CHITTAGONG INDEPENDENT UNIVERSITY

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA)
IN
HUMAN RESOURCES MANAGEMENT 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 HUMAN RESOURCES MANAGEMENT (HRM)

VISION:
To emerge as the leading department in producing the worthy graduates capable of transforming the human resource practices in home and abroad.

MISSION:

M1	To produce the HRM graduates with sufficient knowledge and skills in modern HRM and its practices.
M2	To advance the knowledge of HRM through relevant and contextual research.
M3	To integrate Sustainable Development Goals (SDGs) in all aspects of teaching, learning, and research with regard to the HRM.
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 Human Resources Management.

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
Total requirement for the degree		*66 credits*

GRADUATE ATTRIBUTES
- Knowledgeable in contemporary issues of HRM 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):

PEO1	**Integrative knowledge in HRM 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 human resources management as well as to integrate knowledge of different functional areas of business in order to solve the complex and ambiguous problems.
PEO2	**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.
PEO3	**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.
PEO4	**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.
PEO5	**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):

PLO1	The students will be able to develop in-depth theoretical and practical knowledge of human resources management 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.
PLO2	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.
PLO3	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.
PLO4	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.

PLO5	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	HRM-0413-561		3	2.5	2.5	2.5	3
18	HRM-0413-562		3	2	2.5	2	1
19	HRM-0413-563		3	3	3	3	3
20	HRM-0413-564		3	2.5	3	2.5	2.5
21	HRM-0413-565		3	3	1.5	3	1

22	HRM-0413-566		3	3	3	2	2
23	HRM-0413-567		3	3	3	2.5	2
24	HRM-0413-568		3	3	3	3	3
25	HRM-0413-569		2.5	3	3	2.5	2.5
26	HRM-0413-570		3	3	3	2	2
27	HRM-0413-571		3	2.5	2.5	2.5	2
28	HRM-0413-572		1.5	2	2	2.5	2
29	HRM-0413-573		3	2.5	2.5	2.5	2.5
30	MBA-0111-670		3	3	2.5	2	3
31	MBA-0111-671		3	3	3	2	2

Part B
Structure of the Curriculum

MBA IN HUMAN RESOURCES MANAGEMENT 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 of Human Resources Management:

Any four courses from the following		12 Credits
HRM-0413-561	Talent Acquisition Management	3
HRM-0413-562	Industrial Relations and Compliance	3
HRM-0413-563	Negotiations and Conflict Management	3
HRM-0413-564	Leadership Development	3
HRM-0413-565	Human Capital Development	3
HRM-0413-566	Strategic Human Resource Management	3
HRM-0413-567	Human Resources Information System and HR Analytics	3
HRM-0413-568	Innovation, Organization Development and Change Management	3
HRM-0413-569	Office Management and Communications	3
HRM-0413-570	Green HRM and Sustainable Development Goals	3
HRM-0413-571	Total Reward Management	3
HRM-0413-572	Cases in HRM	3
HRM-0413-573	Advance Seminar in HRM	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 Human Resources Management:

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 Human Resources Management:

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 Human Resources Management:

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

Fourth Semester- MBA in Human Resources Management:

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 HUMAN RESOURCES MANAGEMENT

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 Creativity and Innovation, Motivation and Satisfaction, Motivation Theories, Current Issues in Motivation, Leadership Styles,	10	Lecture & Group Discussion	Test&Case analysis	3

Leadership Theories , Leadership Issues in The Twenty, First Century, Communication, Barriers to Effective Communication, Organization Culture, Elements and Types of Culture, Managing Cultural Diversity.				
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 TervisCerto. 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:

CLO1	To understand the Importance of Law in the Business World.
CLO2	To understand the Formation of Contract & Partnership & other legal requirements.
CLO3	To understand the Labor Law.
CLO4	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 Analysis	Midterm	2
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. Zulfiquar 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-Reconciliation of Bank and Book balances to the corrected balance; Accounting for accounts receivable; Accounting for Notes receivable-	6	Lecture & Problem solving	Test & Quiz	3 & 4

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-Various 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 Interval-Exclusive and Inclusive Methods-Principles of Classification	6	Lecture and Class Participation -Practice	Test	4

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 short run and long run	6	Lecture & class participation	Quiz & test	2
6. Competitive and Monopoly Market	6	Lecture,	Test &	2& 3

		Problem solving	Assignment	
Structures: Firm production under idealized competitive conditions		Problem solving	Assignment	
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 Strategy	Assessment Strategy	Corresponding 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 Information Systems Management Information Systems, The Emerging Digital Firm; Strategic Business Objectives of Information	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	1

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, Assignment	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, Assignment	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, Assignment	2
1. **IT infrastructure and emerging technology:** Evolution of IT infrastructure, Infrastructure components: Computer hardware platform, Operating system platform. Data management & Storage, Telecommunication platform, Internet platform. Grid Computing, Cloud Computing. Linux, Java,	5	Lecture, Case – study Discussion, Video session on the topic	Test, Quiz, Assignment	2

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 &ArchitectureDomain 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

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

	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.				

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, RudigerDornbusch, *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 & Presentatio n	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 & Presentatio n	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 & Presentatio n	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 Meindlald 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, Inter*national 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 macro environment, 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., &Manikutty, 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

	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 Human Resources Management

HRM-0413-561: Talent Acquisition Management
Credit Hours: 3

Course Rationale:
A strong foundation and operational understanding of all the key aspects of human resources staffing functions, including human resource planning, job analysis, recruitment, assessment, selection, and performance evaluation will be developed aligning with many industry practices globally so that Talent Acquisition specialists can fit in the right human resource in the right job.

Course Description
Talent acquisition has now become even more important than it was ever before. This course will provide a conceptual and operational understanding of all the key aspects of human resources staffing functions, including human resource planning, job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this

course, students should be able to design and implement an effective and legally defensible staffing system tailored to ensure that organizations have adequate human resources to attain their operational and strategic goals.

Course Learning Outcomes (CLOs)
By the end of this course, Students will be able to:

CLO-1	Highlight current trends in talent acquisition methods
CLO-2	Provide students with an overview of the talent identification and selection process
CLO-3	Highlight various strategies to onboard newly acquired talent
CLO-4	Articulate an employer's ethical and legal responsibilities in the recruitment process.
CLO-5	Create an environment for networking and shared collaboration around best practices in talent management
CLO-6	Design a process for final candidate evaluation.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	2	2	2
CLO-2	3	3	3	2	2
CLO-3	3	3	2	3	3
CLO-4	3	2	3	3	3
CLO-5	1	1	3	3	3
CLO-6	3	3	2	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. Strategy and Planning Strategic issues, HR strategy, Staffing strategy, Human resource planning and forecasting, Demand/ supply matching, Staffing planning, Core workforce, Flexible workforce.	9	Inquiry-based Learning, Brainstorming, Interactive discussion, Multimedia presentation and delivery of lecture	Exam & Quiz	1, 2, 3, 5
2. Job Analysis: Concepts, Procedures, and Choices Job analysis, Job description, Job specification, Job evaluation, Types of jobs, Nature of job analysis, Steps or process of job analysis, Choosing among methods of job analysis.	9	Inquiry-based Learning, Brainstorming, Interactive discussion, Multimedia presentation and delivery of lecture	Exam & Quiz	1, 2, 4,5
3. Recruitment and Job Search Definition, steps, process, and sources of recruitment, Internal recruitment: planning, Strategy development, Searching, Applicant reactions, External recruitment:	6	Lecture, interactive discussion, concept board illustration	Exam & Quiz	1, 2, 5

planning, Strategy development, Searching, Applicant reactions, The applicant's point of view: job search, Job choice, Realistic job preview.				
4. Selection Definition, steps, and process of selection, Different types of selection tests, Interviews, Different types, how to face, how to conduct.	6	Lecture and small case discussion (brainstorming), interactive discussion,	Assignment, Concept board illustration, Exam & Quiz	1, 2, 5
5. Decision Making in Selection Determining assessment scores: single and multiple predictors, Methods of final choice: random selection, ranking and grouping, Decision makers: HR professionals, managers, and employees	6	Lecture, Brainstorming, Interactive discussion, concept board, Multimedia	Video Assessment, case solving, Exam	1, 2, 5
6. Final Match Employments contracts, Job offers, and job offers process, New employee orientation and socialization.	9	Lecture, Brainstorming, Interactive discussion, Multimedia	Exam & Quiz	1, 2, 3, 4, 5, 6

Textbook(s)
1. Herbert G. Heneman, Timothy A. Judge & Robert L. Heneman, *Staffing Organizations*, McGraw-Hill Education.
2. Sumati Reddy, *Employee Recruitment: Best Practices and Applications*, ICFAI Books.

