



Chittagong Independent University (CIU)
Bachelor of Business Administration (BBA) Curriculum
School of Business

[This syllabus has been designed as per the recommendations of the Sub-Committee for preparing standard syllabus guidelines formed by UGC]

Requirements for the BBA Program

a) Credit distribution

1	Foundation Courses	27 Credits
2	Core Courses	60 Credits
3	Major	22 Credits
4	Minor	15 Credits
5	LFE (Live-in-Field Experience)	03 Credits
6	Internship/Research Project	03 Credits
7	Comprehensive Viva	03 Credits
<i>Total requirement for degree</i>		<i>133 credits</i>

b) Duration of BBA Program: 4 years

c) Total credit hours: 133

d) Admission requirements: As per UGC direction



FOUNDATION COURSES

Foundation Courses			30 Credits
Communication Skills			6
1.	ENG 101	Listening and Speaking Skills	3
2.	ENG 102	English Reading Skills	3
3.	BUS 105	Business Communication*	3
4.	ENG 106	Advanced English Skills	3
Computer Skills			3
1.	CAB 101	Computer Applications in Business*	3
Numeracy			3
1.	BUS 211	Business Statistics*	3
Natural Sciences			3
1.	ENV 111	Environmental Science	3
2.	PHY 111	Physics	3
3.	PSY 111	Psychology	3
Social Sciences			3
1.	SOC 111	Sociology	3
2.	HEA 101	Health and Society	3
3.	ANT 111	Anthropology	3
4.	SOC 301	Social Science Research Methods	3
Humanities			9
1.	BDS 101	Bangladesh Studies*	3
2.	BDS 102	History of the Emergence of Bangladesh*	3
3.	BLL 101	Bangla Bhasha (বাংলা ভাষা)*	3
Live-in-Field Experience			3
1.	LFE 201	Live-in-Field Experience	3

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CORE COURSES

Core Courses			60 Credits
1.	ACN 201	Principles of Accounting*	3
2.	ACN 204	Cost and Management Accounting*	3
3.	ACN 304	Auditing and Taxation*	3
4.	BUS 201	Introduction to Business*	3
5.	BUS 202	Business Mathematics*	3
6.	BUS 361	Legal Environment of Business*	3
7.	BUS 485	Business Research Methods	3
8.	ECN 211	Microeconomics*	3
9.	ECN 212	Macroeconomics*	3
10.	FIN 211	Principles of Finance*	3
11.	FIN 311	Bank Management*	3
12.	HRM 301	Human Resource Management*	3
13.	HRM 381	Employment / Labour Law*	3
14.	MGT 201	Principles of Management*	3
15.	MGT 301	Organizational Behavior*	3
16.	MGT 331	Operations & Supply Chain Management	3
17.	MGT 305	Entrepreneurship Development & SME Management*	3
18.	MGT 490	Strategic Management*	3
19.	MIS 201	Fundamentals of MIS*	3
20.	MKT 201	Principles of Marketing*	3

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MAJOR AND MINOR COURSES

Major and Minor Courses of Accounting:

Course requirements for Major in Accounting: 22 Credits

Course requirements for Minor in Accounting: 15 Credits

List of courses for both Accounting Major & Minor			
Group: A (Mandatory)			Credit
Hours			
1.	ACN 301	Intermediate Accounting-I	3
2.	ACN 305	Intermediate Accounting-II	3
3.	ACN 405	Cost Accounting-I	3
4.	ACN 406	Cost Accounting-II	3
5.	ACN 410	Taxation System in Bangladesh	3
Group: B (Optional) Any Three including ACN 400L			
1.	ACN/FIN 450	Advanced Financial Accounting	3
2.	ACN 455	Corporate Accounting	3
3.	ACN 460	Accounting for Managerial Control	3
4.	ACN 465	Social & Environmental Accounting	3
5.	ACN 468	International Accounting	3
6.	ACN 480	Human Resources Accounting	3
7.	ACN 490	Seminar in Accounting	3
6.	ACN 400L	Accounting Software (compulsory for major)	1

Major and Minor Courses of Finance:

Course requirements for Major in Finance: 22 Credits

Course requirements for Minor in Finance: 15 Credits

List of courses for both Finance Major & Minor			
Group: A (Mandatory)			Credit
Hours			
1.	FIN 303	Corporate Finance	3
2.	FIN 306	Financial Markets & Institutions	3
3.	FIN/MGT 440	Insurance and Risk Management	3
4.	FIN 465	Investment Analysis	3
5.	FIN/MGT/INB 480	International Financial Management	3
Group: B (Optional) Any Three including FIN 400L			
1.	FIN 390	Quantitative Analysis of Financial Decision	3
2.	FIN 403	Financial Econometrics	3
3.	FIN 410	Emerging Market Finance	3
4.	FIN 430	Export-Import Financing and Strategies	3
5.	FIN 450	Advanced Financial Accounting	3
6.	FIN 475	Derivative Instruments	3
7.	FIN 490	Seminar in Finance	3



8.	FIN 400L	Software Applications in Finance (compulsory for major)	1
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Major and Minor Courses of General Management:

Course requirements for Major in General Management: 22 Credits

Course requirements for Minor in General Management: 15 Credits

List of courses for both General Management Major & Minor			
Group: A (Mandatory)			Credit
Hours			
1.	MGT 401	Corporate Social Responsibility	3
2.	MGT 451	Total Quality Management	3
3.	MGT 461	Project Management	3
4.	MGT/INB 475	Cross-Cultural Management	3
5.	MGT 481	Advanced Supply Chain Management	3
Group: B (Optional) Any Three including MGT 400L			
1.	MGT340	Management Science	3
2.	MGT/HRM 365	Office Management and Communications	3
3.	MGT / HRM 415	Leadership	3
4.	MGT 410	Disaster & Environmental Management	3
5.	MGT/FIN 440	Risk & Insurance Management	3
6.	MGT//HRM/INB465	International Human Resource Management	3
7.	MGT/FIN 480	International Financial Management	3
8.	MGT 400L	Software Applications in Management (Compulsory for major)	1

Major and Minor Courses of Human Resources Management:

Course requirements for Major in HRM: 22 Credits

Course requirements for Minor in HRM: 15 Credits

List of courses for both HRM Major & Minor			
Group: A (Mandatory)			Credit
Hours			
1.	HRM 361	Talent Acquisition Management	3
2.	HRM/MGT 415	Leadership	3
3.	HRM 450	Human Resource Development	3
4.	HRM 461	Total Reward Management	3
5.	HRM 481	Industrial Relations	3
Group: B (Optional) Any Three including HRM 400L			
1.	HRM 362	Human Resource Information Systems	3
2.	HRM 363	Safety, Health, and Environmental Compliance	3
3.	HRM/MGT 365	Office Management and Communications	3
4.	HRM 368	Human Resource Audit	3
5.	HRM 369	Aligning HRM with SDG	3
6.	HRM 371	Performance Management	3



7.	HRM/MGT 401	Corporate Social Responsibility	3
8.	HRM 411	Human Resource Management Practices in	3
9.	HRM/INB/ MGT 465	International Human Resource Management	3
10	HRM 490	Project in HRM	3
11.	HRM 400L	Software Applications in HRM (compulsory for major)	1

Major and Minor Courses of International Business:

Course requirements for Major in International Business:	22 Credits
Course requirements for Minor in International Business:	15 Credits

List of courses for both International Business Major & Minor			
Group: A (Mandatory)			Credit
Hours			
1.	INB 301	International Business	3
2.	INB 302	International Trade & Investment Theories	3
3.	INB/MKT 401	International Marketing	3
4.	INB/HRM 465	International Human Resource Management	3
5.	INB 481	International Logistics & Supply Chain	3
Group: B (Optional) Any Three including INB 400L			
1.	INB 304	Bangladesh in International Business	3
2.	INB 409	International Business Negotiations	3
3.	INB 408	International E-Business Management	3
4.	INB 407	WTO and Multilateral Trade Agreement	3
5.	INB410	Doing Business in Emerging Economies	3
6.	INB/MGT 475	Cross-Cultural Management	3
7.	INB/FIN/MGT48	International Financial Management	3
8.	INB 490	Seminar in International Business	3
9	INB 400L	Software Applications in International Business (compulsory for major)	1

Major and Minor Courses of Marketing:

Course requirements for Major in Marketing:	22 Credits
Course requirements for Minor in Marketing:	15 Credits

List of courses for both Marketing Major & Minor			
Group: A (Mandatory)			Credit Hours
1.	MKT 312	Marketing Management	3
2.	MKT 340	Advertising	3
3.	MKT 350	Service Marketing	3
4.	MKT 481	Consumer Behavior	3
5.	MKT 491	Strategic Marketing	3
Group: B (Optional) Any Three including MKT 400L			
1.	MKT 360	Marketing Research	3
2	MKT 381	Sales Management	3



3.	MKT/INB 401	International Marketing	3
4.	MKT 410	Marketing for Nonprofit Organizations	3
5.	MKT 440	Hospitality and Tourism Marketing	3
6.	MKT 444	Green Marketing	3
7.	MKT 450	Product and Pricing Policy	3
8.	MKT 460	Digital Marketing	3
9.	MKT 470	Brand Management	3
10.	MKT 490	Project in Marketing	3
11.	MKT 400L	Software Applications in Marketing (compulsory for major)	1

Major and Minor Courses of Management Information System:

Course requirements for Major in MIS: 22 Credits

Course requirements for Minor in MIS: 15 Credits

List of courses for both MIS Major & Minor			
Group: A (Mandatory)			Credit Hours
1.	MIS 401	Database Management	3
2.	MIS 405	Systems Analysis and Design	3
3.	MIS 430	Data Telecommunication and Networking	3
4.	MIS 440	Operating System	3
5.	MIS 450	Information Resource Management.	3
Group: B (Optional) Any Three including MIS 400L			
1.	MIS 305	Object- Oriented Programming	3
2.	MIS 455	Web Applications and Internet	3
3.	MIS 460	Enterprise Resource Planning	3
4.	MIS 465	E-commerce	3
5.	MIS 470	Decision Support System	3
6.	MIS 480	Knowledge Management Systems	3
7.	MIS 481	Internet Security	3
8.	MIS 490	Special Topic in MIS	3
9.	MIS 400L	Software Application in MIS (compulsory for major)	1

LFE, Internship and Viva

Mandatory			9
1.	LFE 201	Live-in-Field Experience	3
2.	BBA 496	Internship	3
3.	BBA 497	Research Project*	3
4.	BBA 498	Comprehensive Viva-Voice	3

*In exceptional situation, a student will be allowed to option for Research Project as an alternative for Internship.



FOUNDATION COURSES

Communication Skills

ENG 101: Listening and Speaking Skills

Course Objective

The overall aim of this course is to develop students' existing listening and speaking skills in the English as a second language context. At the end of this course students will be able to acquire different listening and speaking strategies and use them according to their academic needs.

Course Contents

1. Listening

- Listening to appropriate tapes provide exposure to language which is a basic requirement for learning it. Students are directed to do the following activities in the listening class:
- Students will listen to different kinds of tape which will introduce them with the language used in announcements, conversations, telephone exchanges, lectures, plays, interviews, descriptions etc.
- Students will listen to people describing their occupations. They have to describe what the people look like and what the occupations are.
- Students will listen to a story. Then they have to fill gaps with missing words, answering true /false, recognizing exactly what someone said.
- In this kind of listening activities students will get information about grammar, vocabulary, pronunciation, rhythm, intonation, pitch and stress.

2. Speaking

- Listening activities lead to different kinds of speaking into the classroom. Students are expected to do the following speaking tasks in the class such as:
- Role- playing
- Discussion
- Problem- solving activities

Textbook(s)

1. Liz & John Soars, Headway Series: Intermediate and Upper-Intermediate, Oxford University Press.
2. Judith Tanka, Paul Most & Lida R. Baker: Interactions 1: Listening and Speaking. McGraw Hill.

Reference(s)

1. Oxenden Clive, Latham & Paul Seligson, New English File: Upper- Intermediate. Oxford University Press.
2. Cambridge Esol, Cambridge Certificate in Advanced English 3, Cambridge University Press.



ENG 102: English Reading Skills

Course Objective

This course aims at developing student's competence by reading graded text of increasing length and authentic materials. Students will be able to form a basic core of reading skills and apply these skills in an extensive reading environment.

Course Contents

1. Scanning

Scanning or looking for specific information, Locate a particular sentence or word on a page.

2. Lexis/Vocabulary

Dealing with unfamiliar words, Looking into context for clues, Decide the parts of speech, Synonyms and antonyms, Understanding complex sentences.

3. Understanding Text Organization

Cohesive ties and coherence, Sentence to paragraph, Paragraph to passage.

4. Understanding Main Ideas

Extracting overall ideas, Recognizing logical connections between ideas.

5. Checking Comprehension

Studying the written context very closely and drawing information, getting direct meaning and Inferring information, ideas, distinguishing facts from opinions

6. Understanding Graphic Data

Reading and extracting information from Graphs, Charts, Diagrams, Pictures.

7. Figurative Language and Rhetoric

Understanding writer's style, Stylistic devices & features, Certain words and expressions and their use.

8. Understanding writer's overall point of view

Reading the text quickly or **skimming**, Mentally summarizing the information for later use, Remembering keywords, Understanding Purpose, Tone, Bias, Supporting argument and Opinions.

9. Writing summaries/ paraphrasing information

Filtering and condensing the most necessary points, putting the original source's ideas into own words, Writing abstract.

Textbook(s)

1. Greenall, S. and Swan M. Effective Reading. Cambridge University Press
2. Glover, A.J. Build Up Your English. Littlehampton Book Services Ltd.
3. Alexander, L.G. Fluency in English. Longman Group Ltd.

Reference(s)

1. Sam McCarter & Norman Whitby: Reading Skills. Macmillan Education.
2. Liz Soars. Head way Series. Oxford University Press.



BUS 105: Business Communication

Course Objective

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 Contents

1. Communicating in the Digital-Age Workplace

Developing listening skills, Learning nonverbal communication skills, Recognizing affects of culture in communication, Building intercultural workplace skills.

2. Planning Business Messages

Understanding the communication process, Using the 3-x-3 writing process as a guide, Analyzing and anticipating the audience, Using expert writing techniques to adapt to your audience, Developing additional expert writing techniques.

3. Organizing and Drafting Business Messages

Drafting workplace messages, Organizing information to show relationships, Composing the first draft with effective sentences, Developing business writing techniques, Drafting well organized and effective paragraphs.

4. Revising Business Messages

Taking time to revise, Applying phase 3 of the writing process, Making your message clear, Enhancing readability through document design, Proofreading to catch errors, Evaluating the effectiveness of your message.

5. Short Workplace Messages and Digital Media

Preparing digital age email messages and memos, Workplace messaging and texting, Making podcasts and wikis work for business, Blogging for business, Web 2.0:social networking.

6. Positive Messages

Routine messages: emails, memos, and letters, Typical request, response, and instruction messages, Direct claims and complaints, Adjustment messages, Goodwill messages.

7. Negative Messages

Communicating negative news effectively, Analyzing negative news strategies, Composing effective negative messages, Refusing typical requests and claims, Managing bad news within organizations.

8. Persuasive Messages

Understanding persuasion in the digital age, Planning and writing persuasive requests, Writing effective persuasive claims and complaints, Crafting persuasive messages in digital age organizations, Crafting effective sales messages in print and online.

9. Informal Reports

Reporting in the digital age, Report formats and heading levels, Defining the purpose and gathering data, Writing short informational reports, Preparing short analytical reports.



10. Proposals and Formal Reports

Preparing business proposals, Writing and editing formal business reports, Conducting primary and secondary research, Documenting and citing sources in business reports, Incorporating meaningful visual aids and graphics, Understanding report components.

11. Professionalism at Work

Developing professionalism and business etiquette skills at the office and online, Communicating face to face on the job, Following professional telephone and voice mail etiquette, Adding value to professional teams, Planning and participating in face to face and virtual meetings.

12. Business Presentations

Preparing effective business presentations, Organizing content for impact and audience rapport, Understanding contemporary visual aids, Preparing engaging multimedia presentations, Polishing your delivery and following up.

13. The Job Search and Resumes in the Digital Age

Job searching in the digital age, Developing a job search strategy focused on the open job market, Pursuing the hidden job market with networking, Creating a customized resume, Optimizing your job search with today's digital tools, Creating customized cover messages.

14. Interviewing and Following Up

Purposes and types of employment interviews, Before the interview, During the interview, After the interview, Preparing additional employment documents.

Textbook(s)

Guffey, M. E., & Loewy, D. Essentials of business communication. Boston, MA: Cengage Learning.

