to intellectual property rights.	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignmen t	2
1. IT infrastructure and emerging technology: Evolution of IT infrastructure, Infrastructure components: Computer hardware platform, Operating system platform.	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignmen t	2

Data management & Storage, Telecommunication platform, Internet platform. Grid Computing, Cloud Computing. Linux, Java, Mashups& Widgets. Software Outsourcing.				
2. Databases & Information Management DBMS, Relational DBMS, Object-Oriented DBMS, Querying, Reporting Normalization, Entity-Relationship Diagram, Data Warehouses, Data Marts, OLAP. Data Mining, Databases & the web.	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	5
3. Telecommunication, the internet & wireless technology Telecommunication & networking in today’s business world, Internet Addressing & Architecture Domain Name System, IPV 6, Wireless technologies and VOIP.	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	3
4. Securing Information Systems System Vulnerability and Abuse; Business Value of Security and Control; Establishing a Framework for Security and Control; Technologies and Tools for Protecting Information Resources	4	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	3
5. Achieving Operational Excellence and Customer Intimacy: Enterprise Applications Enterprise Systems; Business Value of Enterprise Systems; Information Systems and Supply Chain Management; Global Supply Chains and the Internet; Business Value of Supply Chain Management Systems Customer Relationship Management Systems; Business Value of Customer Relationship Management Systems; Enterprise Applications: New Opportunities and Challenges	3	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	5

6. Building Information Systems Business Process Reengineering, Completing Systems development process, Computer aided software engineering, Prototyping.	3	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	5
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Text Book:

1. Laudon, K.C. & Laudon, P., *Management information systems: Managing the digital firm*, 11th international edition, Pearson Education
2. O'Brien, J.A., *Management information systems: Managing information technology in the networked enterprise*, 8th ed, McGraw-Hill.

Assessment Procedure:

Bloom's Category	Assignments (20)	Quizzes (15)	Lab(15)	Mid-term (Test) (20)	Final-term (Test) (30)	Total (100)
Remember		05		04	05	14
Understand	04	05	05	04	05	23
Apply	04	05	05	04	05	23
Analyze	04		05	04	05	18
Evaluate	04			04	05	13
Create	04				05	09

ADVANCED COURSES

MBA-0413-529: HUMAN RESOURCE MANAGEMENT

Credit Hours: 3

Course Rationale:

This course has been designed to create a pathway to help future Managers to take effective HR decisions focusing on the foundation of the HR cycle and how the company growth is strongly aligned with each of the elements of the HR cycle. The students will be further acquainted to the HR practices that are vital for embracing the competitive value of human capital. Contemporary issues linked with workforce management will be also highlighted and also, how the company HR strategic approach can be aligned with the company strategy on a global scale will be discussed.

Course Description

The course is designed to give the students a clear idea about the fundamentals of Human Resources Management. Aim is to help students to develop critical understanding of the role and functions of the various human resource activities in an organisation. This course is structured in such a way so that the students can understand easily how Human Resource Management links people-related activities to business strategy.

Course Learning Outcomes (CLO)

After completing the course, the student should be able to:

CLO-1	Understand the importance of human resources and their effective management in
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	organizations.
CLO-2	Understand how to manage the human elements such as motivation, compensation & reward, HR budgeting, HR planning, performance appraisal, career planning & designing, change management, T & D and employee engagement.
CLO-3	Understand how Human Resource Management activities can add values to business strategy.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	2	2	2	3
CLO-2	3	3	2	3	1
CLO-3	3	3	3	2	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction HR & HRM-Scope-Function of HR Manager- Functions of HRM-Objectives of HRM -Mega trends in HRM practices- HRM as career-HRM process model	6	Lecture	Quiz	1
2. HR Strategy & Planning Recruitment & selection process-HR planning & forecasting-Succession planning basic- HR Strategy-Determining workforce demand (Practical case)- Strategic workforce planning-HR planning process-Importance of HRP	6	Lecture & Class Participation for practical case	Assignment & Test	1, 2, 3
3. Job Analysis Job Analysis-Job Description-Job specification-purpose of job analysis-Job analysis process-Methods of collecting job analysis information-Practical job description development- Job-Job Enlargement-Job Enrichment	6	Lecture & Group task	Test	2
4. Recruitment & Talent Acquisition Recruitment-Talent Acquisition-Diff. between recruitment & talent acquisition-Relationships among Job Analysis, Human Resource Planning, Recruitment, and Selection-Factors governing recruitment-Sources of recruitment.	6	Lecture	Quiz	2, 3
5. Selection & Talent Management Selection- selection process- Interview-Basic testing concepts—Talent & Talent Management-Purpose and benefits of talent management-TM approach-TM process-Retention strategy-TRM-Trends	3	Lecture	Test	2, 3

in TM.				
6. Training & Development Employee Orientation-Training-Training & Development-LNA/TNA-Training & development process-T&D Methods-Management Development-Training evaluation.	3	Lecture & Practical training session development	Test & Assignment	2, 3
7. Performance Management Performance appraisal-performance management-Objectives-Appraisal tool designing-Methods of performance appraisal.	6	Lecture & Situational case	Test	2, 3
8. Reward Management Reward-Designing Reward-Linking performance with reward-Compensation-Factors-Job evaluation--Nature-Compensation issues- Components	4.5	Lecture	Test	2, 3
8. Employee Engagement Employee Engagement-Why we need engaged employees-Categories-Engagement Model-Engagement Drivers-Modern employee engagement programs	4.5	Lecture & Video	Test	3

Textbook(s)

1. Gary Dessler, *Human Resources Management*, Pearson, New Delhi.
2. K. Aswathappa, *Human Resource Management*, Tata-McGraw Hill Publishing Company Ltd., New Delhi.

Reference(s)

1. David A DeCenzo, Stephen P. Robbins and Susan L. Verhulst. *Fundamentals of Human Resource Management*, John Wiley & Sons, New Delhi.
2. John M. Ivancevich, Robert Konopaske. *Human Resource Management*, McGraw-Hill/Irwin, New York.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	10	10	05	05	30
Apply	0	0	05	05	10
Analyze	0	0	05	05	10
Evaluate	0	0	05	05	10
Create	10	0	05	05	20
Total	20	20	30	30	100

MBA-0311-530: Macroeconomics

Credit Hours: 3

Rationale of the Course:



The purpose of this Macroeconomics course is to train students to think systematically about the current state of the economy and macroeconomic policy, and to be able to evaluate the economic environment within which business and financial decisions are made at both private and public levels. This will enable the students to make better judgments and proper execution of plans.

Course Description

Macroeconomics provides a powerful and coherent framework for monitoring and understanding the regional, national, and international forces that drive cycles and trends in the overall economic environment. Such forces can have important impacts on businesses and often play a crucial role in managerial decisions. The lectures are designed to provide a logical structure for the topics that make up the course; to emphasize the important concepts and methods of each topic and to provide relevant examples to which the concepts and methods are applied.

Course learning outcomes (CLO)

After completing the course, the student should be able to:

CLO-1	Enhance their knowledge and understanding of various Macroeconomic issues that are relevant for business decision making
CLO-2	Apply the macroeconomic models to interpret and analyze real life problems in global economy and provide policy prescriptions
CLO-3	Demonstrate a firm knowledge of the interrelationships among consumers, government, business and the rest of the world in the macro economy.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	3	1
CLO-2	3	3	3	2	1
CLO-3	2	3	2	3	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Aggregate Output GDP, Value Added, and Income, Nominal and Real GDP, The Other Major Macroeconomic Variables, Macroeconomic Policy.	6	Lecture	Quiz	1
2. The Goods Market The Composition of GDP, The Demand for Goods, The Determination of Equilibrium Output.	3	Lecture & Class Participation	Quiz	1 & 3
3. Financial Markets The Demand for Money, The Determination of the Interest Rate,	6	Lecture & Class Participation	Quiz	1 & 3



Monetary Policy and Open Market Operations, The Supply and Demand for Central Bank Money.				
4. Goods and Financial Markets The IS-LM Model, The Goods Market and the IS Relation, Financial Markets and the LM Relation , Fiscal Policy, Activity, and the Interest rate, Monetary Policy, Activity, and the Interest Rate, Using a Policy Mix.	6	Lecture & Group discussion	Test	2 & 3
5. The Labor Market Movements in Unemployment, Wage Determination and Price Determination, The Natural Rate of Unemployment.	3	Lecture & class participation	Quiz	1 & 3
6. All Markets Together: The AS-AD Model Aggregate Supply, Aggregate Demand, Equilibrium Output in the Short Run and the Medium Run, The Dynamics of Output and the Price.	6	Lecture, Problem solving	Test	2 & 3
7. The Phillips Curve, the Natural Rate of Unemployment, and Inflation Inflation, Expected Inflation, and Unemployment, The Phillips Curve, The Natural Rate of Unemployment, Money Growth, and Inflation.	3	Lecture	Quiz	2 & 3
8. Saving, Capital Accumulation, and Growth Interactions between Output, Implications of Alternative Saving Rates , The Effects of the Saving Rate on Steady-State Output, The Dynamic Effects of an Increase in the Saving Rate , Technological Progress and the Rate of Growth.	3	Lecture and group discussion	Assignment	2 & 3
9. Expectations Expectations: The Basic Tools, Nominal versus Real Interest, Expected Present Discounted Values, Risk, bubbles and Asset prices, The volatility of consumption and investment.	3	Lecture	Assignment	2 & 3
10. Openness in Goods and Financial Markets Openness in Goods Markets, Openness in Financial Markets, The Balance of Payments, The Choice between	6	Lecture and class participation	Test	2 & 3

Domestic and Foreign Assets.				
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Textbook(s)

Blanchard, Olivier. *Macroeconomics*. 7th ed., Prentice Hall.

Reference(s):

1. Abel, Bernanke, and Croushore, *Macroeconomics*, Addison-Wesley.
2. Michael K. Evans, *Macroeconomics for Managers*, Wiley-Blackwell.
3. Alan Griffiths, Stuart Wall, *Applied Economics*, Pearson.
4. Stanley Fischer, Richard Startz, Rudiger Dornbusch, *Macroeconomics*, McGraw Hill.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	0	05	05	15
Apply	0	05	05	05	15
Analyze	05	0	05	10	20
Evaluate	05	0	05	05	15
Create	05	0	05	05	15
Total	20	15	30	35	100

MBA-0412-531: Financial Management

Credit Hours: 3

Rationale of the course:

This course introduces students to the principles and theories of financial management that are main concern to the corporate executives, and all the considerations needed to make financial decisions both inside and outside of the organizations.