Reference(s)
1. Cynthia D. Fisher, Lyle F. Schoenfeldt, & James B. Shaw, *Human Resource Management*, Houghton Mifflin Company.
2. Iles Paul, *Managing Staff Selection and Assessment: Managing Work and Organizations*, Philadelphia Open University Press.

Assessment and Evaluation
Bloom's Category	Assignments and Case solving	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	05	05	05	20
Apply	05	05	0	05	20
Analyze	05	0	05	10	15
Evaluate	0	0	05	05	10
Create	05	0	0	10	15
Total	20	20	20	40	100

HRM-0413-562: Industrial Relations and Compliance

Credit Hours: 3

Course Rationale:
The course has been designed to make the students familiar with the key issues of industrial relations at workplace. The course will also enable students to analyze the key compliance issues related to labor laws of Bangladesh for maintaining 'decent employment'.

Course Description
As labor laws are so central to all HRM functions, the present and future HR managers must be conversant with the labor laws of the country that regulate the employee-union-employer-government relationships in the workplace. 'Decent employment' is one of the key sustainable development goals (SDGs) as declared by United Nations (UN). Compliance of labor laws is a prerequisite in creating decent employment for employees for sustainable economic development of a labor-intensive economy like Bangladesh. Sound labor – management relations can boost up productivity, maintain industrial peace, and ultimately augment the image of an organization. This course is designed to provide knowledge and everyday application of labor laws of Bangladesh with necessary interpretations.

Course Learning Outcomes (CLO)
After completion of the course, students should be able to:

CLO-1	Understand the key issues related to industrial relations and compliance.
CLO-2	Know all important provisions of the labor laws of Bangladesh.
CLO-3	Analyze the key compliance issues pertaining to labor laws of Bangladesh.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	1	2	2	1
CLO-2	3	2	3	2	1
CLO-3	3	2	2	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. A Review of Human Resource Management Definitions and process of HRM, functions of HRM, importance of HRM, structure of HR department, definitions and objectives of IR, perceptions of IR, theories of IR, parties of IR, scope of IR, IR in Bangladesh, definition, nature and scope of	9	Lecture, Class discussion	Assignment & Test	1

social compliance, functions of a typical IR and compliance manager.				
2. An overview of Bangladesh Labor Act (BLA) 2006 (as amended up to 2018) A brief introduction of Bangladesh Labor Act (BLA) 2006, historical background of BLA 2006, definitions of key terms of BLA 2006, amendments of BLA 2006, non-applicability of BLA 2006.	6	Lecture, Class Participation	Test & Quiz	2
3. Trade Unions (TU) and Collective Bargaining Definition of TU, the workers who are not entitled to join TUs, types of workers, registration of TUs, TU in group of establishments, cancellation of registration of TU, formation and functions of participation committee; nature, formation, functions, and process of collective bargaining (CBA).	9	Lecture, Presentation, Role play	Assignment & Test	1, 2
4. Nature of Industrial Disputes and its Settlement Nature, causes, and consequences of industrial disputes; unfair labor practices by employers, unfair labor practices by workers, settlement of industrial disputes through collective bargaining, conciliation, arbitration, and adjudication.	6	Lecture, Role Play	Test & Quiz	2, 3
5. Regulatory bodies in IR and Compliance Offence, penalty and procedure, administration, inspection: roles of director general of labor, inspector general of factories and establishments, minimum wage board, courts and tribunals, roles of ILO and other national and international bodies in IR and compliance.	6	Lecture, Case Analysis	Test & Quiz	1, 2, 3
6. Key areas of compliance	9	Lecture,	Test,	1, 2, 3

Appointment and conditions of employment, child labor, maternity benefits, safety, health, and environment, working hours and leave, workers participation in company's profits, and other emerging issues and challenges of compliance in Bangladesh.		Group presentation	Quiz & Assignment	

Textbook(s)

Justice Md. AzizulHaque. (2019). *Bangladesh Labor Law and Rules*, Universal Book House, Dhaka.

Reference(s)

1. Iqbal Ahmed. (2014). *Industrial Relations and Labor Movement in Bangladesh*, IBA, Dhaka.
2. P. N. Singh &Neeraj Kumar. (2015). *Employee Relations Management,* Pearson, New Delhi.

Assessment and Evaluation

Bloom's Category	Class attendance and participation	Assignments/ Case Analysis/ Presentation/ Role Play	Quizzes	Mid-Term (Test)	Final-Term (Test)	Total
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

HRM-0413-563: Negotiations and Conflict Management
Credit Hours: 3

Course Rationale:

Within an employment context, the strategies and the modes are taught based on the groundwork of negotiation theory. The theory, processes, and practices of negotiation, conflict resolution, and relationship management are examined in different national and

cultural contexts to develop and execute effective negotiation strategies and tactics for different scenarios considering the global challenges faced in business.

Course Description

This course provides a comprehensive introduction to concepts in negotiation, interpersonal effectiveness, and organizational conflict resolution. In addition to the theories and exercises presented in class, students will practice negotiating with role-playing simulations that cover a range of topics. Various types of negotiations including integrative (win/win approach), distributive (win/lose approach) and various iterations of these two extremes will be explored.

Course Learning Outcomes (CLOs)

Upon successful completion of this course, students will be able to:

CLO-1	Identify and explain the theory, processes, and practices of negotiation, conflict resolution, and relationship management.
CLO-2	Develop and execute effective negotiation strategies and tactics for different scenarios.
CLO-3	Identify and employ effective communication, problem-solving, and influence techniques appropriate to a given situation.
CLO-4	Diagnose negotiation problems. and describe new negotiation ideas and practices.
CLO-5	Describe the types of political and legal issues that might arise during the course of international negotiations.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	2	3	2
CLO-2	3	3	2	3	3
CLO-3	3	3	3	3	3
CLO-4	3	3	3	3	3
CLO-5	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. Negotiation and Conflict Management Analysis Definition of negotiation, The increasing importance of negotiation and conflict management, Sources of conflict in organizations, How and why conflict escalates and preventing conflict escalation, Conflict management strategies, Conflict meets negotiation, Understanding the two distinct negotiation behaviors, Assessing	9	Inquiry-based Learning, Brainstorming, Interactive discussion, Multimedia presentation and delivery of lecture	Exam & Quiz	1, 4