Reference(s)

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

ENG 106: Advanced English Skills

Course Objective

This is an integrated-learning course which covers Listening, Speaking, Reading Writing skills and aims to develop students' confidence and spontaneity in using English in various communication situations, both formal and informal. The focus of the course is on the functional and interactive aspects of the English language acquisition. At the end of the course students will feel competent enough to communicate in a variety of academic and social contexts.

Course Contents

1. Listening Skills

Comprehension of main ideas and important details; understanding of speaker's purpose and attitude; understanding spoken data in order to make inferences, form generalization, and draw conclusion, Listening for main ideas and specific information, identifying stressed words and reductions, Listening for advice, Direction, understanding instructions, Inferring and guessing meaning, Listening to lectures and narrative, note taking, Speaking of social interaction, to obtain and give information, Introductions,



greetings, partings, Giving instructions, making complaints, apologies, Classroom interaction , asking for clarification and giving explanations, descriptions.

2. Speaking Skills

Expressing ideas and opinions clearly; selecting, organizing and presenting information spontaneously; summarizing main ideas from various sources, Discussing and responding to content of a reading or listening passage, Using communication strategies to participate in group and class discussions, Using vocabulary appropriately, Producing accurate grammatical forms, Giving an oral presentation in class using effective delivery strategies, Expressing feelings and thought.

3. Reading Skills

Understanding topic and topic sentence in the passage, Get the gist of and find specific information in reading passage, Recognize issue, organization, overall key idea, main idea(s), and key details in expository reading, Identify writers overall point of view, purpose, tone, bias, supporting argument and opinions, Distinguish fact from opinion, Comprehending relationships between ideas, Analyze written discourse in terms of rhetoric purpose, content, genre, stylistic features, Summarize/ paraphrase information.

4. Writing Skills

Writing correct sentences with a variety of structures and combining techniques, well-developed paragraphs, Grammar, usage, punctuation, Analyzing academic writing in terms of rhetorical purpose (audience, content, genre, and pattern of development), Covering the different types, purposes, and structures of academic writing, Paragraph structure (topic and supporting sentences, introduction and conclusion), coherence and cohesion.

Textbook(s)

1. Judith Tanka, Paul Most, Lida R. Baker. Interactions 1: Listening/Speaking (Bk. 1). McGraw Hill.
2. Raymond, Murphy .Intermediate English Grammar. Cambridge University Press.
3. Swan M. Practical English Usage. Oxford University Press.
4. Alan , M. and Duff, A. Beyond Words. Cambridge University Press.
5. Greenall, S. and Swan M. Effective Reading, Cambridge University Press.
6. Liz, Soars. Head way Series, Oxford University Press.

Reference(s)

1. Glover, A.J. Build Up Your English. Littlehampton Book Services Ltd.
2. Alexander, L.G. Fluency in English. Longman Group Ltd.

Computer Skills

CAB 101: Computer Applications in Business

Course Objectives

This course aims to develop students' digital literacy skills to find, use, summarize, evaluate, create, and communicate information using business productivity software applications, and other business oriented digital technologies.

Course Contents

1. Basic Concepts

Characteristics of A Computer, History & Development of Computers, Advantages & Limitation of Computers, Types of Computers, Applications of Computers, Hardware,



Firmware, Livewire, Software, Overview of Operating System, Function of Operating System.

2. Internet

Meaning of Internet, Growth of Internet, Owner of Internet, Anatomy of Internet, Net Etiquette, World Wide Web, Internet Protocols, Usage of Internet in Business & Society, Search Engines, Google Scholar, Cloud based computing: Google Drive, Onedrive, Dropbox, Google forms, Email, Online Subscriptions as a Business Tool.

3. Word Processing (MS Word)

Word Processing Concepts, Working with Word Document, Creating a New Document, Saving, Selecting Text, Editing Text, Finding and Replacing Text, Formatting Text, Bullets and Numbering, Tabs, Paragraph Formatting, Page Setup, Headers & Footers, Tables, Symbols, Equations, Pictures, Creating various types of documents using templates, Saving file in different formats, Inserting Citations and Bibliographies.

4. Spreadsheet Analysis (MS Excel)

Spreadsheet concepts, Creating a work book, saving a work book, editing a work book, inserting, deleting work sheets, entering data in a cell, formula Copying, Moving data from selected cells, Freezing & Unfreezing pane, Conditional formatting, Chart and graphs. Inserting Charts- Line, Pie, Bar, Mathematical- Round All, Sum, Sumif, Count, Countif. Statistical- Average, Max, Min, Stdev, Frequency, Intercept, Slope. Financial- PMT, PPMT, IPMT. Logical - If, And, Or.

5. Presentation Software (MS PowerPoint)

Creating a presentation, Editing, Sorting, Layout, Set-up row, Applying design, slides transaction, Animation, Embedding audio & video, Slide show.

6. Practical Applications

Ratio Analysis, Graphical representation of data, Frequency distribution, Cumulative and calculation of Means, Mode and Median, Regression, Network Analysis, Gantt chart.

Textbook(s)

Peter Norton. Introduction to Computer. McGraw-Hill.

Reference(s)

1. Pradeep K. Sinha. Computer Fundamentals. BPB Publication.
2. Sanders D. Computer in Business, McGraw Hill.
3. S. C. Bhatnagar & V Ramant. Computers and Information Management. Prentice Hall.
4. R. Hunt and J. Shelley. Computers and Commonsense. Prentice Hall.

Numeracy

BUS 211: Business Statistics

Course Objective

This is a course in the basic statistical concepts and methods common in business applications. The goal is to introduce students to a new way of thinking about data, and to help them gain an understanding of how to use, communicate, and interpret statistics.

Course Contents

1. Introduction to Statistics



History, importance and limitations of statistics, Basic concepts and Frequency distribution of ungrouped and grouped data, Graphical presentation of frequency distribution and frequency curves.

2. Measures of Location

Introduction, Characteristics of an ideal measure of location, Different measures of location, Arithmetic mean, Geometric mean, Harmonic mean, Weighted mean, Median, Mode, Quartiles, Deciles and Percentiles.

3. Measures of Dispersions

Introduction, Characteristics of an ideal measure of dispersion, Different measures of absolute dispersion, Range, Variance, Standard deviation, Mean deviation, Quartile deviations, Relative Measures of Dispersion, Coefficient of Variation, Coefficient of Quartile Deviation.

4. Correlation

Definition, Simple correlation, Karl Pearson's coefficient of correlation, Spearman's Rank Correlation, Bi-variate distribution, Multiple and Partial correlation basic ideas.

5. Regression Analysis

Introduction, Comparison between regression analysis and correlation analysis, Simple linear regression model, Least square Estimates of regression coefficient, Regression line, Multiple Regression basic concept.

6. Theory of Probability

Introduction, Basic Concepts of probability, Classical and Empirical probability, Mutually exclusive and independent events, Law of addition and multiplication, Conditional Probability, Mathematical Expectation and random variables, Probability distribution, Binomial distribution, Poisson distribution and normal distribution.

7. Test of Hypothesis

Basic Concepts, Procedure of Hypothesis testing, Testing of Hypothesis about population mean (μ), Large and small samples, Variance(σ), Single variance and difference in two population variances, Population proportion(π), Population regression coefficient (β), Population correlation coefficient(ρ), Chi-Square Test, Independence of Attributes and Goodness of Fit.

8. Analysis of Variance

Assumptions in Analysis of Variance (ANOVA), One way and Two Way Classification.

9. Index Number

Introduction, Price index, Quantity index, Value index, Cost of Living index, Chain index numbers, Base shifting, Test of index numbers, Limitations and Uses.

10. Business Forecasting and Time Series

Steps in forecasting, Methods of forecasting, Time Series Analysis, Components of Time series Analysis, Measurements of Trend, Graphic method, Method of Semi-average, Method of Moving Average and Method of Least squares, Measurements of Seasonal Variation, Measurements of Cyclical variation and Irregular Variation.

Textbook(s)



Mason, R. D., Lind, D. A., & Marchal, W. G. Statistical Techniques in Business and Economics. Irwin McGraw-Hill.

Reference(s)

1. Gupta, S. P., & Gupta, M. P. Business statistics. Sultan Chand & Sons.
2. Berenson, M., Levine, D., Szabat, K. A., & Krehbiel, T. C. Basic Business Statistics: Concepts and Applications. Pearson Higher Education.
3. Moore, D., McCabe, G., Duckworth, W., & Alwan, L. The practice of business statistics.

Natural Sciences

ENV 111: Introduction to Environmental Science

Course Objective

Environmental Science is an interdisciplinary subject that deals with many disciplines such as economics, law and social sciences. The course intends to introduce the students to the physical, chemical and biological aspects of the environment, with an emphasis on degradation of the environment related to human activities.

Course Contents

1. Environmental Problems: Causes, and Sustainability

Introducing students with the concept and the principles of sustainability, Footprint and its impact, Potential Solution to Environmental Problems, A vision for More Sustainable Earth, Natural Source, Natural Capital, Natural Resources.

2. Ecosystems

Major components of the earth's life-support system, Why Ecosystem functions as a Living Laboratory? Ecosystems and Ecology A case study approach, Atmosphere, Hydrosphere, Geosphere and 4 major Components of the Environment, Types of Ecosystems and their Structure, Trophic Levels-Food Chains and Food Webs, The Energy distribution in the Food chain.

3. Geology and Nonrenewable Minerals

Knowledge on Internal Structure of the Earth and Tectonic Plates Mechanism and the way Earthquakes happen, Basic definition and characteristics of Minerals and Rocks, Ideas about Mining and Environmental Impacts and Uses of Minerals, Concept on Sustainable Consumption.

4. Air Pollution

Structure of the atmosphere and its different layers, Kinds and nature of Air pollution, Outdoor pollutants, indoor pollutants, Photochemical Smog, Historical evidence of Air pollution, Mitigation of Air pollution. Clean Air Act.

5. Water Resources and Water Pollution

Knowledge on distribution of Water Resources, Significance and Importance of Water, Sources of Water Pollution, Types of Water Pollutants and Impacts of Water Pollution, Management and Reduction of Water Pollution, How Water pollution affects the entire biosphere of plants and organisms.

6. Energy

Basic Science of Energy, Energy as an Environmental Resource, Core Case Study on Potential of Wind Power, Distribution of Energy Resources, Global Energy Consumption



Patterns, Aspects of Energy Sources, Environmental Impacts of Energy Consumption, Alternative Energy Resources, Transition to a more sustainable energy future.

7. Climate Disruption and Ozone Depletion

Fundamental difference between Weather and Climate , Environmental Impacts due to Weather and Climate, Climate Change, Significance of the Ozone Layer, Ozone Depletion and Impacts of Ozone Depletion.

8. Solid and Hazardous Waste

Introduction on Types of Wastes, Hazardous Wastes and its consequences, Environmental Impacts of Wastes, Waste Management.

9. Environmental Hazards and Human Health

Major types of hazards and their definitions, Growing global threat by toxic chemicals, Mercury's Toxic Effects, Evaluation of Chemical Toxic hazards, Case Study on Different form of Human Health Hazards.

Textbook(s)

G. Tyler Miller and Scott Spoolman. Environmental Science. Brooks Cole.

Reference(s)

1. Richard T. Wright and Dorothy F. Boorse. Environmental Science: Towards A Sustainable Future. Pearson.
2. William P. Cunningham and Mary Ann Cunningham. Environmental Science. McGraw-Hill Education.

PHY 111: Physics

Course Objective

The main goals of the course are to: increase students' understanding of natural laws in mechanics, electromagnetism, thermal physics, and optics; develop students' curiosity about physical phenomena and enhance students' problem solving and critical thinking skills; enhance students' language proficiency in the domain of scientific discourse, gain an understanding on Physics and its application to everyday life.

Course Contents

1. Introduction to Physics

Physics and the Laws of Nature; Units of Length, Mass, and Time; Dimensional Analysis; Significant Figures; Converting Units, Order-of-Magnitude Calculations, Scalars and Vectors, Components of vector, Dot and Cross product of two vectors. Problem Solving in Physics

2. Potential Energy and Conservation of Energy

Conservative and Non-Conservative Forces, Potential Energy and the Work Done by Conservative Forces, Conservation of Mechanical Energy, Work Done by Non-Conservative Forces, Potential Energy Curves and Equipotential.

3. Newton's Laws of Motion

Newton's Law of Motion: Force and Mass, Newton's First Law of Motion, Newton's Second Law of Motion, Newton's Third Law of Motion, The Vector Nature of Forces: Forces in Two Dimensions, Weight, Normal Forces, Introduction to the equilibrium and the force, Newton's first law of motion, Newton's third law of motion, The equilibrium condition of a



body, Newton's second law of motion, Concept of inertial mass, Newton's law of gravitation, Concept of gravitational mass, Weight, Application of Newton's law. Motion in One-dimension and Two-dimensions. Velocity, acceleration, Motion with constant acceleration, Free falling bodies, Motion of a projectile.

4. Work, Energy and Momentum:

Definition of work, Work done by a varying force, Kinetic and Potential energy, Power, Work-Energy Theorem, Momentum, Conservation law for momentum and energy, Center of mass.

5. Rotation

Circular motion, Angular velocity and acceleration, Rotation with constant angular acceleration, Kinetic Energy of rotation—moment of inertia, Work and Power in rotational motion, Relation and comparison between linear and angular quantities, Conservation of angular momentum, Heat & Thermodynamics

6. Temperature and Heat

Concept of temperature and heat, Quantity of heat, Heat capacity & Specific heat, Change of phase, Heat transfer: conduction, convection & radiation process.

7. First Law and Second Law of Thermodynamics

Heat as energy and work, Work and heat in volume changes, Internal energy, Adiabatic, Isothermal, Isobaric and Isochoric process, Differential form of first law. Heat engines, Refrigerator, Second law of thermodynamics, Carnot's cycle, Entropy and the second law.

8. Waves and Vibrating Bodies

Mechanical Waves, Vibrating Bodies and Acoustic Phenomena and Periodic motion
Periodic Waves, Mathematical description of a wave, Boundary condition for a string, Standing waves, Vibration of a string fixed at both ends, Sound Waves, Intensity level and loudness, Quality and pitch, Beats, the Doppler effects, Application of acoustic Phenomena. Elastic restoring force, Simple harmonic motion (SHM), Differential equation of SHM & its solutions with explanation, Examples of SHM.

9. Nature and Propagation of Light

Reflection & Refraction, Image Nature, Reflection and Refraction, total internal reflection, Focal point and focal length of a spherical surface.

10. Interference and Diffraction

Coherent sources and Interference, Young's Experiment, diffraction from a single slit, diffraction grating.

Textbook(s)

Hugh D. Young . University Physics with Modern Physics. Pearson.

Reference(s)

James S. Walker. Physics. Pearson.

PSY 111: Psychology

Course Objective



The course will examine the different models upon which modern psychology has been built, along with such things as the history and origins of psychology, research methods, biological aspects of psychology, human development, perception, consciousness, learning, personality theory, and psychological disorders.

Course Contents

1. Introduction to Psychology

Definition, Difference between psychology and psychiatry, Subfields of psychology, Research foundation of psychology, Brief history, Approaches to psychology, Biological approach, Evolutionary approach, Psychodynamic approach, Behavioral approach, Cognitive approach, Humanistic approach.

2. Biological Aspects

Definition of biopsychology, Genetics and inheritance, Nervous system, cells of nervous system, Major divisions, Endocrine system, Sensation.

3. Perception

Definition, Approaches to perception, computational, constructivist, ecological, Absolute threshold, Signal detection theory, Difference threshold, Organizing the perceptual world, Perception of location, Distance, & motion, Perceptual constancy, Top-down processing and bottom-up processing, Attention, Directing attention, Ignoring information, Divided attention, Automatic processing.

4. Learning

Definition, classical conditioning, Pavlov's discovery, Conditioned responses over time, Stimulus generalization and discrimination, Some applications of classical conditioning, Operant conditioning, Basic components, Forming and Strengthening, Punishment, Some applications of operant conditioning, Cognitive processes in learning.

5. Memory

Basic memory processes, Types of memory, Models of memory, levels of processing, Transfer-Appropriate processing, Parallel distributed processing, Multiple memory systems, Information processing, Storing new memory, sensory memory, Short term memory & working memory, Long term memory, Retrieving memory, retrieval cues and encoding specificity, Context and state dependence, Retrieving from semantic memory.

6. Personality

Definition, Psychodynamic approach, Trait approach, Social cognitive approach, Humanistic approach.

7. Motivation and Emotion

Characteristics and sources of motivation, Theories of motivation, Instinct theory, Drive reduction theory, Arousal theory, and Incentive theory, Characteristics of emotion, Theories of emotion, James's peripheral theory, and Cannon's central theory.

Textbook(s)

Bernstein, D. A. Penner, L. A., Clarke-Stewart, A., & Roy, E. J. Psychology. USA: Cengage Learning Inc.