Course Description

An overview of current theory and practice of financial administration with emphasis on the development of decision-making criteria. Major topics to be covered include financial statement analysis, time value of money, cost of capital, security valuation, risk and return, capital budgeting decisions, and the cost of capital.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO-1	Integrate the legal and economic role of financial management with the values of a diverse, global, and ever-changing marketplace
CLO-2	Apply different quantitative techniques to take financial decisions
CLO-3	Communicate effectively using standard business terminology

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	2	3	2	3



CLO-2	2	3	3	2	1
CLO-3	3	1	3	3	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. The Role of Financial Management Introduction, What is Financial Management, The Goal of the Firm, Corporate Governance, Organization of the Financial Management Function.	5	Lecture	Test & Viva	1 & 3
2. The Business, Tax, and Financial Environments The Business Environment, The Tax Environment, The Financial Environment.	3	Lecture	Test & Viva	1 & 3
3. The Time Value of Money The Interest Rate, Simple Interest, Compound Interest, Compounding More Than Once a Year, Amortizing a Loan, Summary Table of Key Compound Interest Formulas.	4	Lecture and Problem Solving	Test & Viva	2
4. The Valuation of Long-Term Securities Distinctions among Valuation Concepts, Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Rates of Return (or Yields).	5	Lecture and Problem Solving	Test & Viva	2 & 3
5. Risk and Return Defining Risk and Return, Using Probability Distributions to Measure Risk, Attitudes Toward Risk, Risk and Return in a Portfolio Context, Diversification, The Capital-Asset Pricing Model (CAPM), Efficient Financial Markets.	4	Lecture and Problem Solving	Test & Viva	2
6. Financial Statement Analysis Financial Statements, A Possible Framework for Analysis, Balance Sheet Ratios, Income Statement and Income Statement/Balance Sheet Ratios, Common-Size and Index Analysis.	5	Lecture and Problem Solving	Test & Assignment	2
7. Funds Analysis, Cash-Flow Analysis, and Financial Planning Flow of Funds (Sources and Uses) Statement, Accounting Statement of Cash Flows, Cash-Flow Forecasting, Range of Cash-Flow Estimates, Forecasting	4	Lecture and Problem Solving	Test & Viva	2

Financial Statements.				
8. Working Capital Management Working Capital Issues, Financing Current Assets: Short-Term and Long-Term Mix, Combining Liability Structure and Current Asset Decisions.	4	Lecture and Problem Solving	Test & Viva	2
9. Capital Budgeting Techniques Project Evaluation and Selection: Alternative Methods, Potential Difficulties, Project Monitoring: Progress Reviews and Post-Completion Audits	5	Lecture and Problem Solving	Test & Viva	2
10. Operating and Financial Leverage Operating Leverage, Financial Leverage, Total Leverage, Cash-Flow Ability to Service Debt, Other Methods of Analysis, Combination of Methods.	3	Lecture and Problem Solving	Test & Viva	2
11. Capital Structure Determination The Total-Value Principle, Presence of Market Imperfections and Incentive Issues, The Effect of Taxes, Taxes and Market Imperfections Combined, Financial Signaling Timing and Financial Flexibility.	3	Lecture and Problem Solving	Test & Case Study	3

Textbook(s)

James C. Van Horne, John M. Wachowicz, Jr, *Fundamentals of Financial Management*, Prentice-Hall.

Reference(s)

1. L. J. Gitman & C. J. Zutter, *Principles of Managerial Finance*, Prentice Hall.
2. Brealey Myers. *Principles of Corporate Finance*, Tata MCgraw Hill.
3. Ross, Westerfield, Jordan, *Fundamentals of Corporate Finance*, Tata Mcgraw Hill.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	0	05	10	20
Apply	0	0	05	15	20
Analyze	0	0	05	10	15
Evaluate	0	0	05	05	10
Create	05	0	05	05	15
Total	10	10	30	50	100

MBA-0413-532: Supply Chain Management

Credit Hours: 3

Course Rationale:



The course is aimed at providing a solution-oriented learning style addressing the strategic economic and process oriented technical problems in industry, administration and commerce. Students will be trained in class to guide them specialize in management functions like logistics, supply chain management, enterprise resource planning production planning, controlling, and procurement or material management in industrial, manufacturing and service enterprises.

Course Description

Operations Management activities are at the core of all business organizations. Activates in all of the other areas of business organizations, such as Finance, Accounting, Human Resources, Logistics, Marketing, Purchasing and Supply Chain Management are interrelated with operations management activities. So it is essential for the business students to have a basic understanding of operations management activities and to learn the strategic importance of good supply chain design, planning and operation for every firm. The course will focus to develop a framework for supply chain strategies. Within the strategic framework student should be able to identify that facilities, inventory, transportation, information, sourcing and pricing as the key drivers may be used on a conceptual and practical level during supply chain performance. This course is designed to make the students understand the fundamental concepts and techniques necessary for attaining world class performance in Supply Chain Management and Operations.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO-1	Basic understanding of Operations Management activities.
CLO-2	Understand the basics of Supply Chain and Inventory Management.
CLO-3	Analysis of Project Management.
CLO-4	To understand the Location, Planning and Quantitative Analysis tools.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	1	1	1
CLO-2	3	3	2	1	1
CLO-3	3	3	3	3	2
CLO-4	3	3	3	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction & Overview of Operations Management Defining Operations Management, Importance of Operations Management, Functions within the business organization, Operating Production System, Operations	6	Lecture	Class Test	1



Manager and Management Process, Nature of Operations Management, Scope of Operations Management.				
2. Supply Chain Management Definition of Supply Chain; Historical perspective, Objective of a Supply Chain; the importance of Supply Chain Decision; Process views of Supply Chain.	9	Lecture	Assignment & Presentation	2
3. Demand Forecasting in a Supply Chain The Role of Supply Chain in a Supply Chain; Characteristics of Forecast; Components of a forecast and Forecasting Methods; Basic approach to Demand Forecast; Time-series Forecasting Method; Measures of Forecasting error; Selecting the best smoothing Constant; The Role of IT in Forecasting.	6		Assignment & Presentation	2
4. Network Design in Supply Chain The role of Network Design in the Supply Chain; Factors influencing Network Design Decisions; Framework for Network Design Decisions; Models for Facility Location and Capacity Allocation; Making Network Design Decisions in Practice; The Impact of Uncertainty on Network Design.	6	Lecture	Assignment & Presentation	2
5. Inventory Management Define the term Inventory and list the major reasons for holding inventories, list the main requirements for effective inventory management, discuss Periodic and Perpetual Review Systems, discuss the objectives of inventory management, discuss the A-B-C Approach and its usefulness, describe the basic EOQ Model and its assumptions and solve typical problems, describe Economic Production Quantity Model and solve typical problems, describe the Quantity Discount Model and solve typical problems, describe Reorder	3	Lecture	Midterm	2

Point Model and solve typical problems and describe the situations in which the Single-Period Model would be appropriate, and solve typical problem.				
5. Management of Quality Introduction; The Evolution of Quality Management, The Foundation of Modern Quality Management, Insights on Quality Management; Quality Awards; Quality Certification; Total Quality Management; Problem Solving; Process Improvement; Quality Tools.	3	Lecture & Presentation	Assignment & Presentation	3
6. Location Planning and Analysis	6	Lecture & Presentation	Final	4
7. Quantitative Analysis	6	Lecture	Final	4

Textbook(s)

1. William J. Stevenson, *Operations Management*, McGraw-Hill.
2. Sunil Chopra, Peter Meindl and D.V Kalra, *Supply Chain Management Strategy, Planning and Operation*, Pearson.

Reference(s)

Lee Karjewski, Larry Ritzman and Manoj Malhotra, *Operations Management: Process and Value Chains*, Pearson.

Assessment and Evaluation

Bloom's Category	Assignments & Presentation	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	0	0	5	5
Understand	5	5	5	5	20
Apply	5	5	5	5	20
Analyze	5	5	5	5	20
Evaluate	5	5	5	5	20
Create	0	5	5	5	15
Total	20	25	25	30	100

MBA-0411-533: Management Accounting

Credit Hours: 3

Rationale of the Course

This course will help students to take important business decisions by using appropriate information and techniques.

Course Description

The course is designed to develop knowledge and understanding of information generation for managerial decision-making.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO-1	Generate accounting information from accounting and non-accounting records;
CLO-2	Analyze accounting information;
CLO-3	Explain and apply costing methods;
CLO-4	Prepare budgets for planning and control;
CLO-5	Compare actual costs with standard costs and analyze any variances; and
CLO-6	Participate in other various managerial decisions making.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	2	3	3	3
CLO-2	3	3	3	3	3
CLO-3	3	3	1	1	1
CLO-4	3	3	3	2	2
CLO-5	3	3	3	3	2
CLO-6	3	3	3	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. An overview of Managerial Accounting Definition of Managerial Accounting, why does Managerial Accounting matter? Managerial accounting: beyond the numbers- An Ethics Perspective, A Strategic Management Perspective, An Enterprise Risk Management perspective, A Corporate Social Responsibility Perspective, A Process Management Perspective, A Leadership Perspective, Corporate Governance	3	Lecture	Test	1 & 2
2. Managerial Accounting and Cost Concepts Cost Classifications for assigning Costs to Cost Objects, Cost Classifications for Manufacturing Companies, Cost Classifications for Preparing Financial Statements, Cost Classification for Predicting Cost Behavior, The Analysis of Mixed Costs, Traditional and Contribution Format Income Statements, Cost	3	Lecture & Class Participation	Assignment & Test	1 & 2

classification for decision making.				
3. Cost-Volume-Profit Relationships The Basics of Cost-Volume-Profit (CVP) Analysis, Break-Even and target Profit Analysis, CVP Consideration in Choosing a Cost Structure, Structuring Sales Commissions, Sales Mix, Assumptions of CVP Analysis.	6	Lecture & Problem Solving	Assignment, Test & quiz	1 & 2
4. Variable Costing and Segment Reporting Tools For Management: Overview Of variable And Absorption Costing, Reconciliation Of Variable Costing With Absorption Costing Income, Advantages Of Variable Costing And The Contribution Approach, segmented Income Statements And The Contribution Approach, Segmented Income statement- Decision Making And Break-Even Analysis, Segmented Income Statements-Common Mistakes, Income Statements- An External Reporting Perspective.	6	Lecture & Problem solving	Test & Quiz	2
5. Budgeting Definition, The Master Budget: An Overview, Preparing The Master Budget, The Budgeted Income Statement, Balance Sheet and Cash Budget. Flexible Budgets and Performance Analysis.	6	Lecture & Problem Solving	Test & Quiz	4
6. Standard Costs and Variances Standard Costs-Setting the Stage, A General Model for Standard Cost Variance Analysis, Using Standards Costs-Direct Materials Variances, Using Standard Costs-Direct Labor Variances, Using Standard Costs- Variable Manufacturing Overheads Variances, Standard Costs- Managerial Implications.	6	Lecture	Test, Assignment & Quiz	5
7. Differential Analysis The Key to Decision Making: Cost Concepts for Decision Making, Adding and Dropping Product Lines and Other Segments, The Make or Buy Decision, Opportunity Cost, Special Orders, Utilization of a Constrained Resources, Joint Product: Costs and the Contribution Approach.	6	Lecture and Problem solving	Test and Quiz	6
8. Costing methods Procedure and practices of job costing, process costing and service costing.	9	Lecture and Problem Solving	Test and quiz	3

Textbook(s)



Charles T. Horngren, George foster and Srikant M. Datar, *Cost Accounting- A Managerial Emphasis*. Pearson.