your own personal negotiation style, Negotiation as a mixed motive process.				
2. Practical Negotiation Strategies Key practical strategies to use in negotiations, Value claiming distributive negotiation strategies, Batna, reserve point, target point, Opening offers, anchors, concessions, Value creating integrative negotiation strategies, Sharing information, diagnostic questions & unbundling issues, Package deals, multiple offers and post-settlement settlements, The four possible outcomes of a negotiation.	9	Inquiry-based Learning, Brainstorming, Interactive discussion, Multimedia presentation and delivery of lecture	Case solving, Exam & Quiz	1, 2, 3, 4
3. Preparing, Power and Body Language Identifying underlying interests, Planning and preparing to negotiate, Internal & external preparation, synthesis and situation assessment, The four phases of negotiation, The sources of negotiating power, Communicating through body language, Interpreting body language and nonverbal behavior, Dealing with confrontational negotiators.	5	Lecture, interactive discussion, concept board illustration	Exam & Quiz	1, 2, 3, 4
4. Mediation Techniques as a Powerful Negotiation Tool Packaging and presenting information to exert influence, Active listening and negotiation, Putting negotiation in context, The major dispute resolution processes, Negotiation, mediation, arbitration and litigation, Mediation as a facilitated negotiation, Techniques of the mediator, Practical mediation skills, Working in negotiation teams, Strategies for improving negotiating team effectiveness.	9	Lecture and small case discussion (brainstorming), interactive discussion	Assignment, Concept board illustration, Exam & Quiz	1, 2,3, 4
5. International, Cross Cultural and Deal Negotiations International and cross-cultural negotiations, Cultural value and negotiation norms, Advice for cross-cultural negotiations, Putting together a deal, The main considerations, International deal	9	Lecture, Brainstorming, Interactive discussion, concept board, Multimedia	Case solving, Exam	1, 2, 3, 4, 5

building, Applying learning to a range of organizational situations, Summary, Building a better negotiating organization.				

Textbook(s)
1. Roy Lewicki, David Saunders, Bruce Barry, John Minton, *Essentials of Negotiation*, Irwin.

Reference(s)
1. Fisher, R. & Shapiro, D., *Beyond Reason: Using Emotions as You Negotiate*, Penguin Books.
2. Lewicki, Saunders, D., Barry, B., *Negotiation: Readings, Exercises, and Cases*, Irwin.
3. L. Goldman, *Settling for More: Mastering Negotiating Strategies and Techniques*, BNA Books.
4. Brett, J. M., *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*, Jossey-Bass.

Assessment and Evaluation

Bloom's Category	Assignments and Case solving	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	05	05	05	20
Apply	05	05	0	05	20
Analyze	05	0	05	10	15
Evaluate	0	0	05	05	10
Create	05	0	0	10	15
Total	20	20	20	40	100

HRM-0413-564: Leadership Development
Credit Hours: 3

Course Rationale:
Successful leaders must have greater self-awareness and should be able to apply their skills and internal strengths to influence the direction of others. This course enables the students develop awareness of their willingness & power, whilst identifying the key leadership skills and practical tools needed to develop their leadership potential.

Course Description
This leadership course focuses on raising the student' conscious awareness of the successful leadership skills that need to be developed and utilized at every level of employment, but especially as the student seeks to progress within their managerial career. The course seeks to link an understanding of what we know to be essential ingredients of successful leadership with the practical demands and challenges, and skill

development required to inspire, motivate and lead others. Topics / material will be derived from academic theory, real industry experiences and current events. A series of selected self-assessments will be applied to help the student self-reflect on their strengths and particular areas needing development.

Course Learning Outcomes (CLO)
After completing this course, the student should be able to:

CLO-1	Be aware of their own leadership style and the capabilities they must develop in order to be a more balanced and adaptable leader;
CLO-2	Critically assess the performance of other leaders, with both positive and negative examples;
CLO-3	Be more in control of their reactions, and more consistent in applying their core values and character when interacting or making decisions;
CLO-4	Be more conscious of what they need to establish and develop relationships with a range of diverse stakeholders.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	2	3	2	2
CLO-2	3	3	3	2	3
CLO-3	3	3	2	3	1
CLO-4	2	1	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 Leadership Importance of Leadership, Leadership Defined: Ways of conceptualizing leadership, Definition and components, Leadership Described: Trait vs. process, Assigned vs. emergent, Leadership and power, Leadership and coercion, Leadership and management.	4.5	Lecture & Class Participation	Test & Quiz	1, 2
2. Trait Approach to Leadership Great Person Theories, Historical Shifts in Trait Perspective, Traits that Differentiate Leaders from Non-leaders, Application of Trait Approach.	3	Lecture	Test & Quiz	1, 2
3. Skills Approach to Leadership Skills Approach Perspective, Three-Skill Approach (Katz, 1955), Skills-Based Model (Mumford et al., 2000), Application of Skills Approach.	4.5	Lecture &Group Discussion	Test & Quiz	1, 2, 3
4. Behavioral Approach to Leadership Behavioral Approach Perspective, Ohio State Studies, University of Michigan	4.5	Lecture &Class Participation	Test &Assignment	1, 2, 3, 4

Studies, Blake & Mouton's Leadership Grid, Paternalism/Maternalism, Opportunism, Application of Style Approach.				
5. Situational Approach to Leadership Situational Approach Perspective, Leadership Styles, Developmental Levels, Application of Situational Approach.	3	Lecture	Test & Assignment	1, 2, 3, 4
6. Path–Goal Theory of Leadership Path–Goal Theory Perspective, Conditions of Leadership Motivation, Leader Behaviors, Follower Characteristics, Task Characteristics, Application of PGT.	4.5	Lecture	Test & Assignment	1, 2, 3, 4
7. Leader–Member Exchange Theory of Leadership LMX Theory Description, LMX Theory Perspective, Phases in Leadership Making, Application of LMX Theory.	3	Lecture & Class Participation	Test & Quiz	1, 2, 3, 4
8. Transformational Leadership (TL) Perspective, Model of TL, TL Factors, The Additive Effects of TL.	3	Lecture & Group Discussion	Test & Quiz	1, 2, 3, 4
9. Authentic Leadership Perspective, Approaches to Authentic Leadership, Application of Authentic Leadership.	3	Lecture & Group Discussion	Test & Assignment	1, 2, 3, 4
10. Adaptive Leadership Perspective, Model of Adaptive Leadership, Application of Adaptive Leadership.	3	Lecture & Group Discussion	Test & Assignment	1, 2, 3, 4
11. Team Leadership Team Leadership Perspective, Team Leadership Model, Team Effectiveness, Leadership Decisions, Leadership Actions, Application of Team Leadership Model.	4.5	Lecture	Test	1, 2, 3, 4
12. Addressing Ethics in Leadership Leadership Ethics Perspective, Practical Ethical Theory, Ethical Theories, Centrality of Ethics to Leadership, Principles of Ethical Leadership, Diverse Ethical Perspectives.	4.5	Lecture & Class Participation	Test	1, 2, 3, 4

Textbook(s)
Peter G. Northouse, *Leadership*: Theory and Practice, SAGE Publications.

Reference(s)
1. George Manning and Kent Curtis, *The Art of Leadership*, McGraw-Hill.
2. Gary Yukl, *Leadership in organizations*, 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	0	10	20
Analyze	05	05	05	05	20
Evaluate	05	0	05	10	20
Create	05	0	0	05	10
Total	20	20	20	40	100

HRM-0413-565: Human Capital Development
Credit Hours: 3

Course Rationale:

The course is focused on enhancing the ability of the future HR Managers on enhancing the ability to change organizational behavior. The array of strategic to functional aspects of training and development will be taught in this course. Students will be acquainted to the strategic role of human resource development, adult learning styles, technology and learning and management education. Leadership and effective communication techniques will be emphasized. A very engaging class room environment will be encouraged to train them with competencies through developing and implementing experiential sessions for small groups.