Reference(s)

1. Zimbardo, P. G. Johnson, R. L. & Vivian, M. Psychology: Core Concepts. Pearson.



2. Baron, R. A. Psychology. Pearson.

Social Sciences

SOC 111: Sociology

Course Objective

The course is designed to familiarize students to the sociological study of society including the interplay between the individual and society, how society is both stable and changing, the causes and consequences of social inequality, and the social construction of human life. Understanding sociology helps discover and explain social patterns and see how such patterns change over time and in different settings.

Course Contents

1. The Sociological Perspective

Sociology as a field of inquiry, The Sociological Perspective, Central Sociological Concepts, The Emergence of Sociology, Sociological Theory

2. Research Methods

The Research Process, Methods of Inquiry, Probability and Statistical Analysis, Research Ethics.

3. Culture

Group influence, The Social Construction of the Self, Characteristics and Elements of Culture, Cultural Diversity, Culture in Society.

4. Socialization

The Social Construction of the Self, Theories of Socialization, Agents of Socialization, Socialization over the Life Course.

5. Social Organization

Building Blocks, Social Differentiation, Ways of organizing cooperation, Historical and contemporary examples, Bureaucracy as a solution to weaknesses of kinship-based structures, Markets as social organizations (economic sociology).

6. Social Inequalities

Social Class and Social Stratification, Race and Ethnicity, Gender, Age.

7. Deviance and Conformity

Sociological Definitions of Deviance, Costs and Benefits of Deviance, Deviant Identities, Measuring Crime, Race, Class, Gender, and Crime, Criminal Justice System.

8. Social Institutions

Family, Education, Religion, Work, Economy, Power, Politics, and Government, Media and Culture, Health.

9. Social Change

Population, Urbanization and the Environment, Collective Behavior and Social Movements, Causes and Consequences of Social Change, Theories of Social Change.

Textbook(s)



Giddens, A., Duneier, M., Appelbaum, R. P., & Carr, D. S. Introduction to Sociology. W.W. Norton & Company.

Reference(s)

1. Wolfe, C., & Callahan, J. S. (2017). Introduction to sociology. University System of Georgia.
2. Sutherland, R., & Woodward, J. Introduction to sociology. Chicago: Lippincott.
3. Cragun, R., & Cragun, D. Introduction to sociology. Seven Treasures Publication.

HEA 101: Health and Society

Course Objective

The course aims to introduce the students to the relation between Health and Society, and highlight the importance of various social issues and practices that influence different health outcomes.

Course Contents

1. Health, Wellness and Trends in Healthcare

Introduction, Definition of Health and Wellness, Types of Wellness, Stigma and Health, History of Health Discoveries and Inventions.

2. Disease and Health: Understanding Diseases

Introduction, Definition of Disease, Relation between Health and Disease, Types of Disease, Brief History of History, Challenges of the 21st Century.

3. Environmental Hazards and Health

Introduction, Environment, Environmental Hazards, Types of Environmental Hazards, Relation between Health and Environment, Measures against Environmental Hazards.

4. Health and Safety Part I: Personal Health

Introduction, Importance of Health and Safety, Global Trends, Accidents, Injuries, Types of Injuries, Protective Measures.

5. Health and Safety Part II: Occupational Health

Introduction, Importance of Occupational Health and Safety, Types of Occupational Hazards, Safety Audits, Aspects of Occupational Health and Safety.

6. Mental Health

Introduction, Definition and Aspects of Mental Diseases, Social Importance of Mental Health, Types of Mental Diseases, Challenges for the 21st Century.

7. Stress, Health and Bullying

Introduction, Definition and Types of Stress, Impacts of Stress, Sources of Stress, Anger Management, Stress Management Techniques.

8. Nutrition, Health and Food Contamination

Introduction, Definition and Importance of Nutrition, Types of Nutrients, Food Pyramid, Measuring Food Energy, Monitoring Caloric Intake, Food Contamination, Types of Contaminants, Types of Contamination, Prevention of Contamination.

9. Exercise and Weight Management



Introduction, Overweight and Obesity, Impacts of Obesity, Body Mass Index (BMI), Eating Disorders, Types of Exercise, Physical Activity, Behavior Modification Techniques.

10. Substance Abuse and Addiction

Introduction, Definition of Abuse and Addiction, Social Impacts of Addiction, Signs and Symptoms of Addiction , Management of Addiction.

11. Euthanasia

Introduction, Definition and Types of Euthanasia, Euthanasia Laws across the World, Medical and Social Implications of Euthanasia, Issues for the 21st Century.

12. Technology in Health and Health Impacts of Modern Technology

Introduction , Use of Technology in Health and Medicine , Types of Technology in Health and Medicine , Barriers to Technology in Health and Medicine , Modern Technology and Health , Physical and Mental Impacts of Technology , Remedies and Solutions.

13. Sleep and Health

Introduction, Health Importance of Sleep, Myths about Sleep, Disruptions of Sleep, Concerns for the 21st Century, Remedies and Solutions.

14. Health Systems and Health Policy in the 21st Century

Introduction, Types of Health Systems, Alternative and Complimentary Medicine, Importance of Health Policy, Health Issues of the 21st Century, Policy Concerns for the 21st Century, Expertise needed for Health in the 21st Century.

15. Ergonomics

Introduction, Definition, Basic Concepts in Ergonomics , Design Aspects of Ergonomics , Health Importance of Ergonomics , Ergonomic Stresses , Future Issues and Impacts.

Textbook(s)

Michael L. Teague and Sara L.C. Mackenzie. Your Health Today: Choices in a Changing Society. McGraw-Hill Education.

Reference(s)

1. Steven E. Barkan. Health, Illness and Society: An Introduction to Medical Sociology. Rowman & Littlefield Publishers.
2. Mary-Jane Schneider. Introduction to Public Health. Jones & Bartlett Learning.

ANT 111: Anthropology

Course Objective

This course is aimed at teaching students human variation, their biology, lifestyles, language and culture through both time and space and how it has occurred.

Course Contents

1. Introduction

Anthropology definition, Overview of cultural anthropology: methods, goals, history, Ethnography & participant observation.

2. Major Branches of Anthropology

Biological Anthropology, Social Cultural Anthropology, Archaeological Anthropology, Linguistic Anthropology.



3. Human Origins

Physical Anthropology, Human history or evolution, Homo sapiens, Old world culture, Race and human variation, Problem of race, Pattern of life, Cultural evolution, Multi-linear evolution, Universal and multi-linear evolution comparison.

4. Culture, Language & Ethnography

Definition and meaning of culture, Characteristics of culture, Existence and culture, Relationship between culture with society, Culture and the individual, Culture and change, Origins of language, Languages within the framework of life, Language and conceptualization of culture, Process of learning a language.

5. Provisioning (Economics)

Production mode of hunting and concocting, Development of energy, Rice-field agriculture, Production mode of slash and burn agriculture, Production mode of livestock farming.

6. Reproduction (Kinship)

Concepts of Kinship, Exogamy and Endogamy, Principles of Descent, Types and Functions of Descent, Definitions, Types and Functions of Marriage Systems, Alliance and Descent, Regulation of Marriage, Incest Prohibition, Preferential, Prescriptive, Proscriptive, Levirate, Sororate, Types and Forms of Marital transactions, Post-marital residence, Issues of Same-Sex Marriages, Definition and Typology of Family, Domestic Groups, Basic structures and functions.

7. Religion and Society

Types of religion, Religions and social stability, Religion and family, Religion and social change, Formation of attitudes and mentality, Social sciences, Psychology, Types of religious organizations, Religion and magic, Religion and taboos, Culture and personality, Freud's influence, What art is, Art and culture, Art and politics, Art and its evolution.

8. City & Village Anthropology

Concept of urbanization, Types and images of world's cities, Village conceptualization, Moral economy of farmers, Dilemma of the peasantry, Ideology of the peasant movement, Resistance of the peasantry.

9. Future of Anthropology

Contemporary studies of anthropology, Modern ethnicity, Anthropology among other social sciences, Anthropology and globalization, Global trends, Influence of globalization.

Textbook(s)

1. William A. Haviland, Harald E.L. Prins, Dana Walrath. An Introduction to Anthropology. Cengage Learning.
2. D. N. Majumdar & T. N. Madan. An Introduction to Social Anthropology. Mayur.

Reference(s)

1. Kottak, Conrad Phillip. Anthropology: The Exploration of Human Diversity.
2. Yuval Noah Harari. Sapiens: A Brief History of Humankind. Random House.

SOC 301: Social Science Research Methods

Course Objective



This course aims to ensure an understanding of the principles and skills required to design and conduct social research. It will help to critically evaluate the methods, strategies and data that used by social scientists and provide training in analysis of a range of qualitative and quantitative data.

Course Contents

1. Introduction

Definition Social sciences research, Dimensions of social sciences research: Sociological, Ontological, Teleological, Epistemological and Methodological.

2. Perspectives, Paradigms, Methodologies and Methods

Theoretical perspectives, Dominant paradigms, Perception of reality, Nature of science, Purpose of social research, Quantitative methodology, Qualitative Methodology, Similarities and differences of the two methodologies.

3. Basic Concepts in Research

Unit of analysis: Variables-Independent, Dependent, Intervening, Control, Discrete and Continuous, Sampling frame, Hypothesis, Kinds of research: Descriptive, Exploratory, Comparative, Explanatory: Causal and Experimental, and Evaluative.

4. Research Process

Research model for quantitative research, Basic assumptions, Contents of the research, Purpose of the research model, Structure of the model, Steps in the research model, Research design in qualitative methodology: Conceptual frameworks, Using existing sources of data /documentary research, Using official, Archival and other personal documents, Obtaining and classifying documents, Content analysis.

5. Qualitative Research Model

Fieldwork: When to adopt fieldwork, Stages involved, Techniques in fieldwork, Participant observation: types of participation in the field, Interviews: Elements of the structured interview, Elements of the unstructured, Interview interviewing rules for researchers: Clinical interview, Advantages and disadvantages of different kinds of interviews, Case study method: Kinds and characteristics, Validity of qualitative methods: Internal and external, Triangulation in research.

6. Qualitative Research Application

Theory development, Defining important variables, Hypothesis generation.

7. Quantitative Methods (Survey Methods)

Types of surveys,census cross sectional longitudinal research, Trend analysis, Sampling in survey research, Questionnaire design, Survey in developing countries, Advantages and disadvantages of survey research.

8. Sampling

Logic of inference, Probability and non probability sampling, Types of sampling design, Factors affecting choice of sample, Problems of sampling in developing countries.

9. The Experiment

The controlled experiment, The laboratory experiment, The quasi-experiment, Advantages and disadvantages of experimentation.



10. Statistics: Descriptive Statistics

Why study statistics, Survey methods and statistics, Basic descriptive statistics: Percentages and proportions, Ratios and rates, Charts, graphs, histograms, Construction of frequency distributions for ordinal and nominal data, Grouped frequency distributions for interval and ratio variables: Class intervals, class limits and midpoints, Cumulative distributions: Cumulative frequencies and percentages, Dealing with decimal data, Percentages.

11. Measures of Central Tendency

The mean, mode and the median, Limitations and strengths of the three, Comparing the mode, mean, median, use depending on: Level of measurement, Shape and form of distribution, Research objective, Mode, mean and median from simple frequency distributions and grouped distributions, Deciles, quartiles and percentiles.

12. Measures of Variability

The range and its' limitations, Mean deviation, Variance and standard deviation from simple and grouped frequencies.

13. Normal Distribution

Characteristics of the normal distribution, Area under the curve, Standard/ Z cores and the normal curve, Calculating Z scores and confidence intervals.

14. Inferential Statistics: From Description to Decision-Making

Testing hypothesis about two independent means & two dependent means, Steps in testing a hypothesis, Student t-test, using and interpreting the t-distribution, Testing about independence, Chi-square test, ANOVA & MANOVA.

15. Measures of Association

Correlation–weak, and strong and curvilinear relationships, Correlation co-efficient, Correlation and hypothesis testing, Testing for the significance of Pearson's R. Spearman's Rho, Linear and multiple regression.

Textbook(s)

Saunders, M. et al. Research Methods for Business Studies. London: Pitman publishers.

Reference(s)

1. Bryman, A. Social Research Methods. Oxford University Press.
2. Bhattacharjee, A. Social Science Research: Principles, Methods, and Practices. Independent Publishing.

Humanities

BDS 101: Bangladesh Studies

Course Objective

This course is developed to help the students in understanding comprehensive knowledge about the history, culture and legacy of Bangladesh. It makes students familiar with economy, society, politics, and foreign policy of Bangladesh. Students will learn about the challenges and potentials of Bangladesh in shaping its sustainable future.

Course Contents

1. Ancient Bengal



Etymology, Pre-historic Bengal, Bengal's early literature, Proto-History, Overseas Colonization.

2. Classical Bengal, Late Classical Bengal and Medieval Bengal

Gauda Kingdom, Mallabhum Kingdom, Pala Era, Chola and Chalukya invasions, Chandra Dynasty, Sena Empire, Deva Kingdom, Medieval Bengal, Ilyas Shahi dynasty, Ganesha dynasty, Hussain Shahi dynasty.

3. Early Modern Bengal

Mughal period, Hindu Raj, Nawabs of Bengal, Maratha invasions.

4. Modern Bengal

Establishment of English Trade in Bengal, British East India Company, British rule.

5. Bengal Renaissance

Areas of social & religious reforms, Raja Rammohan Roy, Ishwar Chandra Vidyasagarm, Titumeer, Partition of Bengal (1905), Language movement (1952), Movement for Autonomy, 6-point and 11-point programs.

6. War of Independence.

The 1970 election, Military action, Genocide in the East Pakistan, The liberation war, Emergence of Bangladesh as a sovereign independent state in 1971.

7. Constitution of Bangladesh and its Amendments

The Republic, Fundamental principles of state policy, Fundamental rights, The Executive, The Legislature, The Judiciary, Elections, The Comptroller and Auditor General, The Services of Bangladesh, Amendment of the Constitution.

8. Social Structure, Social Institutions and Culture of Bangladesh

Social stratification, social classes, caste system, social mobility, Social Institutions: Family, marriage, culture, cultural diffusion and change, Bengali culture.

9. Socio-Economic Issues of Bangladesh

Problems of society; social and economic problems of Bangladesh; social change; theories of social change; social change in Bangladesh; urbanization process and its impact on Bangladesh society.

10. Geographical Setting and Environmental Challenges of Bangladesh

11. Bangladesh Foreign Policy: Realities and Challenges

Textbook(s)

1. A. F. Salauddin Ahmed & Bazlul Mobin Chowdhury. Bangladesh: National Culture and Heritage. Independent University, Bangladesh, Dhaka.
2. Dr. Akbar Ali Khan, Discovery of Bangladesh: Explorations into Dynamics of a Hidden Nation. University Press Limited.

Reference(s)

1. Haroun er Rashid. Economic Geography of Bangladesh. University Press Limited, Dhaka.



2. Muhammad Shamsul Huq. Bangladesh in International Politics. University Press Limited, Dhaka.

BDS 102: History of Emergence of Bangladesh

Course Objective

The aim of this course is to teach university students about the rich history of emergence of Bangladesh.

Course Contents

1. Introduction to the Country and its People
2. Communal Politics and Two-Nation Theory
3. Structure and Discrimination of Pakistan State
4. Effort towards Democratic Politics and Language Movement
5. Attempt to Establish Democratic Government
6. Tenure of Ayub Khan
7. Development of Nationalism and Movement for Self-Determination
8. Mass Upsurge in 1969 and 11-Point Movement
9. Elections in 1970 and Bangabandhu's Declaration of Independence
10. Liberation War 1971.

Textbook(s)

Muntasir Mamun and Md Mabubar Rahman. Swadhin Bangladesher Obbhudoyer Itihas. Suborno Prokashoni.

Reference(s)

Md. Rezaul Karim. Swadhin Bangladesher Obbhudoyer Itihas. Shojon Prokshoni.