Reference(s)

Ray H. Garrison and Eric W. Noreen, *Managerial Accounting*. McGraw Hill.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	0	05	10	20
Apply	0	0	05	15	20
Analyze	0	0	05	10	15
Evaluate	0	0	05	05	10
Create	05	0	05	05	15
Total	10	10	30	50	100

MBA 534: International Business

Credit Hours: 3

Rationale of the Course:

The world today is interconnected politically, socially and economically due to rapid globalization. Therefore, this integration course on international business can help future managers to understand the internationalization that businesses have undergone in the past few decades and also to grasp the potential benefits from contemporary innovations, strengthening competitive advantages and securing existing market and expanding it further.

Course Description

The aim of this course is to develop knowledge of business in an international context; attributes to contribute to the global business strategy of organizations and resolve international business problems.

Course learning outcomes (CLO)

After completing the course, the student should be able to:

CLO-1	Explain business expansion abroad and key issues related to their operations in other countries.
CLO-2	Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.
CLO-3	Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	3	2
CLO-2	2	2	2	3	3
CLO-3	2	3	3	3	2

(Level of integration: 3-High, 2-Medium, 1-Low)



Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction Need for international business- History-Rational and goals for trade and investment policies- Global trade regulation-Changes in global policy environment-Policy response to changing condition.	6	Lecture	Quiz	1
2. Environment Cultural-Differences in culture- Implication for managers-Political, economic and legal systems- Implications for management practice.	3	Lecture & Class Participation	Quiz	2
3. Theory of Trade and Investment Classical trade theory- New trade theory-Porter's theory of national competitive advantage-Theory of international investment.	6	Lecture & Class Participation	Quiz	1
4. Global Financial Market Market for currencies-Evolution of the Global Monetary System-Global capital markets-Financial crisis of 2007-2009.	6	Lecture & Group discussion	Test	1
5. Economic Integration and Emerging Market Levels of economic integration- Regional groupings-Emerging markets-Developing markets- Implication for international managers.	3	Lecture & class participation	Quiz	3
6. Planning, Organization, Implementation and Control Strategic planning process- Formulating global strategy- Implementing global programs- Localizing global moves- Organization structure-Meaning of organization architecture-Different organizational choices in international context-Matching organization with strategy.	6	Lecture and problem solving	Test	3

7. Entry Strategy and Strategic Alliances Different modes of entering foreign markets- Factors that influence the choice of an entry mode- Pros and cons of acquisition-Greenfield venture & strategic alliances.	3	Lecture and group discussion	Assignment	3
8. Marketing and Services Target market selection-Marketing management-Differences between services and goods-Problems in service trade-Services and E-commerce	3	Lecture and group discussion	Assignment	2 & 3
9. Logistics and Supply Chain Management International logistics-Supply-chain management-New Dimensions of International Logistics-International inventory issues-Management of international logistics.	3	Lecture	Test	2 & 3
10. Financial Management Global financial goals-Import-export trade financing-Multinational investing-International cash flow management-Foreign exchange exposure-Economic exposure.	6	Lecture	Test	2 & 3

Textbook(s)

1. Michael Czinkota, Iikka A. Ronkainen, Michael H. Moffett, *International Business*, Wiley.
2. John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, *International Business: Environments and Operations*, Pearson Education

Reference(s)

1. Ricky W, Griffin and Michael W. Putsay, *International Business*, Addition-Wesley Publishing Company.
2. VyuptakeshSharan, *International business: Concepts, Environment and Strategy*, Pearson Education.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	05	05	05	15
Understand	0	05	05	05	15
Apply	05	05	05	05	20
Analyze	05	05	05	10	25
Evaluate	05	0	05	05	15

Create	0	0	05	05	10
Total	15	20	30	35	100

MBA-0414-535: Advance Marketing Management

Credit Hours: 3

Rationale of the Course:

The rationale to study this course is to introduce the students with the concepts, analysis, and activities related to marketing management for implementing the business decision with superior customer value.

Course Description

Marketing Management is a course that examines the role and importance of marketing in the firm and other organizations. Students acquire the knowledge and skills required to develop, implement, and control successful marketing strategies. It develops advanced professional thinking, analysis and marketing management skills. This course is the ideal next step for marketing or business management graduates who want to uncover deeper marketing insights.

Course Learning Outcomes (CLO)

After completing the course, the student should be able to:

CLO-1	Evaluate and critique contemporary marketing practices and understand the best methods of implementation to maximize business performance;
CLO-2	Provide the students with opportunities to analyze marketing activities within the firm;
CLO-3	Demonstrate independent thought and strong conceptual skills.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	2	3	2	1	2
CLO-2	1	3	1	2	1
CLO-3	3	3	3	3	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Defining Marketing for the 21ST Century Definition, Core Concepts of Marketing, Demand States, Marketing Management Orientations, Building Customer Relationships, Capturing Value from Customers, The New Marketing Landscape.	6	Lecture	Test	1

2. Company and Marketing Strategy Partnering to Build Customer Relationships, Developing Marketing Strategies and Plans, Defining a Market-Oriented Mission, Setting Company Objectives and Goals, Designing the Business Portfolio, Planning & marketing other functional strategies.	6	Lecture	Assignment & Test	2
3. Adapting Marketing to the New Economy The major drivers of the new economy, How business practices Are changing, How marketing practices are changing: setting up web sites, How marketing practices are changing.	6	Lecture & Group Discussion	Assignment & Test	3
4. Creating Customer Value, Satisfaction and Loyalty Definition of Customer Perceived Value, Steps in a Customer Value Analysis, Value Proposition, Measuring Satisfaction, Customer-Product Profitability Analysis, Framework for CRM, CRM Strategies, Customer Retention, Using the Database.	6	Lecture	Test & Quiz	3
5. Gathering Information and Measuring Market Demand The marketing intelligence system, marketing decision support system, forecasting and demand measurement.	3	Lecture	Test & Quiz	3
6. Analyzing Consumer markets and Buyer Behavior Influencing buyer behavior, the buying decision process, stage of the buyer decision process	3	Lecture	Quiz & Presentation	3
7. Dealing with Competition Identifying Competitors, Industry Concept of Competition, market Leader, Market Challenger, Market Follower, Market Niche, Setting Product and Brand Strategy.	6	Lecture	Quiz & Presentation	3
8. Setting Product and Brand Strategy Product-Line & Brand Decisions, Packaging and Labeling, Nature and Characteristics of a Service.	6	Lecture and Group Discussion	Test	3
9. Developing New Market Offerings Challenges in new-product development, managing the development process: ideas, managing the development process: concept to strategy, managing the development process: development, The consumer-adoption process.	3	Lecture	Test	3

Textbook(s)



Philip Kotler, *Marketing Management*, Pearson.

Reference(s)

1. Philip Kotler and Ronald E. Turner, *Marketing Management; Analysis, Planning, Implementation, and Control*, Prentice-Hall.
2. Paul Baines, Chris Fill, Kelly Page & Piyush Kumar Sinha, *Marketing*, Oxford University Press.

Assessment and Examination Preparation:

Bloom's Category	Assignments/Presentation	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	0	05	15	20
Apply	0	0	05	10	15
Analyze	0	0	05	15	20
Evaluate	0	0	05	05	10
Create	05	0	05	05	15
Total	10	10	30	50	100

INTEGRATIVE COURSE

MBA-0413-650: Strategic Management

Credit Hours: 3

Course Rationale

The course has been designed to make students familiar with the key issues of strategy formulation and implementation. This capstone course will enable students to strategically lead their organizations in creating sustainable competitive advantage in a rapidly changing environment.

Course Description

This course offers the key concepts, tools, policies, and principles of strategy formulation and strategy implementation. It deals with managerial decisions and actions that affect the performance and survival of organizations. Strategic Management is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes employees, customers, suppliers, competitors, technology, the economy, capital markets, local and foreign governments, global forces, and views the external environment as dynamic and characterized by uncertainty. In studying strategic management, the course draws together and builds on all the ideas, concepts, and theories from other functional courses such as Accounting, Human Resources, Economics, Supply Chain, Finance, Sales, Marketing, Organizational Behavior, and Statistics. The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy.