Course Description

This course is designed to provide a basic framework for understanding basic principles and process of human resource development to make the people competent for the present and upcoming future requirements of the organization.

Course Learning Outcomes (CLO)

Upon completion of this course, student will be able to:

CLO-1	Examine the development need for the people of the organizations
CLO-2	Design training program using the skills, knowledge and behavior required for human resource of an organization
CLO-3	Differentiate the quality of different HRD programs for determining the effective methods of human resource development.
CLO-4	Manage and evaluate training programs to achieve the better outcomes of HRD programs.
CLO-5	Understand the requirements for career development and Management development.

Mapping of CLOs to PLOs

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

CLO-4	3	3	1	3	1
CLO-5	3	3	2	3	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 Human Resource Development The Progression toward a Field of Human Resource Development, the Relationship between Human Resource Management and HRD/Training, Human Resource Development Functions, Roles and Competencies of an HRD Professional, Challenges to Organizations and to HRD Professionals, A Framework for the HRD Process.	6	Lecture	Test	1
2. Assessing HRD Needs Strategic/Organizational Analysis, Task Analysis, Person Analysis, Prioritizing HRD Needs.	3	Lecture	Test	2
3. Designing effective HRD programs Defining the Objectives of the HRD Intervention, The "Make-Versus-Buy" Decision: Creating or Purchasing HRD Programs, Selecting the Trainer, Selecting Training Methods and Media, Preparing Training Materials, Scheduling an HRD Program.	6	Lecture & Group Discussion	Assignment & case analysis	3
4. Implementing HRD Programs Training Delivery Methods, On-The-Job Training (OJT) Methods, Classroom Training Approaches, The Lecture Approach, The Discussion Method, Audiovisual Media, Computer-Based Training (Classroom-Based), Self-Paced/Computer-Based Training Media and Methods, Some Final Issues Concerning Training Program Implementation, Arranging the Physical Environment.	9	Lecture & Group Discussion	Test & Case analysis	3
5. Evaluating HRD Programs The Purpose of HRD Evaluation, How Often Are HRD Programs Evaluated? The Evaluation of Training and HRD Programs Prior to Purchase, Changing Evaluation Emphases, Models and Frameworks of Evaluation, Kirkpatrick's Evaluation Framework, Other Frameworks or Models	9	Lecture and group discussion	Test & Case analysis	4

of Evaluation, Comparing Evaluation Frameworks, A Stakeholder Approach to Training Evaluation.				
6. Career Management and Development Defining Career Concepts, Stages of Life and Career Development, Models of Career Development, The Process of Career Management, Roles in Career Management, Career Development Practices and Activities, Issues in Career Development, Delivering Effective Career Development Systems.	6	Lecture and group work	Test and presentation	5
7. Management Development Describing the Manager's Job: Management Roles and Competencies, Making Management Development Strategic, Management Education, Bachelor's or Master's Degree Programs in Business Administration, Executive Education Programs, Management Training and Experiences, Examples of Approaches Used to Develop Managers, Designing Effective Management Development Programs.	6	Lecture and group work	Test and presentation	5

Textbook(s)
Jon M. Werner and Randy L. Desimone, *Human Resource Development*, South-Western Cengage learning.

Reference(s)
Raymond A. Noe, Employee Training and Development, available higher edition, McGraw-Hill.

Assessment and Evaluation

Bloom's Category	Class test	Quizzes	Case Analysis	Assignment and presentation	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	0	0	05	05	20
Understand	05	0	05	0	05	05	20
Apply	0	0	05	0	05	05	15
Analyze	0	0	0	10	05	05	20
Evaluate	05	0	0	05	0	05	15
Create	0	0	05	05	0	0	10
Total	10	10	15	20	20	25	100

HRM-0413-566: Strategic Human Resource Management

Credit Hours: 3

Course Rationale:
This course is intended to convey knowledge of the basic functions of human resource management, current practices, and issues and build competency highlighting on the role of strategic human resource management has in a firm's success, along with knowledge. The syllabus will be covering content relevant to HRM topics such as HR Strategy, Planning and Recruitment, Staffing, Training and Development, Retention, Performance Management, Compensation and Benefits, and other aspects of HRM contemplating the relationship between these HRM practices and organizational effectiveness. The concept of sustainable competitive advantage linking HRM with an organization's business objectives will be covered as Strategic HRM will require students to work at an advanced level to critically analyze HR strategies in relation to their application in the workplace.

Course Description
Strategic human resource management is designed to expose the students with a critical understanding of the theories, principles, historical trends, current issues and practices relevant to human resource management strategy in organizations. The course has two central themes: (1) How to think systematically and strategically about aspects of managing the organization's human assets, and (2) What really needs to be done to implement these policies and to achieve competitive advantage. Students will carry out a detailed strategic analysis of human resource management issues in their organizations, and, in doing so, they will be able to identify and evaluate key HR issues which critically impact on organizational performance and strategic direction. This course also familiarize the students the strategic role of human resource managers and how their decisions as strategic partner contribute to organizational effectiveness and a firm's competitive advantage. By exploring the shifting of roles from process manager or administrator to strategic business advisor and partner, students will understand the unique strategic positioning of contemporary human resource management and the subsequent demands placed on professionals working in this area.

Course Learning Outcomes (CLO)
After completing the course, the student should be able to:

CLO-1	Understand how human resource management strategy is developed in response to internal and external environmental factors;
CLO-2	Know the relationship between human resource management and organizational performance;
CLO-3	Evaluate the impact of human resource management strategies, concepts and values upon the organization's success;
CLO-4	Understand a range of human resource management activities (e.g. Recruitment, selection and assessment, succession planning, performance management, reward management, talent development, etc.);
CLO-5	Apply theories and concepts relevant to strategic human resource management in contemporary organizations;
CLO-6	Develop effective policies, with regard to e.g. Strategic human resource management, with appropriate sensitivity and responsiveness to the current role assumed by the HR function and future aspirations.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	1	1
CLO-2	3	2	2	3	2
CLO-3	3	3	3	1	1
CLO-4	2	2	3	2	2
CLO-5	3	3	3	3	3
CLO-6	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. The Concept of Strategic Human Resource Management Strategic HRM defined, Basis of strategic HRM, Aims of strategic HRM, Concepts of strategic HRM, Perspectives on strategic HRM, Traditional HRM Vs Strategic HRM, Barriers to strategic HRM, Outcomes of Strategic HRM, The best-practice approach, The best-fit approach.	6	Lecture	Quiz	1, 2
2. Human Resource Strategies Defining HR strategies, Purpose of HR Strategies, Overall HR strategies, Specific HR strategies, Criteria for an effective HR strategy, Developing HR strategies, Implementing HR strategies.	6	Lecture & Class Participation	Assignment & Test	1, 5
3. Strategic Workforce Planning Linking organizational strategy to workforce planning, Workforce planning process, Forecasting demand for labor, Markov analysis, Forecasting supply of the labor, Aggregate planning, Succession Planning, A special case in workforce planning: Retrenchment.	3	Lecture & Group Discussion	Test	3, 4
4. Design and Redesign of Work Systems A model of work design, What workers' do, What workers' need, How job interface with other jobs, Redesigning work systems, Strategic work redesign, Outsourcing and off-shoring, Impact of technology on HR, HR issues and challenges related to technology.	3	Lecture	Test	2, 6
5. High-performance Strategy High-performance work system defined, Characteristics of a high-performance	6	Lecture	Test & Quiz	3, 5