BLL 101: Bangla Bhasha (বাংলা ভাষা)

শিক্ষণ উদ্দেশ্য

বিশ্ববিদ্যালয় শিক্ষার্থীদের দেশের সমৃদ্ধ বাংলা ভাষা ও সাহিত্য সম্পর্কে শিক্ষা দেয়া।

বিষয়বস্তু

প্রথম খন্ড- ভাষা

১. বাংলা ধ্বনি/বাক্য ধ্বনি (Phone/Speech Sound); বর্ণ (Letter); অক্ষর (Syllable)
 ২. বাংলা ধ্বনির উচ্চারণ স্থান ও রীতি (Point of Articulation & Manner of Articulation)
 ৩. বাংলা উচ্চারণ-পদ্ধতি (Standard), আঞ্চলিক (Dialectal), বৈচিত্র (Variation)
 ৪. অপির্নিত, অভিশ্রুতি, অরসজ্জি, শ্বাসোঘাত (Stress accent), অরভঙ্গি/ অরতরঙ্গ (Intonation);
 ৫. বাংলা ও ইংরেজির তুলনা
 ৬. বাংলা লিখন দক্ষতা: সাধু/চলিত রীতি, বিরাম চিহ্ন প্রয়োগ। পঠিত বাংলা বানানের নিয়ম (বাংলা একাডেমি)
 ৭. ব্যবহারিক বাংলা: সংক্ষিপ্ত আনোচনা
- একুশে ফেব্রুয়ারি, মুক্তিযুদ্ধ, বাংলাভাষা, বিশ্বায়ন, বাংলার উৎসব, ষড়ঋতু, বাংলা নববর্ষ, আধুনিক তথ্য-প্রযুক্তি.



বাংলার নোক সংস্কৃতি, মানবতা ও নৈতিকতা।

দ্বিতীয় খন্ড- সাহিত্য

কবিতা

১. আবদুল হাকিম- নূরনামা
২. মাইকেল মধুসূদন দত্ত- বঙ্গভাষা
৩. লালন সাই- খাঁচার ভেতর অগ্নি পাখি
৪. রবীন্দ্রনাথ ঠাকুর- নির্বাহের যশুভঙ্গ
৫. কাজী নজরুল ইসলাম- আজ সৃষ্টি সুখের উল্লাসে
৬. জীবনানন্দ দাশ- রূপসী বাংলা
৭. হাসান হাফিজুর রহমান- অমর একুশে
৮. আলনাউদ্দিন আল আজাদ- স্মৃতি স্তম্ভ
৯. শামসুর রাহমান- তোমাকে পাওয়ার জন্য হে স্বাধীনতা
১০. সৈয়দ শামসুল হক- পরিচয়

প্রবন্ধ

১. বরিনা চন্দ্র চট্টোপাধ্যায়- বাঙ্গালী ভাষা
২. রবীন্দ্রনাথ ঠাকুর- সভ্যতার সংকট
৩. হরপ্রসাদ শাস্ত্রী- তৈল
৪. প্রমথ চৌধুরী- যৌবনে দাগ রাজতিকা
৫. কাজী নজরুল ইসলাম- বর্তমান বিশ্বসাহিত্য
৬. মুহম্মদ আবদুল হাই- আমাদের বাংলা উদ্ভারণ
৭. কবীর চৌধুরী- আমাদের আত্ম পরিচয়

ছোটগল্প অন্যান্য রচনা

১. রবীন্দ্রনাথ ঠাকুর- পোস্ট মাস্টার
২. রোকেয়া সাখাওয়াত হোসেন- অরোধ বাসিনী
৩. বিভূতিভূষণ বন্দ্যোপাধ্যায়- পুইমাচা
৪. সৈয়দ গুলনাউল্লাহ- নয়নাচারা
৫. জাহানারা ইমাম- একাজরের দিনগুলি
৬. হাসান আজিজুল হক- ঘরগেরি
৭. আখতারুজ্জামান ইলিয়াস- অপঘাত

নাটক

১. কবর- মুনির চৌধুরী

পাঠ্যপুস্তক

অধ্যাপক রফিকুল ইসলাম ও প্রফেসর সৌমিত্র শেখ। বাংলা ভাষা ও সাহিত্য।

CORE COURSES

ACN 201: Principles of Accounting

Course Objective

This course is an elementary accounting course. It focuses on basic concepts, principles and techniques of financial accounting, including the double entry system, recording process etc. It enables a deeper examination and evaluation of basic financial reports.

Course Contents

1. Accounting in Action



Financial accounting, Generally accepted accounting principles, Ethics in financial reporting, The basic accounting equation, Using the basic accounting equation, Financial statements, Accounting career opportunities.

2. The Recording Process

The account, Steps in recording process, The Trial Balance.

3. Adjusting the Accounts

Timing Issues, The Basics of Adjusting Entries, The Adjusted Trial Balance and Financial Statement.

4. Completing the Accounting Cycle

Using a Worksheet, Closing the Books, Summary of Accounting Cycle, The Classified Balance Sheet, Long-Term Investments.

5. Accounting for Merchandising Operations

Merchandising Operation, Recording Purchase of Merchandise, Recording Sales of Merchandise, Completing the Accounting Cycle, Forms of Financial Statements.

6. Internal Control and Cash

Internal Control, Cash Controls, Use of Bank, Reporting Cash, Bank Reconciliation Statement.

7. Plant Assets, Natural Resources and Intangible Assets

Determining the Cost of Plant Assets, Depreciation, Expenditures During Useful Life, Plant Asset Disposals, Natural Resources, Intangible Assets, Research & Development Costs.

Textbook(s)

Jerry J. Weygandt, Donald E. Kieso, Paul D. Kimmel, Accounting Principles, John Willey & Sons, Inc.

Reference(s)

1. Garrison, R. H., Noreen, E. W., Brewer, P. C., & McGowan, A. (2010). Managerial accounting. *Issues in Accounting Education*, 25(4), 792-793.
2. Smith, J. M., & Fred, S. K. *Intermediate Accounting*, South-Western Publishing company, Cincinnati, Ohio.

ACN 204: Cost and Management Accounting

Course Objective

This course aims to create value for the organization by managing resources, people, and over general activities and its importance for the management of a firm. It helps to improve the effectiveness of both the management planning and control functions.

Course Contents

1. Managerial accounting and the Business Environment

Definition, objectives, functions, Scope, Importance-Role, Techniques, Principles, Management Accounting Vs. Financial Accounting Managing Challenges, Code of Conducts, Ethics in Accounting, Conflict Resolution Process.



2. Cost Behavior & Cost Classification

Concepts, Cost & Expenses, Cost Unit, Elements, Classification, Analysis and Use, Various methods of separating mixed costs.

3. Variable Costing: A Tool for Decision Making

Definition, Distinctions, Product Cost vs. Periodic Cost, Uses & Limitations, Applications of Absorption and direct costing.

4. Cost-Volume, Profit Relationship

Decision Making Process, Assumptions, Break Even Analysis, Sales Mix-Income Tax & BEP Uncertainty & BEP, CVP analysis in a multi-product environment.

5. Profit Planning

Basic Framework of Budgetary control, Production Budget, Sales Budget, Cash Budget, Flexible Budget, Master Budget.

6. Relevant costs and Decision Making

Nature of Managerial Decision, Classification of Managerial Decision, Important Cost Concepts for Decision Making, Make or Buy Decisions, Scarce Resource Decisions, Sales mix Decisions, Special order Decisions, Product line Decisions, Further processing Decision.

7. Responsibility Accounting & Divisional Performance Measurement

Cost Centre, Investment Centre, Profit Centre, Pre conditions, Divisional Performance, Return on Investment, Residual Income, Responsible Reporting.

8. Decentralization & Transfer Pricing

Introduction, Advantage & Disadvantage of Decentralization: Transfer Pricing, Necessity, Objectives, Methods, Multinational Transfer Pricing.

Textbook(s)

Garrison, R. H., Noreen, E. W., Brewer, P. C., & McGowan, A. (2010). Managerial accounting. Issues in Accounting Education, 25(4), 792-793.

Reference(s)

1. Horngren, C. T., Bhimani, A., Datar, S. M., Foster, G., & Horngren, C. T. (2002). Management and cost accounting. Harlow: Financial Times Press.
2. Hilton, R. W., & Platt, D. E. (2013). Managerial accounting: creating value in a dynamic business environment. McGraw-Hill Education.

ACN 304: Auditing and Taxation

Course Objective

Auditing and taxation are both vital components of accounting. The knowledge on two subjects is important not only for accountants but also for management. Auditing is a crucial element of financial reporting and corporate governance. Taxation implications must be considered during decision making processes.

Course Contents

1. Introduction on Audit

Audit, Nature, Scope, Types, Attestation, Assurance, GAAS, Audit Profession.

2. Appointment



Appointment, Proposal, Engagement, Audit Approach.

3. Planning, risk and materiality

Need, Elements, Types, Audit Program, Working Papers, Quality Control, Reasonable Assurance, Materiality, Audit Risk, Audit Evidence.

4. Internal audit

Objectives, System, Components, The COSO Model, The COCO Control Model, Procedure of Setting Internal Control System, Test of Control, Internal Check.

5. Audit Report

Features of a good report, Report vs. Certificate, Judgment, Forming Opinion, Report Format, Types of Report, Samples.

6. Introduction to Taxation

Purposes, Features, Types, Canons, Tax System in Bangladesh, Role of Income Tax in the Economic Development of Bangladesh. Test of Capital & Revenue, Features of Income, Classification of Income, Tax Holiday Scheme. Assesses: Residential Status, Physical Status, Income Year, Assessment Year, TIN and Tax Rate- Practical issues.

7. Tax Authorities in Bangladesh:

Income Tax Authorities, Administrative Authorities, Judicial Authorities , Higher Courts, Appeal & Revision.

8. Tax Assessment and Collection

Procedures, Relevant Provisions, Types of assessment, Time limit for completing assessment, Re- assessment of Escaping Income, Tax Deducted at sources, Advance payment, Refund, Practical problems.

9. Computation of Income

Income from Salary, Interest on Securities, House Property, Agriculture, Business & Profession, Capital Gain and Other Sources, Practical Problems.

Textbook(s)

1. Shil, N. C., Masud, M.Z., & Alam, M.F. Bangladesh Income Tax-Theory & Practice, Shams Publications & AMS Publications (Latest ed.)
2. Mahmud, M.M, Rahman, A & Uddin, M.S. Auditing. Chittagong: Padma Prakashani, First edition.

BUS 201: Introduction to Business

Course Objective

Introduction to Business is designed to expose the students to many functions of modern business. The course shows the student how these functions exist in a changing society and the type of decisions which must be made within that environment. The course is also designed to expose the student to the multitude of career fields in the areas of business.

Course Contents

1. Meeting the Challenge of Today's Dynamic Business Environment



Business and Entrepreneurship- Entrepreneurship Vs Working for others- The Business Environment - The Economic Environment - the Technological Environment - The Competitive Environment- The Social Environment- The Global Environment.

2. How Economics Affects Business

How Economic conditions affect Businesses- Understanding Free-Market Capitalism- Understanding Socialism-Understanding Communism- Understanding the Economic System of Bangladesh.

3. Competing in Global Markets

The Dynamic Global Market- Getting involved in Global Trade- Strategies for Reaching Global Markets- Forces affecting Trading in Global Markets- Trade Protectionism -the Future of Global Trade.

4. Demonstrating Ethical Behavior and Social Responsibility

Ethics is more than Legality- Managing Business Ethically and Responsibly, Setting Corporate Ethical Standards- Corporate Social Responsibility- International Ethics and Social Responsibility.

5. Forms of Business Ownership and Formation Procedures of Companies

Sole Proprietorships, Partnerships- Corporations- Corporate Expansion- Special form of business ownership- Franchises- Cooperatives.

6. Entrepreneurship and starting a Small Business

The Age of Entrepreneur- Why take Entrepreneurial challenge- Getting started in Small Business- Managing a Small Business- Going International.

7. Management, Leadership, and employee empowerment

Managerial Challenges - Functions of Management- Planning, Organizing- Leading- Controlling.

8. Human Resource Management. Finding and Keeping the Best Employees

Working with People- Determining Human Resource Needs- Recruit Employees- Selecting employees-Training and Development-Appraising- Compensation.

9. Marketing. Customer and Stakeholder Relationship Marketing

Marketing- The Marketing Mix- Providing Marketers with Information, The Consumer Market- The Business-to-Business Market- Updating the Marketing Concept- Establishing Relationships with Stakeholder.

10. Financial Management

Role of Finance and Financial Managers- Financial Planning-Need for Operating Funds- Obtaining Short Term Financing and Long term financing- Importance of Money.

Textbook(s)

Nickels, Mchugh & Mchugh. Understanding Business. McGraw-Hill Irwin.

Reference(s)

1. Ferrell, O.C., Hirt, G., and Ferrell, L. Business a changing world. New York, NY: McGraw Hill.
2. Jeff Madura, Introduction to Business. South-Western.



BUS 202: Business Mathematics

Course Objective

A study of mathematical concepts and processes as applied to business and finance. Students will develop skills required to perform with accuracy and facility mathematical operations integral to the interpretation and solution of business problems. Arithmetic operations, signed numbers, linear equations, percentage and statistical procedures, are applied to such topics as accounting, retailing, risk management, banking and finance.

Course Contents

1. Sets and Subsets

Set Defined, Subsets, Number system defined, Sets operations, Exponents & Radicals, Factoring.

2. Equations and Inequalities

Equation Defined, Inequalities, Absolute Value.

3. Functions, graphs and system of Equation

Functions Defined, Linear Function, Quadratic Function, Polynomial Function, Multivariate Function, Combination of Function, System of Equation.

4. Differential Calculus

The Derivative, Rules of Differentiation, Differentiation of Composite function, Implicit Differentiation.

5. Multivariate optimization

Functions of several variables, Derivatives of multivariate functions, Higher Order derivatives of multivariate functions, Implicit partial differentiations, Chain rule.

6. Integral calculus

The Integral, Relationship between Integral & Differential calculus, Methods of Integration, Improper integrals, Multiple Integrals.

7. Mathematics for Finance

Time value of Money –PV, FV, EAR, Annuities, Growth Rate of Functions, Functions Defined over time, Investment Decision.

8. Orientation of linear programming

The linear programming problem, The graphic solution, Application of linear programming, The Simplex method, The Simplex algorithm, Minimization.

9. Introduction to decision theory

Conditions, Commonly used Criteria, The value of information, Incremental analysis, Decision Tree & Sequential decision making.

Textbook(s)

Childress, R. L., Gorsky, R. D., & Witt, R. M. (1989). Mathematics for managerial decisions. Prentice Hall.

Reference(s)

1. Bhardwaj, R. S. (2007). Mathematics for Economics and Business. Excel Books India..



2. Hazarika, P. (2003). ATB Of Business Mathematics. RSM Press.
3. Kapoor, V. K., & Sancheti, D. C. (2014). Business Mathematics. Sultan chand and Suris Delhi.
4. T. Edword. Mathematical Economics by Dowling.
5. Allen, RGD. Mathematical Analysis for Economics.

BUS 361: Legal Environment of Business

Course Objectives

The objective of the course is to have an initial orientation with basic areas of Law, which regulates the Business World. As a Manager we must be familiar with certain legal matters like how to make a contract, how a partnership business is done, how 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, what are the basic rights of a worker etc. This particular course would surely help the students understand these basics of Business law.

Course Contents

1. An Orientation: An Introduction to Business Law

Definition of law; Society and Law; Rule of Law; Mercantile law and sources of Law; Object and Scope, Essential elements of Contract.

2. The Law of Contract

Introduction; Nature of Contracts, Offer & Acceptance; Consideration; Capacity of Parties; Free Consent; Legality of Consideration and object; Contingent Contracts and Wagering Agreement; Quasi Contract.

3. The Law of Partnership

Definition and Nature of Partnership; Formation of Partnership; Rights, Duties and liabilities of Partners; Dissolution of Partnership Firm.

4. The Company Law

Nature of Company; Kinds of Company; Formation of Company; Memorandum and Article of association, Prospectus, Membership in the Company, Shares Capital, Shares etc.

5. Law of Sale of Goods

Contract of Sale of Goods; Condition and warranties, Transfer of Property, Performance of Contract of Sale; Remedial Measures.

6. The Bangladesh Labor Act 2006

Meaning of Labor Law; Purpose of Labor law in Bangladesh, Necessity of Labor Law; History of labor law; Labor Rights in the Constitution of Bangladesh, Condition of Employment, Categories of workers, Workers Safety, workers Welfare Measures.

Textbook(s)

1. Arun Kumar Sen and Jitendra Kumar Mitra. Commercial Law Including Company Law and Industrial Law. The World Press Private Limited, Calcutta.
2. Nirmal Chandra Paul. The Bangladesh Labour Code. Shams Publication.

BUS 485: Business Research Methods



Course Objective

The course is designed to give the students a greater appreciation of the diverse nature of research in Business. The course will begin with an overview of research process. It will explain the fundamental approaches of research. The main objective of the course is to impart knowledge and skills necessary for conducting research in different functional areas of business and using research information in decision making.

Course Outline

1. Introduction

Meaning of research, Objectives of research, Types of business research, Research process, Research and researchers in Bangladesh, Importance of business research.

2. Problem Formulation

Defining problem, Alternative methods of identifying research problem, Steps of problem formulation.

3. Research Design

Need for research design, Features of good design, Important concepts relevant to research design, Different types of research design, Survey, Observation, Experiment etc.