Course Learning Outcomes (CLO)

After completion of the course, students should be able to:

CLO-1	Understand the key concepts of strategic management and strategic leadership.
CLO-2	Know the techniques of creating sustainable competitive advantage for long-term success of an organization.
CLO-3	Evaluate the internal and external environment of an organization to frame proper strategies at functional, business, global, and corporate level.
CLO-4	Implement the appropriate strategies for different levels of an organization.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	2	2
CLO-2	2	2	3	2	1
CLO-3	1	1	3	3	3
CLO-4	3	3	3	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Basic concepts of strategic management (SM) The study of strategic management, globalization, innovation, and sustainability: challenges to SM, theories of organizational adaptation, creating a learning organization, basic model of SM, initiation of strategy: triggering events, strategic decision making, the strategic audit.	9	Lecture, Case Analysis	Assignment & Quiz	1
2. Social responsibility and ethics in strategic management Social responsibilities of strategic decision makers, sustainability, stakeholder analysis, ethical decision making, views on ethical behavior.	6	Lecture, Case Analysis	Assignment	1, 2
3. Environmental scanning and industry analysis Aspects of environmental scanning, strategic importance of the external environment, industry analysis, industry	6	Lecture, Class Participation, Case Analysis	Assignment, Presentation & Test	2, 3



evolution, scanning the macroenvironment, competitive intelligence, forecasting, synthesis of external factors.				
4. Organizational analysis and competitive advantage A resource-based approach to organizational analysis: VRIO, business models, value chain analysis, basic organizational structures, cultures.	6	Lecture, Group Discussion, Case Analysis	Assignment & Test	2, 3
5. Strategy formulation at functional level Designing strategies in different functional areas of a business such as human resources, finance, supply chain, marketing, research and development, etc.; strategy formulation at business level: cost leadership, differentiation, and focus strategies; designing global strategies; strategy formulation at corporate level: corporate, growth, and directional strategies, portfolio analysis, corporate parenting.	9	Lecture, Group Discussion, Case Analysis	Test & Quiz	2, 3
6. Strategy implementation and control organizing and structure, staffing and directing, evaluation and control.	9	Lecture, Case Analysis, Group presentation	Test, Quiz & Assignment	1, 2, 3, 4

Basic Text:

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E., *Strategic management and business policy: Globalization, innovation, and sustainability*, Pearson.

Reference Text:

1. Hill, C. W. L., & Jones, G. R., *Strategic Management: An Integrative Approach*, Cengage Learning.
2. Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Manikuttu, S., *Strategic Management: A South-Asian Perspective*, Cengage Learning.

Assessment and Evaluation

Bloom's Category	Class attendance and	Assignments/ Case Analysis/	Quizzes	Mid-Term (Test)	Final-Term (Test)	Total
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	participation	Presentation				
Remember	10	0	05	0	0	15
Understand	10	0	05	0	0	15
Apply	0	05	0	05	05	15
Analyze	0	05	10	05	05	25
Evaluate	0	05	0	05	05	15
Create	0	05	0	05	05	15
Total	20	20	20	20	20	100

Major Courses of Finance

FIN-0412-561: Applications of Corporate Finance Theory

Credit Hours: 3

Rationale of the Course:

This course explores the creative and practical real world corporate financial strategy decisions facing financial managers in the modern corporate environment.

Course Objective:

This course explores the creative and practical real world corporate financial strategy decisions facing financial managers in the modern corporate environment. The approach will be to couple the theory with some handy analytical tools and incorporate practical considerations and constraints that many companies face in their attempt to optimize industry performance. Topics include making strategic acquisition, structuring of financial contracts, and evaluation of merger candidates, leveraged buyouts, competitive bidding, corporate restructuring and other methods of shareholder value enhancement. Also discusses issues related to corporate capital structure, dividend policy and leasing.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Understand the concept of feasible set, efficient frontier and optimal portfolio.
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	Knowledge of capital market theory, market portfolio, systematic and firm specific risk, equilibrium asset pricing model, capital asset pricing model and security market line.
CLO2	Understand the concept of optimal capital structure theory, factors affecting capital structure decision, the tradeoff theory of leverage, debt and discipline. Dividend policy, the residual dividend model, stock dividend and stock split.
CLO3	Understand the concept of financial distress and its consequences (How to settle bankruptcy, prediction and analysis of potential bankruptcy etc.).
CLO4	In-depth knowledge regarding Mergers and acquisitions (Rationale for mergers, ways of mergers, forms of merger, setting bid price, dilution of earning etc.); Cash Flow Estimation and Project Risk Analysis, Value at Risk, & short term and long-term financing issues of the companies.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	1	1	2	1
CLO-2	3	3	2	2	1
CLO-3	3	3	3	3	2
CLO-4	3	3	3	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Risk and Return: Risky and risk free investments, The required rate of return, The real risk free rate, Factors affecting the nominal risk free rate, The risk premium, Sources of risk, Risk aversion, Returns as a random variable, Expected return, variance, covariance and correlation for individual securities, Forming stocks into portfolios, Expected return, variance, covariance and correlation for portfolios, The feasible set, efficient frontier and the optimal portfolio.	9	Lecture & Class Participation	Assignment & Test	1
2. Asset pricing model: Introduction, Adding a risk free asset to the feasible set, The assumptions of capital market theory, The market	6	Lecture & Group Discussion	Assignment & Test	1

portfolio, The capital market line, Diversification, Systematic and firm-specific risk, Beta: a measure of systematic risk, Equilibrium asset pricing models, The capital asset pricing model, The security market line.				
3. Capital structure Introduction, Optimal capital structure, Factors affecting the capital structure decision, Business risk versus financial risk, Operating leverage and business risk, Financial leverage and financial risk, Optimal capital structure theory, The capital structure irrelevance proposition, The effect of taxes, The effect of bankruptcy, The trade-off theory of leverage, Debt and signaling, Debt and discipline.	6	Lecture	Test & Quiz	2
4. Dividend policy: The dividend irrelevance proposition, The bird-in-the-hand theory, The tax preference theory, Dividends and signaling, The clientele effect, Dividend growth, The residual dividend model, The dividend payment procedure, Stock dividends and stock splits, Stock repurchases.	3	Lecture	Test & Quiz	2
5. Financial Distress: Frequency of Crisis, their Costs and Recent Financial Trends	6	Lecture, Case Presentation.	Test and Quiz	3
6. Mergers & Acquisition: Definitions of 'merger' and 'acquisition', Different types of mergers and acquisitions, Reasons for mergers and acquisitions, How to value a merger or acquisition, the role of asymmetric information in mergers and acquisitions, The defensive tactics for mergers and acquisitions.	6	Lecture and Group Discussion	Test	4
7. Cash Flow Estimation and Project Risk Analysis: Introduction, Identifying the relevant cash flows, The definition of free cash flow, The components of free cash flow, Incremental cash flows, Evaluating capital budgeting projects, Project risk	6	Lecture and Group Discussion	Test	4

analysis.				
8. Value at Risk: Introduction, Value at risk, The background to value at risk, The different approaches to calculating value at risk, The variance-covariance approach, The historical simulation approach, Back testing.	3	Lecture and Group Discussion	Test	4

Textbook(s)

- ✓ Fundamentals of Financial Management, International Student Edition, Brigham and Houston (14th edition).
- ✓ Principles of Corporate Finance. Tata MCgraw Hill, Brealey Myers (Latest edition).
- ✓ Fundamentals of Corporate Finance. Tata Mcgraw Hill, Ross, Westerfield, Jordan (Latest edition),
- ✓ Catherine Gowthorpe, Business Accounting and Finance for non-specialists. (Latest edition), Frank Reilly and Keith Brown (Latest edition), Investment analysis and Portfolio management, (latest edition), Thomson.

Reference(s)

1. Lumby, S. and C. Jones (Latest edition), Fundamentals of Investment Appraisal, London: Thomson learning.
2. Stephen Valdez (Latest edition), An Introduction to Global Financial Markets. (Latest edition). Palgrave Macmillan.
3. Damodaran, A (Latest edition), Applied Corporate Finance: A user's manual , NY: John Willy & Sons.

Assessment and Evaluation

Bloom's Category	Assignments (25)	Quizzes (25)	Mid-term (Test) (20)	Final-term (Test) (30)	Total (100)
Remember	-	10	-	05	15
Understand	05	10	05	05	25
Apply	05	-	05	05	15
Analyze	05	05	05	05	25
Evaluate	05	-	05	05	10
Create	05	-	-	05	10
Total	25	25	20	30	100

Grading System: As per UGC recommendation

FIN-0412-562: Investment Strategy & Portfolio Management

Credit Hours: 3



Rationale of the course:

This course acquaints students with the theory and practical skills required to plan, execute, and evaluate investment proposals that satisfy financial objectives, and teach them the best practices of portfolio management and contemporary investment strategies.

Course Objective

The rise of direct financing mode along with the development of securities market in both developed and developing countries create new avenues for investors to invest in financial assets, real assets, and marketable securities. The emergence of institutional investors makes the scenario even more interesting. Furthermore, various professions such as investment banker, security analyst, portfolio manager, and financial planner; and different degrees such as Certified Financial Planner (CFP), Chartered Financial Consultant (ChFC), and Chartered Financial Analyst (CFA) attract many people to develop their careers in these fields. These changes during the last few decades lead to the introduction of "Investment Strategy & Portfolio Management" as part of education in business schools, particularly at Master of Business Administration (MBA) level. It introduces different traditional and modern theories of security analysis and portfolio management. At the same time, quantitative techniques concerning selection, trading, and valuation of individual securities including stocks, bonds, and financial derivatives as well as that of portfolio as a whole have been introduced in this course.

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

CLO1	The overview of security analysis and portfolio management;
CLO2	The relationship between risk and return of individual securities and portfolio;
CLO3	The concept and uses of security market index;
CLO4	The valuation of various securities including stocks, bonds, and financial derivatives;
CLO5	The strategies associated with portfolio management;
CLO6	The process of evaluation of portfolio performance.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	1	3	1	2
CLO-2	3	3	3	1	2
CLO-3	3	3	3	2	2
CLO-4	3	3	3	2	2
CLO-5	3	3	3	3	3
CLO-6	3	2	2	2	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<p>1. Understanding the Background for Adopting Investment Strategies: Definition of Investment; Why do people Invest? Nature of Investment - Real and Financial Asset, Marketable and Non-Marketable Securities; Importance of studying Investment – Personal versus Profession; Investment Decision Process; Forms of Investment Strategies; Why should we learn Modern Investment Theories? Asset Allocation Decision – Individual Investor’s Life Cycle, Portfolio Management Process, Need for a Policy Statement, Input to the Policy Statement, Importance of Asset Allocation.</p>	6	Lecture	Quiz	1
<p>2. Measuring Risk and Return of Investment: Holding Period Return; Holding Period Yield; Mean Historical Return for Single and Portfolio of Investments; Expected Rate of Return, Risk of Expected Rate of Return (Standard Deviation, Variance, and Coefficient of Variation); Risk Measure for Historical Return; Determinants of Required Rate of Return of Investment - Real Risk Free Rate, Nominal Risk Free Rate and Factors affecting it, Risk Premium, Risk Premium and Portfolio Theory, Fundamental and Systematic Risk.</p>	6	Lecture & Class Participation	Assignment & Test	2
<p>3. Overview of Securities Markets and Investment Theories: What is a Market? Characteristics of Good</p>	9	Lecture & Group Discussion	Test	1, 3