work system, Components of an HPWS, Impact of high-performance work systems, Developing a high-performance strategy.				
6. Employee Resourcing Strategy The objective of employee resourcing strategy, The strategic HRM approach to resourcing, Recruitment Strategy- Internal vs External resourcing, Methods of recruiting, Selection process issues, Interviewing process issues, New trend in employee resourcing.	6	Lecture	Test & Quiz	4, 5, 6
7. Employee Training and Development Strategy Benefits of employee training and development, Planning and strategizing training, Need assessment, training objectives, training design and delivery, Training evaluation, Organizational development, Integrating training with performance management systems and compensation.	6	Lecture and Group Discussion	Assignment & Test	4, 5, 6
8. Performance Management Strategy Strategic choices in performance management system, Prerequisites for effective performance evaluation, Performance evaluation strategies, Perceptual errors of raters in performance evaluation, Developing an effective performance management system, Diagnosing Performance Problems.	3	Lecture & Class Participation	Test	4, 5, 6
9. Employee Reward Strategy Reward strategy defined, Characteristics of reward strategies, The structure of rewardstrategy, Guiding principles, Developing reward strategy, Organizational rewards, Component of organizational rewards Establishing base pay rate, Skill and competency based pay structure, Employee incentive plans, Employee benefit strategy.	3	Lecture	Test	4, 5, 6
10. Employee Relations Strategy Employee relations strategy defined, The background to employee relations strategies, The HRM approach to employee relations, Policy options, Formulating employee relations strategies, Employee voice strategies.	3	Lecture	Test and Quiz	4, 5, 6

Textbook(s)

1. Jeffrey A. Mello, *Strategic Human Resource Management*, Cengage Learning.
2. Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright, Linda Eligh, *Strategic Human Resource Management: Gaining a Competitive Advantage*, McGraw-Hill.

Reference(s)
1. Michael Armstrong, *Strategic Human Resources Management: A Guide to Action*, Kogan Page.
2. Randall S. Schuler and Susan E. Jackson, *Strategic Human Resource Management*, John Wiley & Sons.

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	0	05	05	10
Analyze	0	0	05	10	15
Evaluate	0	0	05	15	20
Create	05	0	05	10	20
Final	10	10	30	50	100

HRM-0413-567: Human Resource Information Systems and HR Analytics
Credit Hours: 3

Course Rationale:
In this course, the roles of information and technology are reviewed to facilitate the specification, development, implementation, and maintenance of information technology for supporting employee information, decision-making and strategic planning. Students will develop a conceptual understanding of the HR analytics process and implementation.

Course Description
The purpose of this course is to provide an overview of the field of Human Resource Information Systems (HRIS). This course blends Human Resource Management (HR) concepts with Management Information Systems (MIS) concepts. Although a background in information systems is helpful, it is not a pre-requisite to succeed in this course.

Course Learning Outcomes (CLO)
At the end of the course, the students should be able to:

CLO-1	List the organizational benefits of Human Resource Information System (HRIS).
CLO-2	Describe the applications of HRIS in the HR functional areas or practices.
CLO-3	Identify and describe the perspectives in managing automated Human Resource data/information.
CLO-4	Explain the characteristic features of HRIS.
CLO-5	Operate a number of highly regarded HR software.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	2	2	1
CLO-2	3	3	3	2	1
CLO-3	3	3	3	1	2
CLO-4	3	2	3	3	2
CLO-5	2	3	2	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 HRM and HRIS Evolution of human resource management and HRIS, The role of information technology, database concepts and applications in HRIS, Systems considerations in the design of an HRIS: planning for implementation.	3	Lecture & Class Participation	Quiz	1, 2
2. Determining HRIS Needs HRIS needs analysis, System design and acquisition, Human resource metrics and workforce analytics, Cost justifying human resource information systems investment.	5	Lecture & group discussion	Test & Quiz	1, 2, 3
3. HRIS Implementation and Acceptance Project management and human resource advice for human resource information systems implementation, Change management: implementation, integration and maintenance of the human resource information systems.	3	Lecture & Group Discussion	Test & Assignment	1, 2, 3, 4
4. HRIS Applications Human resource administration and HRIS, Talent management, Recruitment and selection in an internet context, Training and development: issues and human resource information systems applications, Performance management, compensation, benefits, payroll and the human resource information systems, Human resource information system and international human resource management.	6	Lecture & practical class	Test & Assignment	1, 2, 3, 4, 5
5. Special Topics in HRIS Information security and privacy in HRIS, The future of HRIS: emerging	4	Lecture & Class Participation	Test & Assignment	1, 2, 3, 5

trends in human resource management and information technology.				
6. HR Analytics and Business Outcomes Measuring HR programs for business results linkages, How to measure linkage of HR programs to business outcomes, Industry examples of measuring HR programs impact.	5	Lecture & Group Discussion	Test & Case Analysis	2, 3, 4
7. Competing Through Workforce Analytics Traditional measures of organization structure, Becoming more competitive using organization structure, Organization shaping and employee growth, Look at headcount in officers.	4	Lecture & Group Discussion	Test & Case Analysis	2, 3, 4
8. Acquiring High-quality Talent Business levers of talent acquisition, Traditional measures of talent acquisition, Effectiveness measures, Emerging measures of talent acquisition, Talent acquisition for predictable joining and performance, Measuring and improving process capability.	3	Lecture & Group Discussion	Test & Case Analysis	2, 3, 4
9. Result-oriented Talent Development Measuring return on investments on talent development initiatives, Right metrics and measures for strategic alignment.	3	Lecture & Group Discussion	Test & Case Analysis	2, 3, 4
10. Talent Engagement and Retention Business levers of employee engagement, Traditional measures of engagement, Employee retention, Predictive modeling for attrition analysis.	3	Lecture & Group Discussion	Test & Quiz	2, 3, 4
11. Measuring and Managing Competencies Competency baselining, Usage of competency baselines, Leadership development, Using competencies in talent acquisition.	3	Lecture & Group Discussion	Test & Quiz	2, 3, 4
12. Optimizing Compensation and Benefits for High Performance Business levers of compensation and benefits, Organization structure and cost of management, Traditional measure of compensation, Portfolio management of benefits, Tailoring variables pay to performance based on data.	3	Lecture & Group Discussion	Test	2, 3, 4

Textbook(s)
1. Michael J. Kavanagh, Mohan Thite, Richard Johnson, *Human Resource Information Systems: Basics, Applications, and Future Directions*, Sage Publications.
2. Ramesh Soundararajan and Kuldeep Singh, *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, Sage Publications.

Reference(s)
1. Torres, T., *E-Human Resources Management*, ICI Global.
2. Kenneth Laudon and Jane Laudon, *Management Information Systems: Managing the Digital Firm*, Macmillan, New York .
3. James O'Brien, *Management Information Systems*, McGraw Hill, New York.
4. Keri E. Pearlson and Carol S. Saunders, *Strategic Management of Information Systems*, Wiley, Hoboken.
5. Ellen F. Monk and Bret J. Wagner, Concepts in Enterprise Resource Planning, Thomson.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Practical	Mid-term (Test)	Final-term (Test)	Total
Remember	0	05	0	05	05	15
Understand	05	05	05	05	05	25
Apply	05	0	05	0	10	20
Analyze	05	0	0	05	05	15
Evaluate	05	0	0	05	05	15
Create	05	0	0	0	05	10
Total	20	10	10	20	30	100

HRM-0413-568: Innovation, Organization Development and Change Management
Credit Hours: 3

Course Rationale:
This course has been designed in a format that will help you to build your capability to lead and design your organization to effectively implement innovation initiatives and achieve their strategic intent through. A set of frameworks, managing tools, and notions will be taught that will further help you to address several important challenges in managing innovation.

Course Description
Organizations face many challenges and pressures, the most significant of which is survival and survival requires constant adaptation, innovation, and change. In today's business environment, a human resource practitioner must be a skilled change manager. Through this course students learn to become agents for change thereby improve human resource and organizational effectiveness and productivity.