4. Sampling Design

Implications of sample design, Steps involved, Criteria for selecting a sampling procedure, sample fundamentals, Different types of sampling.

5. Data Collection

Primary data and secondary data, Selection of appropriate methods, Preparation of questionnaire, Different types of questionnaire.

6. Measurement and Scaling Techniques

Measurement in research, Physical objects and abstract concepts, Scale and Scaling, Different types of scale.

7. Processing and Analysis of Data

Editing and coding data, Problem in processing, Elements and types of analysis, Statistical tools, Descriptive statistics.

8. Testing hypothesis

Procedures of hypothesis testing, Nonparametric tests and parametric tests, Chi-square test, Limitations of the test of hypothesis.

9. Analysis of Variance and Covariance

Analysis of Variance (ANOVA), Short cut methods for one-way ANOVA, Coding method, Two-way ANOVA.

10. Interpretation and Report Writing

Meaning and significance of report writing, Different steps in report writing, Layout of the research report, Types of reports, Referencing, Techniques of report writing, Oral presentation of report.



Textbook(s)

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. Business research methods. Cengage Learning.

Reference(s)

1. Kothari, C. R. Research methodology: Methods and techniques. New Age International.
2. Bryman, A., & Bell, E. Business research methods. Oxford University Press.

ECN 211: Microeconomics**Course objective**

Starting with the basic tools of analysis this course will focus on one of two branches of economics namely Microeconomics. Under this, students will learn the interaction of the forces of demand and supply to analyze consumer and firm behavior and understand today's microeconomic environment by mastering the theories and practicing their applications.

Course contents**1. Introduction**

The Economic problem, production possibility frontiers, specialization and trade, comparative advantage.

2. The Theory of Consumer Behavior

Rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.

3. The Theory of the Firm

Technology and production functions, returns to scale, returns to factor of production, the law of diminishing marginal return, isoquants and iso-cost, profit maximization, cost functions, the distinction between the long and the short run, fixed and variable costs, the firm's supply function.

4. Markets

Demand and supply, equilibrium, competitive industry (the competitive firm, entry and exit, short-run and long-run equilibrium), monopoly, natural monopoly, monopolistic, Reasons for market failure.

5. Factors Market

Demand and supply of labor (utility maximization and the supply of labor, profit maximization and the demand for labor), factors affecting labor market equilibrium (unions).

6. Externalities, Public goods and Common Resources

Externalities and environmental economics, marginal social cost and marginal cost pricing, internalizing externalities, optimal provision of public goods, common resources.

Textbook(s)

Karl E. Case, Ray C. Fair. Principles of Economics. Pearson.



Reference(s)

N.Greogory Mankiw. Principles of Economics. Harcourt College publishers.

ECN 212: Macroeconomics

Course objective

Starting with macroeconomic accounting, this course will introduce you the basic models of output determination, basic tools of macroeconomic policy, interaction of the goods market and money market, implications for unemployment and inflation etc. Upon completion of this unit, the students will be able to analyze macroeconomic trends and apply them to societal conditions.

Course Contents

1. Aggregation

The problem of aggregation, value added and the $NNP=Y$ identity, depreciation, capital formation in a closed economy without a government. National accounts of a closed economy.

2. The Goods Market

Consumption, investment, aggregate demand, income determination, equilibrium, the multiplier, consumption and taxation, the government budget, automatic stabilizers (the financing of government), aggregate demand and equilibrium (IS), the multiplier and taxation, the role of fiscal policy, alternative view of equilibrium-savings and investment, the paradox of thrift.

3. Money and Banking

The role of money, real balances, the quantity theory of money, the liquidity preference approach and the demand for money (liquid assets), commercial banks and the supply of money (banks and the various multipliers), central banks and monetary control, equilibrium in the money market (LM).

4. General Equilibrium

The Investment Saving-Liquidity Money or Hicks-Hansen model, Monetary, fiscal policies in a closed economy.

5. The Open Economy

National accounts of the open economy, capital formation in an open economy, demand for exports and imports and their effect on aggregate demand, the net-export function, the multiplier of an open economy.

6. Exchange Rate Determination and the Money Sector

The balance of payments, foreign currency market, the determinants of demand and supply of foreign currency, capital mobility, the rate of interest and the price of foreign currency, the difference in the impact on the system under different exchange rate regimes.

7. Prices, Inflation and Unemployment

Aggregate Demand (AD), Aggregate Supply (AS), the Keynesian and the Classical AS, the problems with explaining stagflation. The Phillips Curve, the augmented Phillips Curve and the role of expectations in explaining stagflation, price levels and unemployment, the



determinants of the short-run aggregate supply, the effects of an exogenous raw material price shock.

Textbook(s)

McConnell, Campbell and Stanley Brue. Economics. McGraw Hill.

Reference(s)

David Begg, Stanley Fischer, Rudiger Dornbusch, Economics, McGraw Hill.

FIN 211: Principles of Finance

Course Objectives

This module introduces students to a range of topics in introductory finance. It starts discussing the overview of financial management, dimension of financial planning. Then it focuses on basic financial analysis as well as time value of money. Afterwards it will move to long term financial decision topics. It covers bond and their valuation, stock and their valuation, cost of capital & capital budgeting. Finally the module introduces students to the topic of raising capital and techniques of financial forecasting.

Course Contents

1. An overview of Financial Management

The different types of finance, Career opportunity in Finance, Financial Management In new millennium, Global perspective, Influence of technology, Industry Practice.

2. Financial statement, Cash flow, Taxes

Financial statements & Reports, The balance sheet, the income statement, Statement of Retained earnings, Net Cash flow, Statement of cash flows.

3. Analysis of Financial Statement

Ratio analysis, Liquidity Ratios, Asset Management Ratios, Debt Management ratios, Profitability Ratios, Market value ratios, Trend analysis,

4. The Duo-Point Equation

Uses & Limitations of Ratios, Industry Practice- EVA & ROE.

5. Time Value of Money

Time Lines, Future value, Present Value, Compound Interest, Future value of Annuity, Present value of Annuity, Uneven Cash Flow stream, Amortized Loan.

6. The Cost of Capital and Capital Budgeting

Introduction, The capital components, The cost of debt, The cost of preferred stock, The cost of equity, The weighted average cost of capital, Factors that affect the WACC, The basics of capital budgeting, Payback period, Net present value, Internal rate of return, NPV and IRR compared, Multiple IRRs

7. Working capital Fundamentals

Cash Conversion Cycle, Calculating cash conversion cycle, Funding requirement of cash conversion Cycle, Strategies for managing cash conversion cycle, Inventory Management- Different view point about inventory level, Common technique for managing inventory,



International Inventory management, Account Receivable Management-Credit Selection & Standards, Credit Terms, Credit Monitoring, Management of Receipts& Disbursement-Float, Speeding up Collections, Showing Down payments, Cash Concentration, Zero balance account, Investing marketable Securities.

8. Discussion Regarding Bangladesh Financial Market

Capital market, Money market, Foreign Exchange Market, Primary market, Secondary market, Over the Counter market, Specialized Financial Institution, Regulators and Institutions,

Textbook(s)

Brigham and Houston. Fundamentals of financial management. Cengage Learning.

Reference(s)

1. Brealey Myers. Principles of corporate finance. Tata MCgraw Hill edition.
2. Ross, Westerfield, Jordan, Fundamentals of corporate finance. Tata Mcgraw Hill.
3. Catherine Gowthorpe, Business accounting & finance for non-specialist. Cengage Learning.

FIN 311: Bank Management

Course Objective

This course is designed to provide the students with tools and techniques to manage commercial banks. The module explores business of banking. It also includes numerical analysis of asset liability management, profitability analysis as well as export import financing.

Course Contents

1. Bank Management

Introduction, Origin of Banks, Scheduled & Non-Scheduled Banks, Evolution of Banks, Growth of Banks in Bangladesh.

2. Commercial Banking Functions

Introduction, Accepting of Deposits, Loans & Advances.

3. Liquidity & Bank Management

Introduction, Need for Liquidity, Commercial Loan Theory, Shift ability Theory, Anticipated Income Theory.

4. Liabilities Management Theory

Introduction, Federal Fund, Discount Window, Capital Fund, The Loss Absorbing Functions, The Confidence Function, The Finance Function, The Restrictive Function.

5. Basel Norms

Introduction, Basel I, Basel-II, Basel-III.

6. Asset Liability Management

ALM concepts, ALM process- Concept of Interest sensitive Gap management, Concept of Duration Gap management.

7. Credit Management

Introduction, Policy Development, Policy Implementation.



8. Bank Marketing

Customer Relationship, Higher Purchase Intent & Consideration, Becoming Financial Partner, Reward engagement, Deposit & Loan strategy, The different Loan & Deposit pricing Policies.

Textbook(s)

1. Casu B., Girardone C., and P. Molyneux. Introduction to Banking. Pearson.
2. Contemporary issues in Banking by Chartered Banker.
3. Peter S. Rose. Commercial bank management. McGraw-Hill/Irwin.

Reference(s)

1. Meir Kohn Meir Kohn. Financial Institutions and Markets. Oxford University Press.
2. Saunders A. and M.M. Cornett. Financial Institutions Management: a Risk Management Approach. McGraw-Hill.

HRM 301: Human Resource Management

Course Objectives

This course is designed to help students to become a more effective manager (and employee) by building skills and raising awareness of critical human resource related issues. After successfully completing this course, students will be able to develop the knowledge, skills and concepts and manage the employment relationship needed to resolve actual human resource management problems or issues.

Course Contents

1. Introduction to Human Resources Management

Managers & Management, Managerial process, Definition, functions, and structure of HRM, Strategic importance and uniqueness of HRM, Career scope in HR.

2. Staffing the Organization

Job analysis - Steps and methods of job analysis, HR planning and forecasting, Succession planning, Definition, steps, and sources of recruitment and selection, Selection process, Types of selection tests and interviews.

3. Training and Development

Definition and importance of training and development, Training process and needs analysis, Training methods, Development methods, Evaluating training and development effectiveness, Career development- value for the organization-value for the individual.

4. Performance Management

Performance management, Performance appraisal, The performance appraisal process, Appraisal methods/techniques, Performance appraisal errors, Appraisal Interview/Meeting.

5. Reward Management

Definition and types of reward, Compensation, Total compensation package, Compensation components: Salaries, incentives, benefits and allowances.

6. Compliance: Environment, Health, Safety, Employee Relations

Compliance related laws in Bangladesh and internationally (ILO matters), Features of safe and healthy work environment, IR/employee relations, Trade union, Inclusive work place.



Textbook(s)

1. Gary Dessler & Biju Varkkey, Human Resource Management. Pearson.
2. David A. DeCenzo, Stephen P. Robbins & Susan L. Verhulst. Human Resource Management. Willey.

Reference(s)

1. Cynthia D. Fisher, Lyle F. Schoenfeldt, & James B. Shaw. Human Resource Management. Houghton Mifflin College,
2. Raymond A. Noe. Fundamentals of Human Resource Management. Mc-Graw Hill.

HRM 381: Employment/ Labor Law

Course Objectives

This course is designed to provide students a basic understanding and application of labor/employment laws of Bangladesh with necessary interpretations. As employment/labor laws are so central to all Human Resources Management (HRM) functions, the present & future managers must be conversant with the employment/labor laws of the country that regulate the workers-unions-employers-government relationships in the workplaces. The course will explore the realities and myths of what constitute the workers' and employers' rights in the workplace.

Course Contents

1. A Review of Human Resource Management (HRM)

Nature of HRM, Functions of HRM, Structure of an HR Department, functions of an industrial/employee relations manager. An Overview of Bangladesh Labor Act 2006: Historical Background of BLA 2006, Definitions of key terms of BLA 2006, s of BLA 2006, Amendments of BLA 2006, Non-Applicability of BLA 2006.

2. Appointment and Conditions of Employment

Key provisions of 2 of BLA 2006; lay off, lock-out, discharge, dismissal, retrenchment, misconduct and its punishment, grievance procedure.

3. Employment of Young Persons and Maternity Benefits

Defining child, adolescent, and adult. Provisions for employment of child, adolescent, and adult. Right to and liability for the payment of maternity benefits, amount of maternity benefits, calculation of maternity benefits.

4. Safety, Health, and Welfare of Employees

Important provisions related to safety, health, and welfare of workers such as neatness and cleanliness, ventilations and temperature, drinking water, safety of building and machinery, obligation of using personal protective apparatus, dangerous operations, first-aid appliances, canteen, day care center, compulsory group insurance.

5. Working Hours and Leave

Weekly holiday, annual leave, sick leave, casual leave, festival holidays.

6. Wages, Wage Board, and Compensation for Injury by Accident

Laws related to payment of wages, establishment of minimum wage board and its functions, employers' responsibility for payment of compensation.

7. Industrial Relations



Trade unions, collective bargaining process, formation and functions of participation committee, unfair labor practices, industrial disputes and their settlement, Industrial Relations in Bangladesh.

8. Special Topics

Textbook(s)

1. Nirmal Chandra Paul. The Bangladesh Labor Code, 2006 & Other Related Laws. Shams Publications, Dhaka.
2. John Jude Moran. Employment Law, Pearson.

Reference(s)

1. S A Huq (2006), Bangladesh Labor Code, Dhaka.
2. P. N. Singh & Neeraj Kumar (2012). Employee Relations Management, Pearson, New Delhi.
3. Iqbal Ahmed (2014), Industrial Relations and Labor Movement in Bangladesh, IBA, Dhaka.

MGT 201: Principles of Management

Course Objectives

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 Contents

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.

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.

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.

4. Leading

Creativity and Innovation, Motivation and Satisfaction, Motivation Theories, Current Issues in Motivation, Leadership Styles, Leadership Theories, Leadership Issues in The Twenty-First Century, Communication, Barriers to Effective Communication, Organization Culture, Elements and Types of Culture, Managing Cultural Diversity.



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.

Textbook(s)

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

Reference(s)

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

MGT 301: Organizational Behavior

Course Objective

The aim of this course is to familiarize students with the various concepts related to how employees tend to behave in an organization and gain insights into the concepts that go into the making of a successful organization.

Course contents

1. Introduction

Meaning of Organizational Behavior, Nature of Organizational Behavior, Contributing Disciplines, Organizational Models, Challenges & Opportunities of Organizational Behavior.

2. Personality & Perception

Meaning of Personality, Importance of Personality, Determinants of Personality. Meaning of Perception, Perceptual Process, Factors influencing Perception, Perceptual Distortion.

3. Attitude & Learning

Meaning of Attitude, Components of Attitude, Factors in Attitude Formation. Meaning of Learning, Factors affecting Learning, Theories of Learning.

4. Motivation

Meaning of Motivation, Concepts of Motivation, Theories of Motivation, Concept of Morale.

5. Group Dynamics

Formal & Informal Groups, Stages of Group Development, Group vs Team, Types of Team, Group Decision, Making Techniques, Interpersonal Communication, Transactional, Analysis and its applications.

6. Conflicts & Stress

Concept of Conflict, Meaning of Conflicts, Different Levels of conflict, Conflict Resolution: Potential Sources of Conflict, Consequences of Conflict, Coping Strategies during Conflict. Concept of Stress, Resistance to Change, Overcoming Resistance to Change.

7. Organizational Development



Concept & Characteristics of Organizational Development, Benefits & Limitations of Organizational Development, Concept of Organizational-Citizenship Behavior. Meaning of Power, Concept and Types of Power.

Textbook(s)

Stephen P. Robbins-Organizational Behavior: Concepts, Controversies, Application. Prentice-Hall of India.

Reference(s)

Newstrom, J.W, & Davis, K. Organizational Behavior : Human Behavior at Work. McGraw-Hill Education.

MGT 331: Operations & Supply Chain Management

Course Objectives

The course is designed to provide an over view of Operations & Supply Chain Management. It covers different aspects of operations management like Production Planning, Capacity planning, Process Management ,Quality Control, Maintenance measures and technology used in Production processes. It would also help to learn the strategic importance of supply chain design, planning and operations for every firm.

Course Contents

1. Overview of Operations Management-Operations as a Competitive Weapon

Introduction; The scope of Operations Management; Operations Management and Decision Making; Historical Evolution of Operations Management; Trends in Business.

2. Understanding the Supply Chain

Introduction of Supply Chain; Historical Perspective; The Objective of a Supply Chain, The importance of Supply Chain Decisions; Decision phases in a supply chain; Process Views of a supply Chain.

3. Operations Strategy

Introduction; Competitiveness, Strategy; Productivity.

4. Designing Distribution Networks and applications to Online Sales

The Role of Distribution in the Supply Chain; Factors influencing Distribution Network design; Design Options for a Distribution Network; Online sales and Distribution Network; Distribution Networks practice.