Market, Primary Capital Market, Secondary Capital Market, Over-the-counter Market, Third Market, Fourth Market; Investment Banking; Process of Security Underwriting; Mutual Fund; Security Market Indicator Series – Uses of Market Index, Differentiating Factors in constructing Market Indexes; Efficient Capital Markets- Why should Capital Markets be Efficient, Alternative Efficient Market Hypothesis; Markowitz Portfolio Theory; The Capital Asset Pricing Model; Arbitrage Pricing Theory.				
4. Valuation Principles and Practices: Three-step Valuation Process; The Components of Market Analysis; Why do Industry Analysis? Technical Analysis; Stock and Bond Valuation.	6	Lecture	Test	4
5. Equity Portfolio Management Strategies: Passive versus Active Management; An Overview of Passive Equity Portfolio Management Strategies: Index Portfolio Construction Techniques, Tracking Error, Methods of Index Portfolio Investing; An Overview of Passive Equity Portfolio Management Strategies: Fundamental Strategies, Technical Strategies, Anomalies and Attributes, Miscellaneous Issues; Value versus Growth Investing.	6	Lecture	Test & Quiz	1, 5
6. Bond Portfolio Management Strategies: Bond Characteristics, Rates of Return on Bonds, Passive versus Active Strategies, A Global Fixed-Income Investment Strategy, Core-Plus Bond Portfolio Management, Matched-Funding Technique, Contingent	6	Lecture	Test & Quiz	1, 5

Immunization Procedures.				
7. Evaluation of Portfolio Performance: Framework for evaluating Portfolio Performance, Return and Risk Consideration, Risk-adjusted Measures of Performance, Problems with Portfolio Measurement, Other issues in Performance Evaluation.	6	Lecture and Group Discussion	Assignment & Test	1, 2 & 6

Textbook(s)

Investment Analysis and Portfolio Management - Frank K. Reilly and Keith C. Brown

Reference(s)

1. Investments: Analysis and Management - Charles P. Jones
2. Portfolio and Investment Selection: Theory and Practice - Haim Levy and Marshall Sarnat

Assessment and Evaluation

Bloom's Category	Assignments (10)	Quizzes (10)	Mid-term (Test) (30)	Final-term (Test) (50)	Total (100)
Remember	-	10	05	05	20
Understand	05	-	05	05	15
Apply	-	-	05	05	10
Analyze	-	-	05	10	15
Evaluate	-	-	05	15	20
Create	05	-	05	10	20
Total	10	10	30	50	100

Grading System: As per UGC recommendation

FIN-0412-563: Financial Planning, Control and Analysis

Credit Hours: 3

Rationale of the course:

The key element of this course is to offer students with in-depth understanding of the actual application of financial models and analysis, which are used to evaluate an organization's strategic and operational positions.

Course Objective

The business world, which mainly consists of corporate organizations, is continuously changing. The most significant attribute of corporate affairs is control over finance, which is accomplished mostly by financial analysis and control. However, we are all aware of this exiting and dynamic practice of financial analysis and control, as well as its enormous

implications for economic development, allocation of financial resources, and the economic well-being of a wide range of individuals and business firms. Because of these implications, financial analysis and control plays a very vital role in how we educate the current and next generation of information users and providers. The goal of this course titled “Financial Planning, Control and Analysis” is to give students a distinct comparative advantage in an increasing competitive marketplace by showing the keys to effective financial analysis and control. It also shows the analytical skills, which are obviously necessary to compete in this changing business world.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Know about the underlying ideas of financial statements;
CLO2	Know about various techniques for financial statement analysis;
CLO3	Know about the concepts and approaches of working capital management;
CLO4	Know about cash management, accounts receivable management, and inventory management in details;
CLO5	Know about the financing and investing decisions

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	2	1	2
CLO-2	3	2	2	1	3
CLO-3	3	2	2	1	2
CLO-4	3	2	2	1	2
CLO-5	3	3	2	1	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Overview of Financial Statements: Meaning of Financial Statement, Types of Financial Statement, Uses of Financial Statements, Limitations of Financial Statements, Business Activities in Market Economy, Reasons for Arising Conflicts Between/Among Diverse Parties, Factors Affecting Demand for Financial Statement Information, and Costs Associated with the Disclosure of Financial Statement Information	6	Lecture	Quiz	1
2. Analysis of Financial Statements: Concept of Financial Statements Analysis, Problems in Financial Statement Analysis, Types of Financial Statement Analysis: Cross Sectional Analysis and Time Series Analysis, Approaches to Define Similar Entity for Cross Sectional Analysis, Utility of Time Series Analysis, Common Size Statements, Trend Statements,	9	Lecture & Group Discussion	Assignment & Test	2

Financial Ratios Analysis, Variability Measurement, and Financial Distress and Its Indicators				
3. Overview of Working Capital Management (WCM): Concept of Working Capital (WC), Components of WC, Types of WC, Determinants and Importance of WC, Necessity and Importance of WC, Concept of WCM, Approaches to WCM, Trade Off between Profitability and Risk, and Calculation of WC	6	Lecture & Group Discussion	Test	3 & 5
4. Managing Cash Outflows: Management of Disbursement Float, Zero Balance Account, and Controlled Disbursing	3	Lecture	Test	4 & 5
5. Models for Managing Cash and Temporary Investment: Methods for Financial Forecasting, Sources of Uncertainty in Cash Forecasting, Estimating Uncertainty, Hedging Cash Balance Uncertainties, The Baumol Model, The Beranek Model, The Miller-Orr Model, and The Stone Model	9	Lecture & Class Participation	Test & Quiz	4 & 5
6. Accounts Receivable: Why Grant Credit? Various Approaches for the Terms of Sale Decision, Sources of Information for Credit Granting Decision, and Monitoring Accounts Receivable	6	Lecture	Test & Quiz	4 & 5
7. Inventory Management: Why Carry Inventory? An Alternative to Holding Inventory, and Inventory Models	6	Lecture	Assignment & Test	4 & 5

Textbook(s):

1. Financial Statement Analysis - K. R. Subramanyam and J. Wild
2. Modern Working Capital Management Text and Cases - by Frederick C. Scherr
3. Financial Statement Analysis – by George Foster

Reference(s):

Financial Statement Analysis Theory, Application and Interpretation – by Leopold A. Bernstein and John J. Wild.

Assessment and Evaluation

Bloom's Category	Assignments (10)	Quizzes (10)	Mid-term (Test) (30)	Final-term (Test) (50)	Total (100)
Remember	-	10	05	05	20
Understand	05	-	05	05	15
Apply	-	-	05	05	10
Analyze	-	-	05	10	15
Evaluate	-	-	05	15	20
Create	05	-	05	10	20
Total	10	10	30	50	100



Grading System: As per UGC recommendation

FIN-0412-564: Risk Management in Financial Institutions

Credit Hours: 3

Rationale of the course:

This course gives students an awareness of the several types of risks that financial organizations confront, as well as the skills needed to analyze the structure and nature of those risks.

Course Objective:

This course is designed to approach important risk management issues of financial institutions from multiple angles in order to assist better decision making under uncertainty.

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

CLO1	Understand the importance of the financial sector to the economy
CLO2	Gain in-depth knowledge about the skills needed for the analysis of the structure and nature of various types financial institutions' risk
CLO3	Analyze issues relevant to the making of decisions regarding the management of financial risk

Mapping of CLOs to PLOs:

CLO/PLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	1	3	1	1	1
CLO-2	3	2	3	1	1
CLO-3	3	2	3	1	1

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction to Financial Asset: Financial Assets and their Characteristics, Different Kinds of Financial Assets, Properties of Financial Assets,	6	Lecture	Quiz	1
2. Role of Financial Institutions in the Financial System: Financial Institution (FI) and Its Types, Role of FIs in the Financial System, Financial Intermediation vs. Financial	9	Lecture & Class Participation	Test	1

Disintermediation, Financial Intermediary and Its categories, Specialties of Financial Intermediaries, Behavior of Financial Intermediaries, Areas for Management Decision Making of an FI.				
3. Assets and Liabilities of Various Financial Institutions: Characteristics, Composition of Assets and Liabilities of Various Types of Financial Institutions.	6	Lecture & Class Participation	Test & Assignment	1
4. Risks of Financial Intermediation: Interest Rate Risk, Market Risk, Credit Risk, Off-Balance-Sheet Risk, Technology and Operational Risk, Foreign Exchange Risk, Country Risk, Liquidity Risk, Insolvency Risk, Other Risks, Interaction of Risks.	6	Lecture & Class Participation	Quiz	2
5. Management of Risks by Financial Institutions: Concepts, Methods of Measuring Various Risks, Measurement of Risks	9	Lecture & Group Participation	Test & Assignment	3
6. Use of Financial Derivatives for Managing Risk: Concept of Arbitrage, Hedging and Speculation; Concepts of Financial Derivatives and Various Types of Financial Derivatives; Implications of Financial Derivatives.	9	Lecture & Group Participation	Test	3

Textbook(s)

Risk Management and Financial Institutions, by John C. Hull, Wiley, 3rd edition, 2012

Reference(s)

Lange, H, Saunders, A & Cornett, M 2015, Financial institutions management, 4th edition, McGraw-Hill, Australia

Assessment and Evaluation

Bloom's Category	Assignments (15)	Quizzes (25)	Mid-term (Test) (30)	Final-term (Test) (30)	Total (100)
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Remember	-	20	05	05	30
Understand	10	-	05	05	20
Apply	5	5	05	05	20
Analyze	-	-	05	05	10
Evaluate	-	-	05	05	10
Create	-	-	05	05	10
Total	15	25	30	30	100

Grading System: As per UGC recommendation

FIN-0412-565: Financial Engineering & Derivatives

Credit Hours: 3

Rationale of the Course:

The course focuses on risk management section through the uses of derivatives in financial market, the knowledge of which is essential for the students doing major in Finance.