Course Learning Outcomes (CLOs)

Upon successful completion of this course, students will be able to:

CLO-1	Understand and describe the nature of innovation and change in organizations.
CLO-2	Understand and describe the key processes and components in managing change in an organizational context.
CLO-3	Critically review, analyze, and evaluate organizational change research, theories, strategies, and methodologies.
CLO-4	Propose solutions to organizational issues using organizational development interventions.
CLO-5	Demonstrate improved teamwork and communication skills.

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	3	3	3	3	2
CLO-3	3	3	3	3	3
CLO-4	3	3	3	3	3
CLO-5	2	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
Overview of change and OD, Challenges of managing change and OD, Historical overview and assumptions, Implications for managing change and OD	3	Inquiry-based Learning, Brainstorming, Interactive discussion, Multimedia presentation and delivery of lecture	Exam & Quiz	2, 4
The human relations, social, growth and development and complex-integrative assumptions about human performance in the work place, OD and reinventing the organization, The role of expectations, situational helplessness and locus of control, Personal characteristics and OD.	6	Inquiry-based Learning, Brainstorming, Interactive discussion, Multimedia presentation and delivery of lecture	Exam & Quiz	1, 2, 3, 5
Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work	6	Lecture, interactive discussion, concept board illustration	Exam & Quiz	1, 2, 3

redesign, Change levers and organizational change and OD, The role of communication and information in change and OD, Greenfields and green fielding.				
Planned, reactive and proactive change, Diagnostic and analytical tools, Organization renewal, planned change, OD and changing organizational culture, Strong and weak organizational cultures and their implications for change, Stakeholder analysis, force field analysis and action research, Weisbard's six-box model.	6	Lecture and small case discussion (brainstorming), interactive discussion,	Assignment, Concept board illustration, Exam & Quiz	1, 2, 3, 4
Employee involvement, participative management and empowerment in od, Team building.	3	Lecture, Brainstorming, Interactive discussion, concept board, Multimedia	Case solving, Exam	1, 4, 5
Technological change and socio-technical systems, Work and job redesign, cross-functional teams autonomous work groups and self-managing teams, T-groups, sensitivity groups and NTL.	3	Lecture, Brainstorming, Interactive discussion, concept board, Multimedia	Video Assessment, Assignment and Presentation	4, 5
Goal setting, Management by objectives (MBO), Survey feedback and appreciative inquiry, Six sigma, total quality management and other approaches to continuous quality, production and process improvement intervention, Technological change and changing work processes, SDG and change programs: fads, fancies and evolution, Radical change: reengineering and restructuring the organization, downsizing and dumb-sizing, Incremental change and OD.	6	Lecture, Brainstorming, Interactive discussion, concept board, Multimedia	Case solving, Exam	1, 2, 3
System wide interventions and high-performance systems, Organizational transformation: strategic management, The frontiers of organizational structure, organizational learning and change: high reliability organizations and emerging forms.	3	Lecture, Brainstorming, Interactive discussion, concept board, Multimedia	Case solving, Exam	1, 4
Process consulting and intervention, the recipients of	6	Lecture, Brainstorming,	Exam & Quiz	1, 2, 3, 4, 5

change, resistance to change and overcoming resistance to change, Barriers to change, Overcoming barriers to change.		Interactive discussion, concept board, Multimedia		
Approaches to evaluating and assessing the effectiveness of OD, Change programs and organizational learning, Using organizational change levers to assess and diagnose change programs and evaluate the likelihood of successful and enduring change and OD.	3	Lecture, Brainstorming, Interactive discussion, concept board, Multimedia	Exam & Quiz	1, 2, 3, 5

Textbook(s)
1. Colin Rye, *Change Management: The 5-Step Action Kit,* Kogan Page.
2. Donald F. Harvey and Donald R. Brown ,*An Experiential Approach to Organization Development*, Prentice-Hall.

Reference(s)
1. Ian Palmer , Richard Dunford and Gib Akin, *Managing Organizational Change: A Multiple Perspectives Approach*, McGraw-Hill.
2. Wendell French, Cecil H Bell and Robert A Zawacki, *Organization Development and Transformation: Managing Effective Change*, Irwin McGraw-Hill.
3. Marvin R. Weisbord, *Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century*, Jossey-Bass.

Assessment and Evaluation
Bloom's Category	Assignments and Case solving	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	05	05	05	20
Apply	05	05	0	05	20
Analyze	05	0	05	10	15
Evaluate	0	0	05	05	10
Create	05	0	0	10	15
Total	20	20	20	40	100

HRM-0413-569: Office Management and Communications
Credit Hours: 3

Course Rationale:
Managers run the organization from an office, either physical or virtual. Office is a psychological center of the organization and communication for the purpose of managing. All business and management graduates need functional competency of office management

and communication. These skills are needed by modern office managers, administrators, supervisors and personnel.

Course Description

Managers run the organization from an office, either physical or virtual. Office is a psychological centre of the organization and communication for the purpose of managing. This very practical course provides expert advice on the most important duties of modern office managers, administrators, supervisors and personnel; it aims to produce office managers/administrators who can effectively and efficiently supervise services essential to the smooth running of the enterprise. This course will equip the students how to efficiently organise, manage and administer the office and the workplace environment, including both personnel and office equipment and systems.

Course Learning Outcomes (CLO)

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

CLO-1	Describe different forms of organizations and office management and coordination;
CLO-2	Appreciate the most important duties of modern office managers, administrators, supervisors and personnel;
CLO-3	Gain the knowledge and skills required in training, supervision and control of personnel, equipment, and computer systems; and management of the communications network, the reception, the mailroom, cashiering, accounts work, stationery, office layout and work environment;
CLO-4	Develop processes for office operations, Identify components of office management roles and procedures and team dynamics.
CLO-5	Communicate finding using business software applications (MS Office: Word, Excel, and PowerPoint).

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	3	3	3	1	2
CLO-3	3	3	3	3	2
CLO-4	2	3	3	2	3
CLO-5	1	3	2	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 Meaning and importance of office and office management, Functions, Nature and scope, Modern concept, Characteristics of office work, Departmentalization, centralization and co-ordination of office work, Office workers and their job, Status and qualities of an office manager.	3	Lecture & Class Participation	Test	1, 2

2. Office Accommodation Selecting the location of office, Environment and decoration, Layout and its importance, objectives, types, space planning, advantages of good layout.	3	Lecture & Class Participation	Assignme nt & Test	3
3. Office Furniture and Equipment Furniture types, selection and layout, Office mechanization objects, advantages & disadvantages, Office machine classification: computer, printer, scanner, photocopies, fax machine, Use of labor saving devices.	3	Lecture & Group Discussion	Assignme nt & Test	3
4. Record Management Purpose of record keeping and management, procedure, Filing methods, principles, Selecting filing equipment and requirement of good filing, Importance, methods and steps of indexing.	6	Lecture	Test & Quiz	2, 3, 4
5. Office Manual and Office Forms Definition, importance and types of office manual, Steps of preparing office manual, Features of a good office manual and designing office forms.	6	Lecture	Test & Quiz	2, 3, 4
6. Office Work Measurement and Cost Control Importance, purpose, methods and limitations of office work measurement, Nature, importance and methods of office cost control.	6	Lecture	Test & Quiz	3, 4
7. Office Secretary Definition, types, importance, necessity and qualities of a secretary, Functions and duties of a private secretary, Company secretary appointment, qualifications, functions, rights, duties, liabilities and legal position.	6	Lecture & Group Discussion	Test	3, 4
8. Meetings Various types of meetings, Prerequisites of valid meetings, Preparing agenda, Note minutes, motion and resolution of different meetings, Methods and procedure of voting.	6	Lecture & Group Discussion	Test	3, 4, 5
9. Office Correspondence and Report Writing Feature of a good report, Statutory report, Directors, Procedure of handling different types of mails and courier services.	3	Lecture	Assignme nt & Test	3, 4, 5
10. Office Management in Bangladesh Characteristics, importance, various types of office employees and their salary &	3	Lecture	Assignme nt & Test	3, 4, 5

fringe benefits, office disciplines etc.				