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.

6. 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.



Textbook(s)

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

Reference(s)

1. Kent N. Gourdin. Global Logistics Management. Blackwell publishing.
2. Mangan, J., Lalwani, C. and Butcher, C. Hoboken. Global Logistics and Supply Chain Management. John Wiley & Sons Ltd.

MGT 305: Entrepreneurship and Small Business Management

Course Objectives

Entrepreneurship is of paramount significance in supporting the start-up and growth of new businesses. This course is designed to elevate students' awareness of the issues involved in entrepreneurship and small business, with particular reference to the Bangladesh contexts.

Course Contents

1. Entrepreneurship

Content, definitions, and theoretical approaches. The entrepreneurial process. Role of entrepreneurship in the economic development. Ethical and legal issues related to entrepreneurship.

2. Entrepreneurial Competencies

Personality traits of the entrepreneur, motivation, and demographics. Similarities and differences between entrepreneurs and managers.

3. Entrepreneurial Intention

Global Entrepreneurship Monitor (GEM). Early stage entrepreneurial activity and established entrepreneurship. Opportunity and necessity entrepreneurship. Economic crisis & business activity. New Venture Development.

4. Business Planning

Generating business ideas, Implementation of idea. Business Plan. Business planning process. Startups strategy. Analysis of market and competition. Finance & accounting program of startups. Marketing program of startups. Product Life Cycle. Business Critical Success Factors.

5. Entrepreneurship & Innovation

Economic exploitation of inventions. Patents license. Excellence Centers. Spin-offs.

6. Small Business

Benefits and constraints. Young entrepreneurs. Female entrepreneurs. Minority enterprises. Family business. Self-employment. Teleworking. Homepreneurship. Different growth options.

7. Financing & Supporting Startups

Institutional framework. Investment incentives & developmental programs. Training & development of new entrepreneurs. Selling, customer service and managing people.



8. Networking of Startups

The model of Silicon Valley. The model of Third Italy. Technopoles, technological districts, business clusters, networks, incubators.

9. Renewal and Turnaround for Small Businesses

Strategic options of turning around small business; renewal strategies; handling a failing situation; the exit decision; management succession plan; selling the business to outsiders; selling the business to insiders.

10. Entrepreneurship Development in Bangladesh

Entrepreneurship development program (EDP), Objectives and needs of EDP, Government policy and institutional support for entrepreneurship development in Bangladesh.

Textbook(s)

Thomas W. Zimmerer, Norman M. Scarborough and Doug Wilson; Essentials of Entrepreneurship and Small Business Management, Prentice Hall.

Reference(s)

1. Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd; Entrepreneurship, McGraw-Hill/Irwin.
2. Peter Drucker; Innovation and Entrepreneurship, Collins.
3. Rahman, A. H. M. Habibur and Associates; Entrepreneurship and small Enterprise Development in Bangladesh, Bureau of Business Research, Dhaka University.
4. Md. Serazul Islam; Entrepreneurship and Small Enterprise Development in Bangladesh: The Role of Supporting Institutions, Lap Lambert Academic Publishing.

MGT 490: Strategic Management

Course Objective

Strategic management is a big picture course. It focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. Unlike other business courses where the subject matter was narrowly focused at a particular function such as HRM, marketing, finance, accounting, production, this course deals with the company's entire making and environment.

Course Contents

1. Strategic Leadership

Managing the Strategy Making Process for Competitive Advantage-Strategic leadership-competitive advantage-superior performance-strategic managers-the strategy making process-major goals-strategy as an emergent process-strategic planning in practice-strategic decision making-strategic leadership.

2. External Analysis

The Identification of Opportunities and Threats-Defining an industry-Porter's five forces model-strategic groups within industries-industry life cycle analysis-limitations of models for industry analysis-the microenvironment.

3. Internal Analysis

Distinctive Competencies, Competitive Advantage, and Profitability, The roots of competitive advantage-the value chain-the building blocks of competitive advantage-business models, the value chain, and generic distinctive competencies-analyzing



competitive advantage and profitability-the durability of competitive advantage-avoiding failures and sustaining competitive advantage.

4. Building Competitive Advantage through Functional Level Strategy

Achieving superior efficiency-materials management, just-in-time, and efficiency-achieving superior quality-achieving superior innovation-achieving superior responsiveness to customers, Competitive positioning and the business model-competitive positioning and business level strategy-the dynamics of competitive positioning.

5. Business Level Strategy and the Industry Environment

Strategies in fragmented industries-strategies in embryonic and growth industries-navigating through the life cycle to maturity-strategy in mature industries-strategies in declining industries

Textbook(s)

Hill, C. W. L., & Jones, G. R. Strategic Management: An Integrative Approach. Cengage Learning: India.

Reference(s)

1. Pearce, J. A., Robinson, R. B., & Subramanian, R. Strategic management: Formulation, implementation, and control. Columbus, OH: Irwin/McGraw-Hill.
2. Barney, J. B., & Hesterly, W. S. Strategic management and competitive advantage. Upper Saddle River, NJ: Pearson Prentice Hall.

MIS 201: Fundamentals of MIS

Course Objective

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 Contents

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 Systems, Business Information Value Chain, Complementary Asset.

2. Use of Information Systems in Business

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.

3. Information Systems, Organizations, and Strategy

Organizations and Information Systems, Economic Impacts Organizational and Behavioral Impacts of Information System over Organizations and business firms, Implications for the Design, Understanding of Information Systems, Using Information Systems to Achieve Competitive Advantage, Value web, Synergies.

4. Ethical & Social Issues Related to Systems



Key technology trends that raise ethical issues, Professional codes of conduct, Property rights, Intellectual property, Challenges of intellectual property rights.

5. IT Infrastructure and Emerging Technologies

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, Mashups & Widgets, Software Outsourcing.

6. 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.

7. Telecommunication, the Internet & Wireless Technology

Telecommunication & networking in today's business world, Internet Addressing & Architecture, Domain Name System, IPV 6, Wireless technologies and VOIP.

8. 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.

9. 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.

10. Enhancing Decision Making

Types of decisions, Decision making process, Business intelligence and analytics capabilities, Decision Support for operational and middle management, Decision support for senior management, Balanced scorecard and enterprise performance management methods, Group Decision Support Systems.

11. Building Information Systems

Business Process Reengineering, Completing Systems development process, Computer aided software engineering, Prototyping.

Textbook(s)

Laudon, K.C. & Laudon, P., Management information systems: Managing the digital firm, Pearson Education.

Reference(s)

O'Brien, J.A. Management Information Systems: Managing Information Technology in the Networked Enterprise. McGraw Hill.

MKT 201: Principles of Marketing



Course Objective

The objectives of this course are to provide students with a broad introduction to marketing concepts, the role of marketing in society and in the firm, and the various factors that influence marketing decision making.

Course Contents

1. Marketing in a Changing World

Definition of marketing, Goals of Marketing, Core Marketing Concepts, Developing the Marketing Mix, Marketing Management Philosophies, Building Customer Relationship, Connections with Marketing's Partners, Major challenges in the connected world.

2. Company and Marketing Strategy.

Developing Marketing Strategies and Plans, Defining a Market- Oriented Mission, Setting Company Objectives and Goals, Designing the Business Portfolio, Planning & marketing other functional strategies.

3. Analyzing the Marketing Environment

Key Environments, The Microenvironment, The Macro environment, Responding to the Marketing Environment.

4. Marketing in the Digital Age

Major Forces Shaping the Digital Age, E-Commerce Domains, Conducting E-Commerce, Promise and Challenges of E-Commerce.

5. Consumer Markets and Consumer Buying Behavior

Model of Consumer Behavior, Factors Influencing Consumer Behavior, Characteristics Affecting Consumer Behavior, Types of Buying-Decision Behavior, The Buyer Decision Process, Stages in the Adoption Process.

6. Business Markets and Business Buyer Behavior

Definition of Business Market, Business Buyer Behavior, Major Influences on Business Buyers, Institutional and Government Markets.

7. Segmentation, Targeting, and Positioning

Building the Right Relationships with the Right Customers, Market Segmentation, Target Marketing, Market Positioning.

8. Product, Services, and Branding Strategies

Definition of Product and Service, Product and Service Decisions, Branding Strategy, Services Marketing, Additional Product Considerations.

9. New-Product Development and Product Life-Cycle Strategies

New Product Development Strategy, Product Life-Cycle Strategies, Marketing Strategies.

10. Integrated Marketing Communication Strategy

Definition of Integrated Marketing Communications, The Communication Process, Developing Effective Communication, Setting the Promotional Budget and Mix, Socially Responsible Communications.



Textbook(s)

Philip Kotler & Gray Armstrong. Principles of Marketing. Prentice Hall.

Reference(s)

Jeff Tanner and Mary Anne Raymond. Principles of Marketing. Flat World Knowledge.

MAJOR AND MINOR COURSES **Course Descriptions**

Major and Minor Courses of Accounting

ACN 301: Intermediate Accounting-I

Course Objective

The course focuses on the asset side of the balance sheet. Students will acquire in-depth knowledge of the procedural and conceptual issues as well as information on presentation and disclosure of financial statements. It explores additional issues to be addressed by an accountant in complex business phenomenon in reporting different assets in the balance sheet.

Course Contents

1. Conceptual Framework Underlying Financial Accounting

Need for Conceptual Framework, Development of Conceptual Framework, Basic objectives, Qualitative Characteristics of Accounting Information, Basic elements of financial statements and Operating Guidelines.

2. Short-term Assets: Cash and Temporary Investments

Cash, Control of cash, Reconciliation of bank balances, Temporary investments, Cash and temporary investments on the balance sheet.

3. Accounting for Receivables

Accounts Receivable, Recognizing accounts receivable, Valuing accounts receivable, disposing of accounts receivable, Notes receivable, determining the maturity value, computing interest, Recognizing notes receivable, Valuing notes receivable, disposing of notes receivable.

4. Revenue Recognition

Specialized Accounting and Reporting Principles and Practices, Revenue recognition in the Conceptual Framework, Revenue recognition prior to delivery of goods or performance of services, Revenue recognition after delivery of goods or performance of services, Methods of accounting before revenue recognition.

5. Financial Statements

Financial statements for different forms of business, A Comparative Analysis. Preparation of financial statements in accordance with Companies Act, 1994.

6. Plant and Intangible Assets - Acquisition



Classification of Plant and Intangible Assets, Capital and Revenue Expenditure, Recording Acquisition of Plant and Intangible Assets, Variables used in goodwill valuation, Methods of valuing goodwill.

7. Plant and Intangible Assets – Utilization and Retirement

Depreciation of Plant Assets, Amortization of Intangible Assets, Depletion of Natural Resources, Balance Sheet Presentation and Disclosure.

8. Inventories

Estimation and Valuation Procedures: Gross Profit Method, Retail Inventory Method, Inventory Valuation other than Cost, Inventories on the Balance Sheet.

Textbook(s)

Donald E. Kieso, Jerry J. Weygandt, and Terry D. Warfield, “Intermediate Accounting”. John Wiley & Sons, Inc.

Reference(s)

1. Smith, J. M., & Fred, S. K. Intermediate Accounting, South-Western Publishing Company, Cincinnati, Ohio.
2. Jerry J. Weygandt, Donald E. Kieso, Paul D. Kimmel, Accounting Principles, John Wiley & Sons, Inc.

ACN 305: Intermediate Accounting-II

Course Objective

This course is designed to provide comprehensive knowledge on the liability side of the accounting equation and analysis of financial statements. The discussion will cover from recognition and measurements of a particular liability to the presentation and disclosure of that liability in the financial statements.

Course Contents

1. Review of Financial Accounting

Financial Reporting, Accounting Standards, Financial Accounting Standards Board (FASB), Generally Accepted Accounting Principles (GAAP), Conceptual Framework, Accounting as a Profession, Introduction on ICAB, ICMAB, ACCA, CIMA, CFA.

2. Current Liabilities & Contingency

Current Liabilities, Employee-Related Liabilities. Likelihood of Loss, Litigation, Claims, and Assessments, Guarantee and Warranty Costs, Premiums and Coupons.

3. Long-term Liabilities

Issuing Bonds, Types and Ratings of Bonds, Valuation of Bonds Payable, Reporting and Analyzing Long-Term Debt, Off-Balance-Sheet Financing, Settlement of Debt, Transfer of Assets, Granting of Equity Interest.

4. Stockholders' Equity

The Corporate Form of Organization, Issuance of Stock, Reacquisition of Shares, Preferred Stock, Dividend Policy, Retained Earnings, Presentation and Analysis of Stockholders' Equity, Dividend Preferences, Book Value Per Share.

5. Financial Statement Analysis



Basics of Financial Statement Analysis, Need for Comparative Analysis, Tools of Analysis, Horizontal Analysis, Vertical Analysis, Ratio Analysis, Earning Power and Irregular Items, Quality of Earnings.

6. Dilutive Securities and EPS

Dilutive Securities, Stock Warrants, Stock-Option Plans, Restricted Stock, Employee Stock-Purchase Plans, Earnings Per Share, Options and Warrants, Contingent Issue Agreement, Antidilution Revisited, EPS Presentation and Disclosure.

7. Accounting for Leases

The Leasing Environment, Off-Balance-Sheet Financing , Conceptual Nature of a Lease, Methods of lease, Economics of Leasing, Initial Direct Costs (Lessor) , Disclosing Lease Data.

Textbook(s)

Donald E. Kieso, Jerry J. Weygandt, and Terry D. Warfield, Intermediate Accounting, John Wiley & Sons, Inc.

Reference(s)

1. Jerry J. Weygandt, Donald E. Kieso, Paul D. Kimmel, Accounting Principles, John Willey & Sons, Inc.
2. Smith, J. M., & Skousen, K. F. Intermediate Accounting, South-Western Publ. Co., Cincinnati, Ohio.

ACN 405: Cost Accounting-I

Course objective

This course highlights the importance of cost accounting over general accounting and its importance for the management of a firm. It helps to generate key data for managers to plan and control.

Course Contents

1. Introduction

Definition of Cost Accounting, Comparison of Cost Accounting and Financial Accounting; The role of Cost Accounting; Cost Data for Management Purposes; Methods and Techniques of Cost Accounting; Modern Trends in Cost Accounting.

2. Cost Concepts and Classifications

Element of cost, Expenditures, Cost, Expense and Loss; Cost Classifications; Cost Data and Uses; the Chart of Accounts; Statement of Cost of Goods Manufactured and Sold; Income Statement, Practical problems.

3. Material Costing

Classification of Materials; Accounting for Materials; Pricing the Issue of Materials Valuation of Inventory; Periodic Inventory System and Perpetual Inventory System; Inventory Planning; Ordering Cost, Holding Cost and EOQ; Effect of Quantity Discounts on EOQ; Safety Stock and Reorder Point; Impact of JIT on Inventory Accounting; Materials Requirement Planning System. Cost Accumulation Periodic vs. Perpetual; Cost Accumulation-Actual vs. Standard; Periodic a Perpetual Cost Accounting System.

4. Labour Costing



Productivity and Labour Costs; Costs included in Labour; Accounting for Labour; Time Keeping, Computation of total payroll and Allocation of Payroll costs; Journalizing Labour Costs; Special Problems Relating to Accounting for Labour; Labour Turnover and Control of Labour Turnover; Learning Curve Theory.

5. Costing and Control of Manufacturing Overhead

Manufacturing Overhead Costs; Actual Vs. Normal Costing of Manufacturing Overhead; Production Capacity, Predetermined Overhead Rates; Departmental vs. Plant-wise Overhead Rates; Separating Mixed Costs. Scatter-graph; High-low Method and Regression Analysis; Accounting for Manufacturing Overhead; Analysis and Disposition of Under-applied-and Over-applied Overhead.

6. Service Department Costs Allocation:

Service department costs; Volume based costing; Need for cost allocation; Guidelines for cost allocation; Plant-wise rate vs. departmental rates; Cost allocation methods; Direct method; Step method; Reciprocal method and linear algebra method; Single and dual rate methods; Determination of costs should be allocated-budgeted or actual.

7. Job-Order and Batch Costing

Job and contract costing, Main features- Advantage and disadvantage Job costing procedure- Job Order Costing; Job Order Cost System-Illustrated; Spoiled Goods; Defective Goods; Scrap materials and Waste Materials in a Job order Cost System, Batch Costing, Economic Batch Order.

Textbook(s)

Matz, A. & Usry, M. F. Cost Accounting: Planning and Control. (8th ed.). Cincinnati, Ohio: South-Western Publishing Co.