Course Objective

The course focuses on derivative securities, such as, options futures and swaps. It has two parts: The first part deals with the structure of forward and futures markets, pricing and hedging with such contracts. The second part deals with options market, strategies, pricing and position analysis.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Students will able to understand basic concepts of derivative instrument.
CLO2	Students will able to understand Forward and Future market.
CLO3	Detailed understanding of Swap, Repo and Pricing tools.
CLO4	Students will understand tools for Volatility Engineering, Fixed Income Engineering, CDS engineering and Equity hedging tools.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	2	1	1	1	1
CLO-2	2	2	1	1	1
CLO-3	3	3	2	1	1
CLO-4	3	3	3	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction to Some Concepts	3	Lecture	Test	1



and Definitions: Markets, Players, The Mechanics of Deals, Market Conventions, Instruments, Positions, The Syndication Process, The Hedge Fund Industry.				
2. Cash Flow Engineering and Forward Contracts: What Is a Synthetic? Forward Contracts, Currency Forwards, Synthetics and Pricing, A Contractual Equation, Conventions for Forwards.	6	Lecture & Class Participation	Assignment & Test	2
3. Engineering Simple Interest Rate Derivatives: Libor and Other Benchmarks, Forward Loans, Forward Rate Agreements, Futures: Eurocurrency Contracts, Real-World Complications, Forward Rates and Term Structure, Conventions.	3	Lecture & Group Discussion	Assignment & Test	2
4. Introduction to Swap Engineering: The Swap Logic, The Instrument: Swaps, Types of Swaps, Engineering Interest Rate Swaps, Uses of Swaps, Mechanics of Swapping New Issues, Some Conventions.	3	Lecture	Test & Quiz	3
5. Repo Market Strategies in Financial Engineering: What Is Repo? Types of Repo, Equity Repos, Repo Market Strategies, Synthetics Using Repos.	3	Lecture	Test & Quiz	3
6. Mechanics of Options: What Is an Option? Options: Definition and Notation, Options as Volatility Instruments, Tools for Options, The Greeks and Their Uses, Real-Life Complications, Option Strategies, Volatility-Based Strategies, Real-World Complications.	3	Lecture	Test & Quiz	3
7. Pricing Tools in Financial Engineering: Summary of Pricing Approaches, The Framework, Implications of the Fundamental Theorem, Arbitrage-Free Dynamics, Which Pricing Method to Choose?	6	Lecture, Case Presentation.	Test and Quiz	3
8. Fixed-Income Engineering: A Framework for Swaps, Term	3	Lecture and Group	Test	4

Structure Modeling, Term Structure Dynamics, Measure Change Technology, In-Arrears Swaps and Convexity, Cross-Currency Swaps, Differential (Quanto) Swaps.		Discussion		
9. Tools for Volatility Engineering, Volatility Swaps, and Volatility Trading: Volatility Positions, Invariance of Volatility Payoffs, Pure Volatility Positions, Volatility Swaps, Some Uses of the Contract, Which Volatility?	3	Lecture and Group Discussion	Test	4
10. Credit Markets: CDS Engineering: Terminology and Definitions, Credit Default Swaps, Real-World Complications, CDS Analytics, Default Probability Arithmetic, Structured Credit Products, Total Return Swaps.	6	Lecture and Group Discussion	Test	4
11. Engineering of Equity Instruments, Pricing and Replication: Introduction, What Is Equity? Engineering Equity Products, Financial Engineering of Securitization.	6	Class participation and Group Discussion.	Assignment.	4

Text book(s)

Options, Futures, and Derivative Securities by John Hull, 7th ed. Prentice-Hall.

Reference(s)

Keith Cuthbertson, Dirk Nitzsche, Financial Engineering: Derivatives and Risk Management, Wiley

Assessment and Evaluation:

Bloom's Category	Assignments (25)	Quizzes (25)	Mid-term (Test) (20)	Final-term (Test) (30)	Total (100)
Remember	-	10		05	15
Understand	05	10	05	05	25
Apply	05	-	05	05	15
Analyze	05	05	05	05	25
Evaluate	05	-	05	05	10
Create	05	-	-	05	10
Total	25	25	20	30	100

FIN-0412-566: Global Financial Market

Credit Hours: 3

Rationale of the Course:

This course is designed to provide a strong conceptual background for financial decision - making related to international finance, banking, and corporate finance.

Course objective

This course is designed to provide a strong conceptual background for financial decision - making related to international finance, banking, and corporate finance. Globalization and integration of financial markets present unique opportunities and unique risks for investors, bankers, firms, and policymakers. The first part of the course focuses on currencies, including an in depth analysis of exchange rates, international monetary systems, contemporary currency regimes, and current financial crises. The course then covers international capital markets and investment in foreign financial assets.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Have a contextual appreciation of the changes taking place in the global economy and issues.
CLO2	Understand banking, the role of central banking, commercial & investment banking.
CLO3	In depth knowledge regarding financial crisis.
CLO4	Have a contextual idea regarding emerging economies & trend in global financial market.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	2	2	1	2	2
CLO-2	2	3	1	2	2
CLO-3	3	3	2	3	3
CLO-4	3	3	3	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction: The Money Merry-go-round: Raison D'être of the Markets.	3	Lecture	Test	1
2. Raising Capital & Types of	6	Lecture & Class	Assignment	1,2

Banks: Definitions.		Participation	& Test	
3. The Role of the Central Bank: History of the Major Central Banks.	3	Lecture & Group Discussion	Assignment & Test	1,2
4. Central Bank Activities.	3	Lecture	Test & Quiz	1,2
5. Commercial Banking: Introduction. Retail Banking, Wholesale Banking.	3	Lecture	Test & Quiz	1, 2
6. Investment Banking Accepting, Corporate Finance, Securities Trading, Investment and Loan Management, Foreign Exchange, Investment Banks & Credit Crisis, Regulation, Shadow Banking.	3	Lecture	Test & Quiz	2
7. Frequency of Crisis and their Costs. Financial Crisis: Reasons - Macro Factor, Micro Factor, Stages of Crisis, Role of Securitization in Crisis, Credit Crisis in Europe & US, Credit Crisis in Asia, Lesson from Crisis.	6	Lecture, Case Presentation.	Test and Quiz	3
8. Emerging & Growth Leading Economics Eagles & Nest Countries, China & India, Financial Market: Banking General, India, China, China & India: A comparison, Trends in Global Financial Markets.	3	Lecture and Group Discussion	Test	4
9. The Money and Bond Markets. The Rate of Interest, Credit Rating, Domestic Money Market, Domestic Bond Market, International Market.	3	Lecture and Group Discussion	Test	4
10. Hedge Fund & Private Equity Hedge Funds - Leverage & Short Selling, Strategies, Range & Activities of Hedge Funds, Investors, Returns,	3	Lecture and Group Discussion	Test	1,4

Regulation, Private Equity - Investors, Leverage, Profits on Private Equity.				
11. Foreign Exchange & International Financial Market The Market, Exchange Rate Determination, Exchange Rate Stability, International Monetary Fund, The World Bank, Floating Rates, Foreign Exchange Risk & Corporation, Foreign Exchange Dealing, Arbitrage.	6	Lecture and Group Discussion	Test	1,4
12. Derivatives Product. Traded Option: Equities: Calls & Puts, Option Writers, Trading Options, Intrinsic Value & Time Value, Premium Calculation, Option Strategies.	3	Lecture	Assignment.	1, 4

Textbook(s)

An Introduction To Global Financial Markets, Stephen Valdez & Philip Molyneux (8th Edition, 2016)

Reference(s)

1. International Financial Management, Jeff Madura, Southwestern, Thomson Learning (13th Edition, 2017)

2. Multinational Financial Management, A.C. Shapiro, John Wiley & Sons, Inc (10th Edition, 2013)

Assessment and Evaluation

Bloom's Category	Assignments (25)	Quizzes (25)	Mid-term (Test) (20)	Final-term (Test) (30)	Total (100)
Remember	-	10	-	05	15
Understand	05	10	05	05	25
Apply	05	-	05	05	15
Analyze	05	05	05	05	25
Evaluate	05	-	05	05	10

Create	05	-	-	05	10
Total	25	25	20	30	100

Grading System: As per UGC recommendation

FIN-0412-567: Corporate Governance

Credit Hours: 3

Rationale of the course:

This course will provide students with a solid understanding of corporate governance in the context of business and its financial environment, and a new outlook on the impact of excellent corporate governance practices on efficient management of firms.

Course Objective

This course will convey an understanding of corporate governance and how it is formulated and implemented and provide evidence-based best practices that can be implemented across all types of organizations, operating in all types of institutional settings.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Understand the principles, concepts and mechanisms of corporate governance;
CLO2	Know the corporate governance practices globally;
CLO3	Identify the Laws, Rules and Regulations as well as Codes of Best Practice that govern the functioning of corporations under different legal regimes.
CLO4	Visualize the broader scenario of the market in the context of governance of a corporation.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO1	2	2	1	2	3
CLO2	3	1	2	3	1
CLO3	1	1	2	1	3
CLO4	2	3	3	3	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Essential principles of corporate governance, board functions and structures: The meaning of corporate governance;	6	Lecture, Class Participation.	Test & Quiz	1

'Essential' principles of corporate governance; Is 'good corporate governance' important and does it add value? Are corporate governance models converging? The organs of governance; Board structures in the broader context of a good corporate governance model.				
2. Corporate Governance Globally: Regulation of corporate governance; the role of the regulators: ASIC and the ASX; Corporate governance in the US, UK, Canada and South Africa; Corporate governance in the EU, the OECD Principles of Corporate Governance, and corporate governance in Germany, Japan, China and Indonesia.	6	Lecture & Assignment	Test & Case Study	2
3. External Governance – Law and Regulation: Introduction, External Mandates on Internal Governance, Legal Systems, Evolutionary Development of Legal and Regulatory Frameworks, Contemporary Company Law, Mandates on Stewardship and Accountability, Barriers to Improvement.	6	Lecture & Assignment	Test & Presentation	3
4. Codes of 'Best Practice' and Norms of Behavior: Introduction, External Pronouncements about Internal Governance Practices, The Theory Behind Best Practice Recommendations, 'Best Practice' Corporate Governance Reform – Narrowin Focus, Around the World – Inconsistencies in Reports, Norms, Expectations and Behaviors.	6	Lecture & Assignment	Test & Presentation	3
5. Boards of Directors: The Lynchpin: Introduction, The Basis for the Board of Directors, Shaking the Foundations of the Established Order, Legal Responsibilities of Directors, Who are the Directors? Expected Boardroom Practices, Follow-on Recommendations and Mandates, the State	6	Lecture	Assignment, Test & Case Study	1

of Play in the Boardroom, Case Study.				
6. Internal Controls and Accountability: Introduction, Accountability and Control, Information and Decisions – A Theoretical Model of ‘Control’, Internal Predictive Models – Informal and Formal Mechanisms, External Recommendations about Internal Control , Internal Governance – Guide, Support, Control and Account for Decisions.	3	Lecture & Group Discussion	Assignment & Test	1
7. Risk Management: Introduction, How the Understanding of Risk Developed, Implications of Risk – Sudden Shifts in Value, The Multiple Dimensions of Risk, Risk in the Strategic Context, Being Real and Prepared, Case Study.	3	Lecture	Test, Quiz and Case Study	1
8. Financial Market Supervision and Control: Introduction, Financial Regulation – Solutions to Perceptions of Market Problems, The Simple Lesson about Strategic Change, Current National Models of Financial Supervision.	3	Lecture & presentation	Test and Quiz	3&4
9. Governance and Financial Market Economics: Introduction, Financial Market Economics – Structural Variation , Research and Debate about Governance Effects on Capital Markets, Trade-offs in Supervision – Choices for Investors, Companies and Society, Corporate Supervision, Legal Context, A Lesson from the Economic Failures.	3	Lecture & presentation	Test and Quiz	4
10. External Reporting Need vs. Delivery: Introduction, The Need for Accountability – Birth of a Profession, A Drive Towards Standardization, External Accountability Today – GAAP Financial Statements, Accounting and Reporting – Its Use and Purpose, Auditing the Financial Accounts, The Audit Committee – Overseer of the Auditors, The Many Kinds of Audit, Patterns	3	Lecture & Assignment	Test & Case Study	1

in Frauds and Accounting Manipulations.				
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Text book(s)