Textbook(s)

1. George R. Terry, *Office Management and Control,* Irwin Inc.
2. S. P. Arora, *Office Organization and Management*, Vikas Publishing House Pvt. Limited.

Reference(s)

1. Geoffrey Whitehead, *Office Practice*, Made Simple.
2. William H.; Robinson, Edwin M. Leffingwell, *Textbook of Office Management Hardcover*, McGraw-Hill book company Inc.
3. B. N. Tandon, *Manual Office Management and Correspondence.* S Chand & Company Ltd.

Assessment and Evaluation

Bloom's Category	Assignments/ Participation Viva	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	05	05	05	15
Understand	0	05	05	05	15
Apply	05	0	05	10	20
Analyze	10	0	05	05	20
Evaluate	10	0	0	05	15
Create	05	0	0	10	15
Total	30	10	20	40	100

HRM-0413-570: Green HRM and Sustainable Development Goal (SDG)
Credit Hours: 3

Course Rationale:

This course is offered to create an understanding of the historical evolution, key theories, and concepts of sustainable development. It will also address the major issues affecting sustainable development and how sustainable development can be linked and achieved in practice through green management at organizational level.

Course Description

The focus of this course is on the management initiatives that are required to lead the green organization. Students will examine the embedding of sustainability practices, such as energy efficiency and environmental impact reduction, into various corporate departments, and how the implementation requires contextual approaches.

Course Learning Outcomes (CLO)

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

CLO-1	Critically review research and practices in green management and sustainable HRM to extend the overall strategic management of concerned organization(s);
CLO-2	Examine a company's current sustainability position and develop corporate sustainability strategies that incorporate a company's competitive and profit objectives, government regulation and industry standards;

| CLO-3 | Identify strategies for implementing and managing sustainability initiatives across an organization's functional areas; |
| CLO-4 | Demonstrate effective written and oral communication skills in the green management practices and SDG context. |

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5
CLO-1	3	3	3	1	2
CLO-2	3	3	3	2	2
CLO-3	3	3	3	2	1
CLO-4	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. Introduction of Green management The concept of green management, Evolution, Nature, scope, importance and types, Developing a theory, Relevance in twenty first century, how to go green, Spreading the concept in organization, Environmental and sustainability issues for the production of high-tech components and materials, life cycle analysis of materials, sustainable production and its role in corporate social responsibility (CSR) and corporate environmental responsibility (CER).	10	Lecture & Class Participation	Test & Quiz	1, 2, 4
2. Integrating Sustainability into Business Systems thinking for sustainability, Value chain perspective, Beyond corporate social responsibility, Sustainability strategy and planning, Stakeholder engagement, Sustainability performance management, Continuous improvement, Sustainable procurement, Supply chain sustainability, Product stewardship, extended producer responsibility.	10	Lecture & Class Participation	Test & Quiz	1, 2, 3
3. Green Marketing and	8	Lecture &	Test & Quiz	1, 2, 3

		Group Discussion		
Sustainability Sustainability and marketing strategy, Supply chain strategy and sustainability, Lifecycle analysis models, Sustainable consumer behavior and other stakeholders, Pricing, costing, and sustainability, Communication and sustainability, The ethics of green-washing, Innovation/new product development and sustainability, Eco-labeling, Implementation and control of sustainability and marketing strategy.				
4. Green HRM Need for GHRM, green HRM practices, green behavior in organization, Green recruitment, Green training and development, Green performance management, Green compensation, Green employee relations, Green initiatives for HR, Paperless office.	8	Lecture & Class Participation	Test & Assignment	1, 2, 3, 4
5. Sustainable Finance Financial and business crises and unsustainable businesses, Sustainability guidelines: GRI, un global compact, OECD guidelines, EU guidelines etc. Valuation / value creation, Sustainability information needs of investors, Sustainability reporting and its importance, Integrated reporting, Emerging trends in sustainability reporting, Sustainable investment products and strategies.	9	Lecture	Test &Assignment	1, 2, 3

Textbook(s)
1. Douglas Renwick, *Green Human Resource Management: Towards Environmental Sustainability in Action,*Routledge.
2. Frank-Martin Pelz and Ken Peattie, *Sustainability Marketing: A Global Perspective*, Wiley.
3. Sonia Labatt and Rodney R. White, *Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products*. John Wiley & Sons.

Reference(s)
1. SugumarMariappanadar, *Sustainable Human Resource Management: Strategies, Practices and Challenges*, Macmillan International.
2. John F. Wasik, *Green Marketing and Management: A Global Perspective*, Wiley-Blackwell.

3. Forest Reinhardt, *Down to Earth: Applying Business Principles to Environmental Management*. Harvard Business School Press.
4. Cary Krosinsky, Nick Robins, Stephen Viederman, *Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership*. John Wiley & Sons.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	10	05	05	20
Understand	05	05	05	05	20
Apply	05	05	0	10	20
Analyze	05	0	05	05	15
Evaluate	0	0	05	10	15
Create	05	0	0	05	10
Total	20	20	20	40	100

HRM-0413-571: Total Reward Management
Credit Hours: 3

Course Rationale:
Management of performance is most challenging task in the organizations. Motivating people needs a wise combination of monetary and non-monetary rewards from organization. This course will develop the functional capability of designing a Total Reward system and environment for the organization.

Course Description
Money and its kinds are not always enough for management of performance. Today both employer and employees are looking at the range of total reward system over the duration in the organization and career. The emphasis of this course is on the Idea of Total Reward – how it is more than compensation system. It will discuss the components of Total Reward, total Reward Framework latest, by professional bodies, and the challenges of maintaining total reward environment.

Course Learning Outcomes (CLO)
After completing the course, the student should be able to:

CLO-1	To know the Idea of Total Reward – how it is different from traditional compensation approach – components of Total Reward - Total Reward Framework (latest, by professional bodies);
CLO-2	To understand issues of compensation management, Total compensation package, Compensation components: Salaries, incentives, benefits and allowances;
CLO-3	To appreciate the concept of Strategic perspectives of pay, Internal Alignment (Consistency) and External alignment or competitiveness, Pay for Performance;
CLO-4	To know how to use Pay for Performance - Review of performance appraisal - Benefits Determination Process- Value of benefits, legally required benefits, others benefits;
CLO-5	To be skilled at meeting the challenges of maintaining an environment for total reward.