Reference(s)

1. Rayburn, L. G. Cost Accounting: Using A Cost Management Approach. Irwin Publishing.
2. Basu, S. P. & Das, M. Theory and Practice of Costing.. Calcutta: Rabindra Library.
3. Horngren, C. T., Datar, S. M & Foster, G. Cost Accounting: A Managerial Emphasis. New Delhi: Prentice-Hall Private Limited.
4. Polimeni, R. S., Fabozzi, F. & Adelberg, A. H. Cost Accounting: Concept and Applications for Managerial Decisions. Columbus, OH: McGraw-Hill Education.

ACN 406: Cost Accounting-II

Course Objective

To provide the students with an in-depth knowledge of advanced approaches of Cost Accounting to enable them to apply costing methods and techniques to assist management for taking appropriate decisions.

Course Contents

1. Process Costing

Definition, Objectives of process costing, characteristics of process cost system, application of process costing, distinction between job order costing and process costing, calculation of unit cost, equivalent units of production, weighted average and FIFO process costing methods, steps in process costing, lost units and problems and solutions.

2. Joint Product and By-Product Costing



Introduction, definition of Joint Products and By-Products, nature of Joint Products and By-Products, joint cost, methods of costing By-Products, Split-off Point; Assigning Joint Costs to Joint Products; problems and solutions.

3. Contract costing

Definition of contract costing, features of contract costing, difference between the job costing and contract costing, types of contract, recording of cost of contract, recording of value and profit on contracts, work-in-progress, cost-plus contracts, escalation clause, problems and solutions.

4. Operating costing

Major transport company carrying goods, operating or running costs, maintenance costs, standing costs, advantages of determining operating costs, practical problems.

5. Cost and Quality Management

Aspects of quality, costs of quality, methods used to identify quality problem, evaluating quality performance, cost of time, theory of constraint and throughput, contribution analysis.

6. Target Costing

Target Costing, Value Engineering, Target Costing and Kaizen Costing; Theory of Constraints: Life Cycle Costing; Strategic Cost Management; Creating and Sustaining a Competitive Advantage; Value-Chain Framework, Linkage, and Activities.

7. Standard Costing and Variance Analysis

Meaning, Purpose, Advantages, Limitations, Fixation of Standards, Types of Standards, Calculation of variances, Journal Entries, Standard Costing System, Performance Report

Textbook(s)

Adolph Matz and Milton F. Usry. Cost Accounting- Planning and Control. South-Western Publishing.

Reference(s)

1. Bhabatosh Banerjee. Cost Accounting. Prentice- Hall.
2. Horngren, Dattar and Foster. Cost Accounting: A Managerial Emphasis. Prentice-Hill.
3. R.H. Garrison and Eric W. Noreen. Managerial Accounting. Mc-Graw Hill.

ACN 410: Taxation System in Bangladesh

Course Objective

The objective is to form a strong foundational understanding of the underlying framework and basic principles and concepts of Bangladesh income tax law covering assessment procedure, income computation of different entities and VAT.

Course Contents

1. Individual Assessment

Income of a Resident includes, Income heads ITO, 1984, Steps to compute total income & tax liability, Recapitulation.

2. Other Assessment

Partnership Firms, Companies & Corporations, Bank & Insurance Businesses, etc.



3. Value Added Tax (VAT)

VAT, Reasons for charging VAT, Steps in VAT Assessment, Features of VAT in Bangladesh, Scope of the VAT, Types of the VAT, Who pays VAT? Latest VAT proposal.

4. Liabilities in special cases

Liabilities of representatives, agents, firms, association of persons, partners, company directors, liquidators, Offence and Prosecution etc.

5. Double Taxation Relief

Double Taxation Relief Agreement and tax rebate, orbit of double taxation.

6. Gift Tax

Charge of gift tax, Taxable Gifts, Exemption from Gift-tax. Determination of the value of Gifts, Return of gifts Gift, tax payable, penalty, Prosecution, Assessment procedures, Rates, Authorities.

7. Customs Duty

Customs, Features, Classification of Commodity for Tariff imposition, Status of Customs in Bangladesh, Customs Authorities, Offences and Penal Actions.

Textbook(s)

Shil, N. C., Masud, M.Z., & Alam, M.F. Bangladesh Income Tax-Theory & Practice, Shams Publications & AMS Publications.

Reference(s)

1. Mahmud, M. M., Purohit, K. K., Battacharjee, K. M., & Rahman, A. M. Taxation in Bangladesh - Theory & Practice.
2. FO/FA thereto.
3. Finance Acts – Govt. of Bangladesh.
4. Circulars and Orders Issued by NBR.
5. Value Added Tax Act-1991 – including updated amendments made by the annual FO/FA thereto.

ACN 450/FIN 450: Advanced Financial Accounting

Course Objective

This course mainly focuses on the advanced company accounting issues and their reporting system. It will help to understand different types of inter-entity relationships, merger and acquisition, joint ventures, reorganizations and prepare consolidated financial statements thereafter.

Course Contents

1. Consolidated financial statements following acquisition

Consolidation process, Consolidated Net Income, Additive and Residual Approach, Consolidated Retained Earnings, Work-paper Format, Discontinuance of Consolidation, Disposal of Differential-related Assets.

2. Accounting for Merger & Acquisition

Sensible Motives for Mergers, Some Dubious Reasons for Mergers, Estimating Merger Gains and Costs, The Mechanics of a Merger, Takeover Battles and Tactics, Mergers and the Economy, Leveraged Buyouts, Spin-offs and Restructurings, Fusion and Fission in Corporate Finance, Conglomerates, Control and Governance.



3. Accounting for joint ventures, installment sales and consignments

Forms of joint ventures, jointly controlled operations, assets and entities, transactions between a venture and joint venture, operators of joint ventures, disclosure in financial statements, Installment sales, consignments: accounting for the consignments, uncompleted consignments.

4. Foreign Currency Translations

Purchase of merchandise from a foreign supplier, Foreign currency transaction gain or loss, Sale of merchandise to a foreign customer, Loan payable in a foreign currency, Loan receivable in a foreign currency, Forward contracts, Application.

5. Analysis of Leveraged Buyout, Spin-offs, and Restructuring

The LBO Market, Foreign LBO, Voting Interest and Capital Risk Tests, Attracting Congressional Attention, Practical Problems.

6. Fusion and Fission in Corporate Finance

Need for Project Evaluation, Present Value and Opportunity Cost of Capital, Business Valuation and the Domination of NPV, Investment Decisions, Capital Budgeting, Management Incentives and Economic Value Added.

7. Accounting for Liquidation and Re-organization

Bankruptcy liquidation, Shareholders voluntary liquidation, Creditors involuntary liquidation, Liquidation by order of the court, Role of liquidator and official liquidator, Discharge of debtors, The statement of affairs, Recovery by each class of creditors, Accounting and reporting for trustees, Corporate re-organization, Accounting for re-organization, Disclosure of re-organization.

Textbook(s)

Leo, K., Knapp, J., McGowan, S., and Sweeting, J. Company Accounting. John Wiley & Sons

Reference(s)

1. Smith & Skousen. Intermediate Accounting.
2. Karrenbrock and Simons. Advanced Accounting. South Western.
3. Harried, Imdieke and Smith. Advanced Accounting. Wiley
4. International Accounting Standards, IASC, U. K.

ACN 455: Corporate Accounting

Course Objective

This course emphasis on accounting frameworks and reporting system of the different type of organizations. It covers how to prepare financial statements for banks and financial institutions, Govt. and non-govt. organizations. It also throws light on accounting for special cases like insolvency, amalgamation, absorption, reconstruction, valuation of goodwill and shares etc.

Course Contents

1. Accounting for Banks and Financial Institutions

Bank companies Act, 1991 & 2003; Non-bank Financial Institutions Act, 1993; System of accounting for a Bank, Statutory requirements and limitations; preparation of financial



statements of banks and non-bank financial institutions and compliance of disclosure requirements.

2. Insolvency Accounts

Insolvency law and procedure, Details of creditors and proprietors, Prescribed form of Statement of Affairs, Deficiency accounts, Distinctions between Balance Sheet and Statement of Affairs.

3. Valuation of Shares & Goodwill

Types of goodwill, Valuation of goodwill, Factors affecting the valuation of shares, Methods of share Valuation.

4. Amalgamation, Absorption, and Re-construction of Companies

Types of Amalgamation, Calculation of Purchase Consideration, Accounting for Amalgamation, Capital Reduction, and Reconstruction.

5. Accounting for Group Companies

Holding Companies, Definition, Accounts Consolidation, Preparation of Consolidated Balance Sheet, Minority Interest, Pre-acquisition or Capital Profits, Cost of Control or Goodwill, Intercompany Balance, Unrealised Inter-company profits, Revaluation of assets and liabilities, Bonus Shares, Treatment of Dividend.

6. Borrowing Costs

Recognition and Initial measurement of Borrowing Costs, Capitalization of borrowing costs.

7. International Financial Reporting Standards (IFRS):

Introduction, Meaning, Scope, An Overview of the International Financial Reporting Standards, IFRS 1 to 13, Role of IASB, Arguments for Global Convergence, Required disclosure as per IFRS, Achievements of IASB and Obstacles in Convergence, Difference between IFRS and Indian Accounting Standards, US GAAP

Textbook(s)

Smith, J. M., Skousen, K. F., Stice, E. K., & Stice, J. D. Intermediate accounting: comprehensive volume. South-Western Publishing Company

Reference(s)

1. Jain, S. P., & Narang, K. L. Advance Accounting. Kalyani Publishers.
2. Maheshwari, S. N., & Majeshwari, S. K. Advanced Accountancy. Vikas Publishing House Pvt Limited.
3. Smith, J. M., Skousen, K. F., Stice, E. K., & Stice, J. D. Intermediate accounting: comprehensive volume. South-Western Publishing Company.

ACN 460: Accounting for Managerial Control

Course objectives

This course focuses on techniques that support managerial decision-making, control and performance evaluation, emphasizing strategic issues throughout. This course examines the integrative and interdisciplinary role of management accounting and its contribution in the strategic management process. Core content reflects the capital budgeting, quality management, managing productivity level, etc.



Course Contents

1. Strategic Management Accounting

Definitions and evolution, Importance, Strategic vs. traditional accounting, Basic Techniques of Strategic Management Accounting, The impact of emergent strategies and organizational learning on management accounting and control, Modeling and monitoring strategy: the Balanced Score Card and other non-financial measures.

2. Pricing Decisions and Cost Management

Major influences on pricing Decisions: Customers, Competitors, and Costs, Time Horizon of Pricing Decisions, Cost and Pricing for the Short Run, Costing and Pricing for the Long Run, Target Costing for Target Pricing, Cost- Plus Pricing.

3. Flexible Budgets and Performance Analysis

Characteristics, Static Planning Budget, Activity Variances, Revenue and Spending Variances, Performance Reports in Nonprofit Organizations, Performance Report in Cost Centers.

4. Measuring Organizational Performance

Traditional Financial performance Measures: Divisional Profits, Cash Flow, Return on Investment, Residual Income; Limitations of Traditional Methods for Evaluating Segment performance; Non-financial Performance Measures; Throughput as a Non-financial performance Measure; Performance Evaluation in Multinational Selling.

5. The Balanced Scorecard, Benchmarking, EMA and Six-Sigma

Balanced Scorecard: Measuring Total Business unit performance, The BSC, Financial perspective, customer perspective, internal business process perspective, Learning and Growth perspective. Four perspectives and their sufficiency. Benchmarking: Meaning, Benefits of Benchmarking analysis, Types of benchmarking, Benchmarking process, TQM and Benchmarking, Management accounting for benchmarking. Environmental Management Accounting (EMA), Six Sigma.

6. Activity Based Costing

Objectives of Marketing Cost Accounting; ABC System for Marketing Costs; Standard for Marketing Costs; ABC Drives for Marketing Activities; Variance Analysis. Expense Variance Report, Efficiency Variance and Price Variance.

7. Cost Control for Discretionary Costs

Cost Control Systems; Committed vs. Discretionary Costs; Benefits from Discretionary Cost Incurrence; Measuring Efficiency and Effectiveness of Discretionary Costs; Controlling Discretionary Costs.

Textbook(s)

Garrison, R. H., Noreen, E. W., & Brewer, P. C. Managerial accounting. New York: McGraw-Hill/Irwin.

Reference(s)

1. Horngren, C. T., Datar, S. M & Foster, G. Cost Accounting: A Managerial Emphasis. New Delhi: Prentice-Hall Private Limited.
2. Hilton, R. W., Maher, M., & Selto, F. H. Cost management: Strategies for business decisions. McGraw-Hill/Irwin.

ACN 465: Social & Environmental Accounting

Course Objective

This course explores the social and environmental aspects of accounting theory and practice, and the impact of accounting information on the decision making processes affecting the social and natural environment. It emphasizes both external accountability and internal management perspectives, including the study of corporate social, environmental and sustainability reports at the national and global arena.

Course Contents

1. Social Accounting Concepts

Accounting Structure for Economic System-Social Costs, Social Benefits, Social Entity, Social Resources and Social Transactions, Social Accounting and National Budgeting.

2. Concept of National Income and Social Accounting

Measurement of National Income, Inter relationship between three measures of national income in the presence of the Government sector and International transactions. Environmental considerations, Green national income.

3. National Income Estimation in Bangladesh Critical Evaluation

4. Matrix Presentation and Input-Output Analysis of National Accounting

Matrix Presentation of National Accounts-Input-Output Tables.

5. Introduction to Environmental Accounting

Introduction, What is Environmental Accounting-Definition-Functions and Roles of Environmental Accounting- Dimensions of Environmental Accounting- Elements of Environmental Accounting.

6. Corporate Environmental Accounting

Environmental Reporting in Practice, Benchmarking environmental performance in land-based businesses. Accounting for environmental costs

7. Environmental Management Accounting

Managing Environmental Costs, Defining environmental costs, Identifying environmental costs, Controlling environmental costs

8. Ethics, Governance, and Sustainability in a Global World

Ethical theories, Personal values and ethical dilemmas, Stakeholders, networks and ethics from an international perspective, CSR and its global challenges.

Textbook(s)

Stone, R., & Croft-Murray, G. Social Accounting and Economic Models. London: Bowes & Bowes.

Reference(s)

1. Cooper, R., Edey, H. C., & Peacock, A. T. National income and social accounting. New York: Routledge.
2. Beckermen, W. An Introduction to National Income Analysis. London: Weidenfeld and Nicolson.
3. Loughlin, C.O. National Economic Accounting. Pergamon Press.



ACN 468: International Accounting

Course Objective

The aim is to ensure the basic understanding of why accounting practices differ in various countries. In addition, it aims to the various aspects of harmonization for diverse accounting procedures of different countries in order to understand how companies operating internationally cope with the accounting differences in countries across which they operate.

Course Contents

1. Introduction

Growth & spread of multinational operations, Global competition, Cross boarder M&A.

2. Development & Classification

Development factors, Accounting value dimensions, Approaches to development.

3. Financial Reporting and Changing Prices

Changing prices, Inflation adjustments, Price level adjustments, Current cost adjustments, International perspective on inflation accounting.

4. Financial Risk Management

Market risks, Floating exchange rates, Accounting for hedge products.

5. International Financial Statement Analysis

Challenges and opportunities in cross-border analysis, Accounting analysis, Prospective analysis.

6. Reporting and Disclosure

Development, Reporting and disclosure practices, Annual reports in emerging market countries.

7. Managerial Planning & Control

Business modeling, Multinational cost of capital, MIS, Strategic costing, Performance evaluation.

8. International Taxation and Transfer Pricing

Diversity of national tax systems, Double taxation, Tax planning, International transfer pricing

Textbook(s)

Frederick D. S. Choi, Gary K. Meek. International Accounting. New Jersey: Prentice Hall.

Reference(s)

1. Van Greuning, H., Scott, D., & Terblanche, S. International Financial Reporting Standards: a Practical Guide. Washington DC: World Bank Publications.
2. Garrison, R. H., Noreen, E. W., & Brewer, P. C. Managerial Accounting. New York: McGraw-Hill/Irwin.

ACN 480: Human Resources Accounting



Course Objective

This course is designed to focus on the basics of Human Resource Accounting (HRA). It includes the meaning and importance of Human Resource Accounting (HRA) and Human Resource Management (HRM), Impact of HRA on Decision-making (Internal and External), Measurement of Human Resource Value (HRV) and Scheme of Accounting for Human Resources (HR).

Course Contents

1. Human Resource Accounting:

Definition, Importance, Objectives, HR as Assets: Objections and Counter Arguments—Advantages and Limitations, Valuation of HR, HRA and Conventional Accounting Theory.

2. Role of Human Resource Accounting

Uses for Managers and Human Resource Professionals Uses in Corporate Financial Reporting.

3. Accounting for Human Resource Costs

Measuring Human Resource Costs: Concepts and Methods, First-Generation Accounting Systems for Human Resource Costs, Second-Generation Accounting Systems for Human Resource Costs.