Du Plessis, Jean Jacques, Hargovan, Anil, Bagaric, Mirko, and Harris, Jason. 2015. "Principles of contemporary corporate governance" 3rd ed. Cambridge University Press: Australia

Reference(s)

Vagneur, Kathryn. 2016. "Corporate Governance." Heriot-Watt University: UK

Assessment and Evaluation

Bloom's Category	Assignments (05)	Presentation (05)	Quizzes (10)	Mid-term (30)	Final-term (50)	Total (100)
Remember	-	-	05	05	05	15
Understand	-	-	05	05	05	15
Apply	-	-	-	05	05	10
Analyze	05	-	-	05	10	20
Evaluate	-	05	-	05	15	25
Create	-	-	-	05	10	15
Total	5	5	10	30	50	100

Grading System: As per UGC recommendation

FIN-0412-568: Restructuring Firms and Industries

Credit Hours: 3

Rationale of the course:

The Restructuring Firms and Industries course is meant to give students a thorough understanding of the ideas and practices of corporate restructuring analysis in order to increase the efficiency of an organization. Participants will learn a variety of strategies to help them carefully plan a business restructure throughout this session.

Course Objective

This course examines business problems that arise from conflicts between shareholders, managers, and occasionally other which lead to either a market-based or regulation-based response that changes the shape of the company involved. This includes mergers and acquisitions, liability restructuring under bankruptcy and reorganization, the process of evaluating acquisition targets and of restructuring transactions and its application in practice.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Understand the need and scope of corporate restructuring.
CLO2	Demonstrate working knowledge of various modes of restructuring and

	understanding of the skills required for their planning and execution
CLO3	Conduct primary feasibility of the different forms of restructuring and use different valuation models used in restructurings

Mapping CLO to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	1	1
CLO-2	3	3	3	2	2
CLO-3	3	3	3	1	1

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Introduction to Mergers and Acquisitions: Why Mergers and Acquisitions Happen, Merger and Acquisition Waves, Why It Is Important to Anticipate Merger Waves, Alternative Forms of Corporate Restructuring, Friendly versus Hostile Takeovers, Business Alliances as Alternatives to Mergers and Acquisitions, Participants in the Mergers and Acquisitions Process	6	Lecture	Quiz	1
2. The Corporate Takeover Market: Common Takeover Tactics, Antitakeover Defenses, and Corporate Governance: Alternative Models of Corporate Governance, Factors That Affect Corporate Governance, Alternative Takeover Tactics in the Corporate Takeover Market, What makes the	6	Lecture & Class Participation	Test	1

Aggressive Approach Successful? The Impact of Takeover Defenses on stakeholders Value				
3. Developing Business and Acquisition Plans: Phases 1 and 2 of the Process: A Planning-Based Approach to M&As, Phase 1: Building the Business Plan, Communications to Cut Costs and Buy Time as the Landline Market Shrinks, Phase 2: Building the Merger-Acquisition Implementation Plan, Case study	6	Lecture & discussion	Assignment & Test	2&3
4. Integration: Mergers, Acquisitions, and Business Alliances: The Role of Integration in Successful M&As, Viewing Integration as a Process, Integrating Business Alliances, Case Study	6	Lecture & discussion	Test & Quiz	2&3
5. Merger and Acquisition valuation and modeling: A Primer on Merger and Acquisition Cash-Flow Valuation, Applying Relative, Asset-Oriented, and Real-Option Valuation Methods to Mergers and Acquisitions, Applying Financial Modeling Techniques: To Value, Structure, and Negotiate Mergers and Acquisitions	9	Lecture & problem solving	Test & Assignment	3
6. Structuring the Deal: Payment and Legal Considerations: The Deal-Structuring Process, Legal	3	Lecture & problem solving	Test & Quiz	3

Form of the Selling Entity, Form of Payment or Total Consideration, Managing Risk and Closing the Gapon Price, Using Collar Arrangements to Preserve Shareholder Value, Tax and Accounting Considerations, Case study.				
7. Alternative Business and restructuring strategies: Joint Ventures, Partnerships, Strategic Alliances, and Licensing, Alternative Legal Forms of Business Alliances, Strategic and Operational Plans, Resolving Business Alliance Deal-Structuring Issues,	3	Lecture and group discussion	Test and Quiz	3
8. Alternative Exit and Restructuring, Strategies: Divestitures, Spin-Offs, Carve-Outs: Commonly Stated Motives for Exiting Businesses, Divestitures, Spin-Offs, Equity Carve-Outs , Split-Offs and Split-Ups, Comparing Alternative Exit and Restructuring Strategies, Carve-Out, and Spin-Off Restructuring Strategies	3	Lecture and discussion	Test	1&2
9. Cross-Border Mergers and Acquisitions: Analysis and Valuation: Distinguishing between Developed and Emerging Economies, Globally Integrated versus Segmented Capital Markets, Motives for International Expansion, Common International Market Entry	3	Lecture and Group Discussion	Test	1&3

Strategies, Structuring Cross-Border Transactions, Financing, Planning and Implementing Cross-Border Transactions in Emerging Countries.				
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Text book(s)

Patrick Gaughan, Mergers, Acquisitions and Corporate Restructurings. John Wiley.

Reference(s)

Donald DePamphilis, Mergers, Acquisitions, and Other Restructuring Activities, 8th Edition, Elsevier

Assessment and Evaluation

Bloom's Category	Assignments (15)	Quizzes (15)	Mid-term (Test) (30)	Final-term (Test) (40)	Total (100)
Remember	-	05	05	05	15
Understand	05	05	05	05	20
Apply	05	-	05	05	15
Analyze	-	-	05	10	15
Evaluate	-	05	05	10	20
Create	05	-	05	05	15
Total	15	15	30	40	100

Grading System: As per UGC recommendation

FIN-0412-569: Entrepreneurial Finance

Credit Hours: 3

Rationale of the course:

This course trains students to be competent in entrepreneurship and corporate finance management skills. The course also focuses on the specific financial planning and decision-making needs of entrepreneurial ventures, such as start-up and development phase financial and management issues.

Course Objective

This course is designed to teach students how to evaluate, finance and capitalize on new business opportunities.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Gain deeper understanding of the concepts of finance under entrepreneurial finance setting and institutions involved in venture capital or private equity markets.
CLO2	Develop an understanding of the frameworks and techniques that are needed to

	evaluate high-risk opportunities and structure appropriate investment transactions.
CLO3	Analyze the challenges faced by entrepreneurs and investors involved in business start-up, venture capital, and private equity investment activities.

Mapping of CLOs to PLOs

CLO/PLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	1	1
CLO-2	2	3	3	3	3
CLO-3	2	2	3	3	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1.The Entrepreneurial Environment: Introduction to Finance for Entrepreneurs, Developing the Business Idea.	6	Lecture	Quiz	1
2. Organizing and Operating Venture: Organizing and Financing a New Venture., Preparing and Using Financial Statements, Evaluating Operating and Financial Performance.	7.5	Lecture & Class Participation	Assignment & Test	1 & 2
3. Planning for the Future: Managing Cash Flow, Types and Costs of Financial Capital, Securities Law Considerations When Obtaining Venture Financing.	6	Lecture & Class Participation	Assignment & Test	1& 2
4. Creating and Recognizing Venture Value: Projecting Financial Statements. Valuing Early-Stage Ventures, Venture Capital Valuation Methods.	7.5	Lecture	Quiz	1 & 2
5. Structuring Financing for the	6	Lecture	Assignment	1 & 2

Growing Venture: Professional Venture Capital, Other Financing Alternatives, Security Structures and Determining Enterprise Values.			& Test	
6. Exit and Turnaround Strategies: Harvesting the Business Venture Investment, Financially Troubled Ventures: Turnaround Opportunities	6	Lecture	Quiz	2 & 3
7: Learn from the Best Practices of Successful Entrepreneurial Ventures: Best Marketing Practices B. Best Financial Practices C. Best Management Practices D. Best Production or Operations Practices are also Important.	6	Lecture & Group Discussion	Test	3

Textbook(s)

Entrepreneurial Finance - J. Chris Leach, Ronald W. Melicher

Reference(s)

1. Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur -Steven Rogers
2. Entrepreneurial Finance: Strategy, Valuation, and Deal Structure- Smith, Smith, and Bliss.

Assessment and Evaluation

Bloom's Category	Assignments (15)	Quizzes (25)	Mid-term (Test) (30)	Final-term (Test) (30)	Total (100)
Remember	-	20	05	05	30
Understand	10	-	05	05	20
Apply	5	5	05	05	20
Analyze	-	-	05	05	10
Evaluate	-	-	05	05	10
Create	-	-	05	05	10
Total	15	25	30	30	100

Grading System: As per UGC recommendations.

FIN-0412-570: Project Finance and Infrastructure Investment

Credit Hours: 3

Rationale of the course:

The course strives to enhance the technical and analytical skills required to assess, structure, and finance complex infrastructure projects by working through actual market cases and examples.