Mapping of CLOs to PLOs

PLO/CLO	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5	PLO-6
CLO-1	3	3	3	2	1	1
CLO-2	3	3	2	3	1	1
CLO-3	3	3	3	3	3	3
CLO-4	2	2	2	2	3	3
CLO-5	3	3	1	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. Introduction to Reward Management Definition and types of reward, The Pay Model, Contrasting Perspectives of Compensation, Forms of pay.	3	Lecture	Test	1
2. Compensation Compensation management, Total compensation package, Compensation components: Salaries, incentives, benefits and allowances.	3	Lecture & Class Participation	Assignment & Test	2
3. Compensation System Development Employee satisfaction and motivation issues in compensation design, Establishing internal, external and individual equity, Legal regulation of compensation systems.	12	Lecture & Group Discussion	Assignment & Test	3
4. Strategic compensation Strategic perspectives of pay, Strategic pay decisions	3	Lecture	Test & Quiz	3
5. Internal Alignment (Consistency) Definition of internal alignment, Internal pay structures, Strategic choices in internal alignment design.	6	Lecture	Test & Quiz	4
6. Pay for Performance PFP plans, Review of performance appraisal.	6	Lecture and Group Discussion	Test	4
7. Benefits Determination Process Value of benefits, Legally required benefits, Others benefits.	3	Lecture and Group Discussion	Test	5
8. Idea of Total Reward How it is different from traditional compensation approach, components of Total Reward, Total Reward Framework (latest, by professional bodies)	3	Lecture and Group Discussion	Test	5

Textbook(s)

1. Milkovich, G.T. & Newman, J.M., *Compensation*, McGraw-Hill.

2. Armstrong, M. and Murlis, H., *Reward Management: A handbook of remuneration strategy and practice*, Kogan page.

Reference(s)
Timothy F. Carse and Jeffrey Slater, *The Payroll Toolkit*, Penn & Pearl Publishers.

Assessment and Evaluation

Bloom's Category	Assignments/ Participation Viva	Quizzes	Mid-term (Test)	Final-term (Test)	Total
Remember	0	05	05	05	15
Understand	0	05	05	05	20
Apply	05	0	05	10	20
Analyze	10	0	05	05	15
Evaluate	10	0	0	05	15
Create	05	0	0	10	15
Total	30	10	20	40	100

HRM-0413-572: Cases in HRM
Credit Hours: 3

Course Rationale:
The course has been offered to make students familiar with the real challenges faced by organizations of diverse types with respect to managing human resources. Students will assume the roles of case protagonists in making effective decisions for sustainable development of the respective organizations.

Course Description
Decision making for the future can be wisely done by reflecting on the past events. Therefore, case studies serve as an effective method of teaching. Case studies ignite discussions, provide detailed valuable information, develop problem-solving skills, and bring the students closer to the real world. Human Resource practitioners face tough business problems, and they have to partner with other strategically important areas in finding solutions to them. The goal of this course is to present a compilation of Human Resource Management (HRM) case studies highlighting the contemporary practices in the major processes of HR Functions. These case studies will put forward experiential learning and will impel the interest of the students.

Course Learning Outcomes (CLOs)
After completion of the course, the students will be able to:

CLO-1	Analyze and develop the HR strategies of an organization that lead to competitive advantages.
CLO-2	Integrate HR strategies with overall business/ corporate strategies of an organization.
CLO-3	Provide strong justification and support for strategic choices.
CLO-4	Demonstrate a team-based approach in problem identification and resolution.

Mapping of CLOs to PLOs

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

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

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

Topic	Hours	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
21st century HRM strategic planning and legal issues: The new HRM process, strategy driven HRM, legal environment and diversity management.	9	Lecture Case analysis Class Participation	Assignment & Quiz	1, 2, 3, 4
Cases on talent acquisition	9	Lecture Case analysis Group presentation	Assignment	1, 2, 3, 4
Cases on talent development	9	Lecture Case analysis Group presentation	Assignment & Quiz	1, 2, 3, 4
Cases on rewards management	9	Lecture Case Analysis Group presentation	Assignment & Test	1, 2, 3, 4
Cases on industrial relations, safety health and environment	9	Lecture Case Analysis Group presentation	Assignment & Test	1, 2, 3, 4

Textbook(s)
David Kimball, *Cases in human resource management,* SAGE.

Reference(s)
1. Sanjeev Bansal, Jaya Yadav and HargovindKakkar, *Case studies in human resource management*, Wiley.
2. Gary Dessler and BijuVarkkey, *Human resource management*, Pearson.

Assessment and Evaluation

Bloom's Category	Class attendance and participation	Assignments/ Case Analysis/ Presentation	Quizzes	Mid-Term (Test)	Final-Term (Test)	Total
Remember	10	0	0	0	0	10
Understand	10	0	0	0	0	10
Apply	0	10	0	0	0	10
Analyze	0	10	05	05	05	25
Evaluate	0	10	05	05	05	25
Create	0	10	0	05	05	20
Total	20	40	10	15	15	100

HRM-0413-573: Advance Seminar in HRM
Credit Hours: 3

Course Rationale
This course is designed to facilitate a greater understanding and application of advanced human resource management concepts. Students will be given special assignments to apply their knowledge in an array of HRM areas to solve the current challenges faced by Human Resource managers in a rapidly changing business world.

Course Description
HRM is an expansive discipline and the body of knowledge is expanding to great many dimensions. These are both exciting and challenging. The course will present ongoing advanced topics not adequately available in established courses and textbooks. Students will be challenged with open-ended questions to prepare them advanced analytical and narrative capability. Various articles and recent research will be the focus of discussion in the seminars. Students will be expected to prepare their own seminar papers at the end of the course. Students may also conduct qualitative or quantitative research on a topic in human resource management.

Course Learning Outcomes (CLO)
After completing this course, the student should be able to:

CLO-1	Trace the contemporary theories and practices of HRM;
CLO-2	Conduct research in any area of HRM;
CLO-3	Prepare a report and present the findings of study in front of a diverse audience;
CLO-4	Disseminate the implications of the research and recommend necessary measures.

Mapping of CLOs to PLOs

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

CLO-4	2	1	2	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. Contemporary Trends and Challenges of HRM Business Strategy and HRM, The employment relationship, Managing and retaining talent, Organizational and individual creativity, HR analytics, Psychological empowerment, Employee work engagement.	9	Lecture & Class Participation	Test & Assignment	1, 2
2. Developing a Research Proposal Conducting literature review, writing theory.	6	Lecture	Test & Assignment	2, 3
3. Conducting Literature Survey.	6	Lecture	Test &Assignment	1, 2, 3
4. Developing Conceptual Research Model Writing Research Questions / Hypotheses.	6	Lecture & Class Participation	Test & Assignment	2, 3
5. Types of Research Qualitative / Quantitative Research and Design of Field Research.	3	Lecture	Test & Assignment	2, 3
6. Data Collection Design of Interviews / Questionnaires for Field Research.	3	Lecture & Class Participation	Test & Assignment	2, 3
7. Interviewing Skills and Techniques.	3	Lecture & Class Participation	Test & Assignment	2, 3
8. Data Analysis Analyzing Collected Data in Relation to Research Objectives / Questions / Hypotheses.	3	Lecture & Class Participation	Test & Assignment	1, 2, 3
9. Reporting Reporting Research Findings, Implications, and Conclusion.	3	Lecture	Test & Assignment	1, 2, 3, 4
10. Presenting Outcomes Presenting the Research Project Outcomes.	3	Lecture	Test &Assignment	2, 3, 4

Textbook(s)
1. Valerie Anderson, *Research Methods in Human Resources Management*, CIPD, UK.
2. Gary Dessler, and BijuVarkkey, *Human Resource Management*, Pearson.
3. JaapPaauwe and Elaine Farndale, *Strategy, HRM and Performance*, Oxford University Press.

Reference(s)

A number of readings comprised of seminal work, highly-cited articles, and review pieces will be discussed at length in this seminar. The course instructor will carefully select relevant materials that will provide the students with deeper and broader understanding in each area of HRM.

Assessment and Evaluation

Bloom's Category	Assignments	Quizzes	Mid-term (test)	Final-term (test)	Total
Remember	0	10	05	05	20
Understand	05	05	05	05	20
Apply	05	05	0	10	20
Analyze	05	0	05	05	15
Evaluate	0	0	05	10	15
Create	05	0	0	05	10
Total	20	20	20	40	100

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)
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 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.