Course Objective

This course will provide students with an understanding of the fast-changing dynamics around project and infrastructure finance. The first part of the course will provide the necessary theoretical and conceptual tools for financial analysis and decision-making in relation to project and infrastructure finance. The second part will focus on the global need for infrastructure investments and the increased role played by private investors such as private equity, insurance companies, pension funds and sovereign wealth funds. The course will make large use of real case studies, including greenfield and brownfield projects in energy, renewable power, transportation, and water.

Course Learning Outcomes (CLO)

At the end of the course, students will be able to:

CLO1	Understand the influential factors relevant to project and infrastructure development
CLO2	Develop projects independently for different organizations
CLO3	Measure various risk factors associated with the project development

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	3	3
CLO-2	3	2	3	1	3
CLO-3	3	1	3	2	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Course Plan: Teaching-Learning & Assessment Strategy mapped with CLOs:

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1. Basics of Infrastructure and Project Finance: Definitions, stakeholders, macroeconomic benefits, historical and projected requirements, Key role of government in building and maintaining infrastructure assets,	7	Lecture	Test & Quiz	1

Users versus free riders: Who pays for the cost of infrastructure? Key risks in large scale infrastructure projects, Fundamentals of project finance as a tool for risk management, Project finance capital providers.				
2. Developing the Requisite Transactional Skill: Project viability and evaluation, Financial modeling and returns analysis, Legal and financial structuring, Contract documentation and debt covenants, Rating agencies and project credit risk	8	Lecture & Group Discussion	Test & Assignment	2
3. Growing Reliance on the Private Sector: Public sector constraints: politics, election cycles and fiscal budgetary considerations, Evolution of public-private partnerships, PPP/P3 project spectrum, key benefits and main drawbacks, Comparative government infrastructure policies and best practices, Case Study	6	Lecture	Test & Quiz	1
4. Fortifying a Stationary Target: Assessing political and sovereign risk over long-term investment/planning Horizons, Governance and transparency, Providing value to host governments, Creeping versus outright expropriation, Infrastructure investments in emerging markets versus developed countries, Piercing noninvestment grade sovereign ratings ceilings	8	Lecture	Test & Quiz	3

5. Environmental and Other Regulatory Considerations: Fossil fuel versus renewable energy projects, Government energy policy and the impact of subsidies, National and supranational environmental and climate change regulations, Sustainability, social impact and human rights, Case Study	8	Lecture	Test & Quiz	3
6. Market Recap and Outlook: Infrastructure as a new and developing asset class, Recent market innovations, current bottlenecks and regulatory roadblocks and possible solutions, Repurposing the multi-lateral development banks and sovereign credit agencies, Credit enhancement and the role of the rating agencies	8	Lecture	Test & Quiz	1 & 3

Text book(s)

Project Financing: Asset Based Financial Engineering by John D. Finnerty, Wiley Finance, 3rd Edition

Reference(s)

Ingo Walter (editor), The Infrastructure Finance Challenge, London: Open Book Publishers

Assessment and Evaluation

Bloom's Category	Assignments (10)	Quizzes (10)	Mid-term (Test) (30)	Final-term (Test) (50)	Total (100)
Remember		10	05	05	20
Understand	05	-	05	10	20
Apply	-	-	05	15	20
Analyze	-	-	05	10	15
Evaluate	-	-	05	05	10
Create	05	-	05	05	15
Total	10	10	30	50	100

Grading System: As per UGC recommendation

THESIS/INTERNSHIP

MBA-0111-670: Thesis

Credit Hours: 6

Course Rationale:

The course has been designed to make students familiar with the key issues of strategy formulation and implementation. This capstone course will enable students to strategically lead their organizations in creating sustainable competitive advantage in a rapidly changing environment.

Course Description:

This course is designed to provide the students an opportunity to get acquainted with the academic research.

Course Learning Outcomes (CLO):

After completing the course, the student should be able to:

CLO1	Know how to apply the classroom knowledge of research methods in doing academic research.
CLO2	Generate knowledge through research;
CLO3	Write a thesis.

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	2	2	2
CLO-2	3	3	2	2	3
CLO-3	3	3	3	2	3

(Level of integration: 3-High, 2-Medium, 1-Low)

Procedure of the research program:

The steps of the writing a thesis should be as follows;

1. The research topic should be selected in consultation with supervisor(s);
2. The precise research question(s) are to be addressed;
3. Hypothesis may be developed and tested;
4. Appropriate methodology to be used in conducting the research;
5. Data are to be collected from genuine sources;
6. Proper analysis and interpretation are to be made to draw the conclusions;
7. Implications of the research findings may be mentioned.

Students are required to present their research outcomes in front of a designated panel of judges.

Assessment and Evaluation

Bloom's Category	Assignments (100)	Quizzes (-)	Mid-term (Test)	Final-term (Test)	Total (100)
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			(-)	(-)	
Remember	0				0
Understand	20				20
Apply	20				20
Analyze	30				30
Evaluate	20				20
Create	10				10

Grading System: As per UGC recommendation

MBA -0111-671: Internship*

Credit Hours: 6

Rationale of the Course:

This course allows students to gain direct experience, enhance their employability and develop network with professionals.

Course Description:

The internship aims to bridge the gap between the real-life business and academic institutions. It is a model of the business environment and helps students to experience the rigidities of a business organization. The objectives internship include:

Course Learning Outcomes (CLO):

After completing the course, the student should be able to:

CLO1	To provide students with opportunities to apply the concepts learnt in the class-room to real-life situations
CLO2	To sensitize students to the variations of a work place by assigning time-bound projects in a company
CLO3	To provide students a platform to network which will be useful to further their career prospects

Mapping of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs):

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	1	2
CLO-2	2	3	2	3	1
CLO-3	3	2	3	2	2

(Level of integration: 3-High, 2-Medium, 1-Low)

Procedure of the program:

1. Students will submit a report on completion of their internship program and present it before the board.
2. There will be a starting date of internship program, report processing period and submission date of Internship report- all of which will be decided and declared by the business school. However tentative course of actions may be as follows:
 - a) Forwarding Letter (Issued by the business school): After completion of 60 credit hours.
 - b) Duration of Internship: Three Months (90 hours).
 - c) Internship Start: Within second week of each semester.
 - d) Report Preparation: One week before final submission, a draft copy must be submitted to the supervisor for proof reading and correction.
 - e) Report Submission and Presentation: During semester final examination.

3. A permission letter from the organization is needed to start Internship. A copy of permission letter must be submitted to the business school by the student or the organization.
4. A list of supervisors will be published at the beginning of the semester.
5. Students must keep in touch with their supervisor by their own on a regular basis. Supervisor will not be responsible to communicate with the student regarding internship.
6. Student evaluation shall be based on Organization's Assessment, Internship Report, Internship Presentation, Attendance in Workshop and regular contact with supervisor and Viva-voce.

Assessment and Evaluation

Bloom's Category	Assignments (100)	Quizzes (-)	Mid-term (Test) (-)	Final-term (Test) (-)	Total (100)
Remember	0				0
Understand	10				10
Apply	20				20
Analyze	30				30
Evaluate	20				20
Create	20				20

*In exceptional situation, a student will be allowed to opt for Internship as an alternative to the Thesis.

Part-D **Grading Policy**

Grading Scale & Grades:

Chittagong Independent University has been following the UGC prescribed grading system as per the UGC Circular NO/ Sha/464/04/2690-100, dated:13.6.2006 which is furnished below:

Numerical Grade	Letter Grade		Grade Point
80% and above	A+	(A Plus)	4.00
75% to less than 80%	A	(A regular)	3.75
70% to less than 75%	A-	(A minus)	3.50
65% to less than 70%	B+	(B Plus)	3.25
60% to less than 65%	B	(B regular)	3.00
55% to less than 60%	B-	(B minus)	2.75
50% to less than 55%	C+	(C Plus)	2.50
45% to less than 50%	C	(C regular)	2.25

40% to less than 45%	D	(D regular)	2.00
Less than 40%	F	Fail	0.00

Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA) and their calculation procedures:

The Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA) are calculated by Total Grade points divided by Total Credits for GPA.

Course Withdrawal Procedure:

A student may withdraw from a course by the deadline with the consent of the instructor and the Academic Advisor. Withdrawal from only one course in a semester is allowed but the students should provide valid reasons along with documents while applying for the withdrawal. However, withdrawal from the whole semester may be permitted on a case-by-case basis provided the student has valid reasons for withdrawal from the semester along with valid documents. A grade of 'W' will be recorded on the transcript. Withdrawing from a course does not discharge a student from financial liability or responsibility for the course.

Course Add/Drop Procedure:

A student may add or drop a course by completion of an official Add/Drop form prior to the conclusion of the drop/add period. The signature of the academic advisor will be required for any drop/add/change of course. Students may add or drop a course within the stipulated period.

Incomplete (I) Grade Policy:

1. An 'I' grade is given to a student who has fulfilled 75% of a course but was unable to complete it due to illness or for any other acceptable reasons. The student should fulfill the remaining 25% before the end of the following semester in consultation with the course instructor.
2. The student is not required to register for the incomplete course in the next semester, however, assigning an incomplete or 'I' grades should be strongly discouraged. It will only be considered for the students who have a valid reason acceptable to the course instructor and the Dean of School.
3. In case if the instructor who assigned an incomplete grade to a student is not available for any valid reason to change the 'I' grade, the Dean of the School shall do it.
4. An 'I' grade must be replaced in the following term/semester when it was assigned. If a student failed to complete the course within the following term/semester, the grade may convert to "F" following the grade change procedure.

5. In a situation where the student is unable to complete the course due to unanticipated illness or family emergency and has not attended at least 75% of the classes held, he/ she will be asked to withdraw from that course and retake it.

6. A student whose internship/thesis or seminar paper/senior project is in progress, he/she will have the opportunity to obtain a 'Continuation grade' for the course under specific conditions and guidelines. The symbol of 'Continuation grade', will be "CN". 'CN' grade can be given for maximum three semesters only.

Retake/Grade Improvement Policy:

1. Retake of a course shall be allowed only to the course with B- (minus) grades and below.
2. After the retake of a course the higher grade earned by the student will be considered towards counting of the CGPA.
3. Students will be allowed to retake any course twice before graduation.
4. A course must be re-taken in immediate successive enrolled semester if the grade is 'F'.
5. A course must be re-taken in immediate successive enrolled semester if the prerequisite grade is not achieved.