4. Accounting for Human Resource Value

Determining Human Resource Value: Concepts and Theory, Monetary Measurement Methods, Nonmonetary Measurement Methods, First-Generation Accounting Systems for Human Resource Value Second and Third-Generation Accounting Systems for Human Resource Value.

5. Applications and Implementations

Designing and Implementing Human Resource Accounting Systems Applications for Improving Management, Training, and Personnel Decisions Developingan Integrated Systems Recent Advancement and Future Directions in Human Resource Accounting.

6. Human Resource Accounting in Developing Nations

Usefulness of HRA in the Economic and Social Development of the Developing Countries like Bangladesh.

Textbook(s)

Eric G. Flamholtz. Human Resource Accounting- Advances in Concepts, Methods and Applications.

Reference(s)

Sen D.K, Anatomy. Human Resource Measurement and Accounting. The University Grants Commission of Bangladesh, Agargaon, Dhaka

ACN 490: Seminar in Accounting

Course Objective

The goal of this course is to make students equip with the current topics, issues and actual practices employed by the accounting department or accounting functions of organizations.



Course Contents

- The course requires students to work in teams to learn about contemporary accounting issues worldwide and also in Bangladesh.
- The course includes learning about the documentation involved in the accounting process.
- The course includes case study that allow students to survey meaningful and current topic in theory relevant to given case.
- The course requires students to work in groups to solve actual or simulated case-based business situations.
- The course requires written case report with presentation of the same by the individual student.
- Students will prepare and present research paper on a particular institution to learn about the accounting practices of the same.

Reference(s)

The reading list includes books, journals, websites, newspapers, periodicals and published reports.

ACN 400L: Accounting Software

Course Objective

This course is designed to familiarize business students with the software application of different steps in accounting cycle. This also focuses on the tax, VAT, TDS, and other aspects of business covering proprietorship, partnership, company, government, and foreign organizations.

Course Contents

1. Introduction to Accounting Software

Features, Installation Procedure, Screen Components, Creating a Company

2. Stock and Warehouse

Stock Groups, Stock Categories, Stock Items, Units of Measure, Godowns.

3. Groups, Ledgers, Vouchers and Orders

Introducing Groups, Introducing Ledgers, Introducing Vouchers, Introducing Purchase Orders, Introducing a Sales Order, Introducing Invoices

4. Reports

Working with Balance Sheet, Working with Profit & Loss A/c Report, Working with Stock Summary Report, Understanding Ratio Analysis, Working with Trial Balance Report, Working with Day Book Report

5. Payroll

Exploring Payroll, Working with Payroll Vouchers, Payroll Reports, Describing Salary Disbursement

6. Taxation

Statutory & Taxation Features, Tax Deducted at Source , Create a Tax Ledger, TDS Vouchers, Tax Collected at Source, VAT (Value Added Tax), Creating Masters for VAT, VAT Vouchers & Invoices, VAT Reports, Service Tax



7. Back & Restore

Taking Backup, Restoring Data, Using E-mail, and Restoring Data from old versions.

Textbook(s)

Tally. ERP 9 user manual, Tally Academy, India

MAJOR AND MINOR COURSES OF FINANCE

FIN 303: Corporate Finance

Course Objective

This course focuses on fundamentals of modern corporate financial decision in light of investment, financing and dividend distribution. While building upon introductory courses in accounting, economics and quantitative analysis, this course develops distinctive conceptual frameworks and specialized tools which are essential for solving real world financial problems at both the individual and corporate level. By the end of the course students will be able to distinguish different types of business structure, identify the major corporate financial decisions and corporate objective, and describe some important basic concepts.

Course Contents

1. An Overview of Financial Management

The different types of finance, Forms of business organization, The role of finance within a business, The responsibility of finance staff, The different types of security, The goals of a corporation, Agency problems in financial management, Managers actions to maximize stockholder wealth, Market efficiency, Financial data, Downloading data from the internet, Calculating returns.

2. Risk and Rate of Return

Risky and risk free investments, The required rate of return, The real risk free rate, Factors affecting the nominal risk free rate, the risk premium, Sources of risk, Risk aversion, Returns as a random variable, Expected return, variance, covariance and correlation for individual securities.

3. Asset Pricing Model

Introduction, The assumptions of capital market theory, The capital market line, Systematic and firm-specific risk, Beta: a measure of systematic risk, the capital asset pricing model, the security market line

4. Bonds

Introduction, Bond valuation, The relationship between the coupon rate, Price-yield curves, The relationship between bond maturity and price , Calculating the YTM, Bond equivalent yields

5. Leverage

Breakeven analysis, Operating leverage, financial leverage, Total leverage.

6. Capital Structure

Types of capital, Capital structure theory-MM theory of relevance, Signaling theory, Tradeoff theory, Debt & Signaling, the optimal capital structure.



7. Interest Rate Risk

Introduction, The full valuation approach, The duration/convexity approach, Duration, Effective duration for bonds with embedded options, Modified duration and Macaulay duration, The interpretation of duration, Portfolio duration, Convexity.

8. Dividend Policy

The dividend irrelevance proposition, The bird-in-the-hand theory, The tax preference theory, Dividends and signaling, The clientele effect, Dividend growth, The residual dividend model, The dividend payment procedure, Stock dividends and stock splits, Stock repurchases.

9. Leasing

Basic type of Leases, Leasing Arrangements, Lease vs. Purchase, Advantage & disadvantages of leases, Effects of leases on future financing.

Textbook(s)

Brigham and Houston. Fundamentals of financial management. South-Western.

Reference(s)

1. Brealey Myers. Principles of corporate finance. Tata Mcgraw Hill edition.
2. Ross, Westerfield, Jordan. Fundamentals of corporate finance. Tata Mcg\Graw Hill.
3. Catherine Gowthorpe. Business accounting and finance for non-specialist.
4. Frank Reilly and Keith Brown. Investment analysis and Portfolio management, Thomson.

FIN 306: Financial Market & Institutions

Course objective

Students should be able to learn the nature and purpose of different types of financial markets & institutions in the international context, the techniques available and to have an appreciation of the underlying theories of modern finance. The course covers the theory and practice of financial intermediation and provides a contextual appreciation of the changes taking place in the global economy and issues. It helps to understand how financial market & institutions benefit today's economy.

Course Contents

1. Introduction

An overview financial market & institutions, Primary Market vs. Secondary Market, Money Market vs. Capital Market, Financial Market Regulation, Foreign Exchange Market, Unique Economic Function Provided by Financial Institutions, Regulation of Financial Institutions, Globalization of financial market & Institutions.

2. Determinants of Interest Rate

Time value of money & Interest rate, Loanable Fund Theory, Movements of interest rate over time, Determinants of interest rate, Term structure of interest rate.

3. International Monetary Policies & Strategies

Major Duties & Responsibilities of Federal Reserve System, Structure of Federal Reserve System, Monetary Policy Tools, The Federal Reserve System with money supply & interest rate, International Monetary policies & strategies.

4. Money Markets



Definition of money market, Money market securities, Money market participants, International aspects of Money market.

5. Bond Market

Interest rate & security valuation, various interest rate measures, Bond valuation, Impact of interest rate, coupon & maturity changes on security value, Duration, Bond market securities, Bond market participants.

6. Mortgage Market

Definition of Mortgages & Mortgages Backed securities, Primary & secondary market, participants in mortgage market, International trend in Securitization.

7. Stock Markets

Stock Market Securities, Primary Market, secondary market, market indexes, economic indicator, market efficiency.

8. Foreign Exchange Market

Back ground & history, Rates & Transaction, Interaction of interest rate, inflation & exchange rate, Balance of payment.

9. Derivatives Securities Market

Market overview, comparison between forward & future, different types of option, swaps.

10. Depository Institutions

Overview of Commercial bank, Insurance company, Finance company, and Securities firm & Investment banks.

11. Risk Management in Financial Institutions

Types of risks, Credit risk, liquidity risk, Interest rate & insolvency risk.

Textbook(s)

Anthony Saunders & Marcia Millon Cornett, Financial market & Institutions. McGrawHill.

Reference(s)

Frank J. Fabozzi, Franco Modigliani, Frank J. Jones, Michael G. Ferri, Foundations of financial markets & institutions. Pearson Education.

FIN 440/MGT 440: Insurance and Risk Management

Course Objective

This course will introduce the insurance sector and the roles it plays as a major factor in the financial services arena. Students will study the private insurance industry, the underlying financial structure of insurance products; explore the financial, actuarial, marketing, investment, underwriting, claims, technology and regulatory challenges in managing an insurance company. They will also learn insurance pricing; different insurance products; compare and contrast between general insurance and life insurance industry in light of moral hazard and adverse selection; pension product through annuity; overview of insurance industry particularly in the context of Bangladesh.

Course Contents

1. Basic Concept in Risk Management and Insurance



Risk and its Treatment, Insurance and Risk, Introduction to Risk Management, Advanced Topics in Risk Management

2. Risk Management Applications

Risk Management Decisions, Utility Theory and Risk Management Decisions, Decision Theory and Risk Management Decisions, The Rules of Risk Management, Risk Characteristics as Determinants of the Tool, The Special Case of Risk, Reduction,

3. The Insurance Device

The Nature and Functions of Insurance, Risk Sharing and Risk Transfer, Insurance Defined from the Viewpoint of the Individual, Insurance Defined from the Viewpoint of Society, The Economic Contribution of Insurance, Elements of an Insurable Risk

4. The private insurance industry

Types of Insurers and Marketing Systems, Insurance Company Operations Financial Operations of Insurers, Government Regulation of Insurance

5. Legal principles in risk and insurance

Fundamental Legal Principles, Analysis of Insurance Contracts

6. Life and health risks

Life Insurance, Life Insurance Contractual Provisions, Buying Life Insurance, Annuities and Individual Retirement Accounts, Employee Benefits: Group Life and Health Insurance, Social Insurance

7. Personal property and liability risks

The Liability Risk, Homeowners Insurance, Auto Insurance, Auto Insurance and Society, Other Property and Liability Insurance Coverage.

8. Commercial property and liability risks

Commercial Property Insurance, Commercial Liability Insurance, Crime Insurance and Surety Bonds, Surety Bonds and Trade Credit Insurance

Textbook(s)

Emmett, Therese M. Vaughan, Fundamentals of Risk and Insurance. Wiley

Reference(s)

Harrington, S. and Niehaus, G. Risk Management and Insurance. McGraw Hill.

FIN 465: Investment Analysis

Course objective

The course examines the current theories and practices of investment alternatives. It mainly focuses to the management of stocks and fixed income investment portfolios. The course objective is to acquaint students with the overall process of investment management, global market background, emerging markets and stock markets around the World, build specific format for Industry & Company Analysis with in depth knowledge in security valuation, the valuation and risk management of bonds and debt instruments, the characteristics & properties of mutual funds, the characteristics & properties of hedge fund, the properties of real estate as an asset class. At the end of the course, students will know the basic theoretical foundations of portfolio theory, understand the investment



process scope and stages, be able to form market expectations and build strategic asset allocation, and select the optimal investment strategy.

Course Contents

1. Introduction and Overview

The return on an investment using different methods, The historical returns on various important types of investments, The historical risks on various important types of investments, The relationship between risk and return, A brief history of risk and return.

2. Buying & Selling Securities

The importance of an investment policy statement, The various types of securities brokers and brokerage accounts, Initial and maintenance margin, The workings of short sales.

3. Mutual Funds and Other Investment Companies

The different types of mutual funds, How mutual funds operate, How to find information about how mutual funds have performed, The workings of exchange-traded funds (ETFs) and hedge funds.

4. The Stock Market

The differences between private and public equity, and primary and secondary stock markets, The workings of the DSE & CSE, Index returns.

5. Common Stock Valuation

The basic dividend discount model, Two-stage dividend growth model, The residual income and free cash flow models, Price ratio analysis.

6. Stock Price Behavior and Market Efficiency

The foundations of market efficiency, Implications of the forms of market efficiency, Market efficiency and the performance of professional money managers, What stock market anomalies, bubbles, and crashes mean for market efficiency.

7. Behavioral Finance and the Psychology of Investing

Prospect theory, The implications of investor overconfidence and misperceptions of randomness, Sentiment-based risk and limits to arbitrage, The wide array of technical analysis methods used by investors.

8. Diversification and Risky Asset Allocation

Expected returns and variances for a security, Expected returns and variances for a portfolio, The importance of portfolio diversification, The efficient frontier and the importance of asset allocation.

9. Performance Evaluation and Risk Management

The best-known portfolio evaluation measures, The strengths and weaknesses of these portfolio evaluation measures, Sharpe-optimal portfolio, Value-at-Risk.

10. Projecting Cash Flow and Earnings

How to obtain financial information about companies, Basic financial statements, Using performance and price ratios. Use of the percentage of sales method in financial forecasting.



Textbook(s)

Bradford D. Jordan, Thomas W. Miller, Steven D. Dolvin, Fundamentals of investments: Valuation and Management, The McGraw-Hill.

Reference(s)

1. Bodie, Kane, Marcus. Investments. Mc-Graw Hill.
2. Solnik and McLeavey. International Investments. Pearson Addison Wesley.

FIN 480/MGT 480: International Financial Management.

Course objective

Students should be able to learn the nature and purpose of financial management in the international context, the techniques available and to have an appreciation of the underlying theories of modern finance.

Course Contents

1. Multinational Financial Management: An Overview

Managing the MNC-Agency Problem, structure & Governance, Theory of Intentional Business, Methods of international Business, Valuation Model for MNC.

2. International Flow of Funds

Balance of payment-Current account, Capital account & Financial Account, International trade flows & issues, Factors affecting exchange rate, Correcting balance of trade deficit, International Capital flows, Agencies that facilitate international flows.

3. International Financial Market

Foreign exchange market, International Money market, International Stock Market, International Bond market.

4. Exchange Rate Determination

Measuring Exchange rate movements, Factors that influence exchange rate- Relative inflation rate, Relative interest rate, Relative income level, Govt. Control, Expectation, Interaction of Factors.

5. Currency Derivatives

Forward Market, Currency Future Market, Currency Option Market-call option, put option, Contingencies Graph for Currency Option, Conditional Currency Option.

6. Government Influence on Exchange Rates

Exchange rate System- Fixed, freely float, Managed float, and Pegged, Dollarization, Government Intervention, Intervention as policy tool.

7. International Arbitrage and Interest Rate Parity

Locational, Triangular & Covered Interest arbitrage, Interest rate Parity.

8. Relationships among Inflation, Interest Rates, and Exchange Rates

Purchasing power parity, International Fisher effect, Comparison of IRP, PPP & IFE Theory.

9. Measuring Exposure to Exchange Rate Fluctuation

Types of Exposure- Translation Exposure, Economic exposure, Transaction exposure,

10. Multinational Capital Budgeting



Subsidiary versus Parent perspective, Input for multinational Capital Budgeting, Factors to consider multinational Capital Budgeting, Other types of multinational Restructuring.

11. Multinational Cost of capital & Capital Budgeting

Back Ground of Cost of Capital, Cost of Capital for MNC, Cost of Capital across Countries, and Using Cost of capital to assess foreign projects, MNC 'capital structure decision.

Textbook(s)

Jeff Madura. International financial management. Thomson learning.

Reference(s)

A.C. Shapiro. Multinational financial management. John Wiley & Sons, Inc.

FIN 390: Quantitative Analysis of Financial Decision

Course objective

This applied course in finance is for mastering the quantitative techniques underpinning modern financial decision making. In particular, emphasis will be placed on the concerned topics as applied to theories of investment decision, costs of capital and capital valuations and working capital management.

Course Contents

1. Financial Arithmetic Basics

Simple and compound interest, Nominal and effective rates, Future value / present value; time value of money, Discount factors, Cash flow analysis, Interpolation and extrapolation.

2. The Money Market

Money market instruments, Money market calculations, Discount instruments, CDs paying more than one coupon

3. Bond Market Calculations

Overview of capital markets instruments, Features and variations, Introduction to bond pricing, Different yield measures and price calculations, Duration, modified duration and convexity, Bond futures

4. Zero-Coupon Rates and Yield Curves

Zero-coupon yields and par yields, Forward-forward yields

5. Interest Rate Futures

Exchange structure and margins, Futures compared with FRAs, Pricing and hedging FRAs with futures, Trading with interest rate futures

6. Foreign Exchange

Spot exchange rates, Forward exchange rates, Cross-rate forwards, Short dates. Arbitrating and creating FRAs, Discounting future foreign exchange risk

7. Interest Rate and Currency Swaps

Basic concepts and applications, Pricing, Valuing swaps, Hedging an interest rate swap, Amortizing and forward-start swaps, Currency swaps

8. Options



The ideas behind option pricing, Pricing models, OTC options vs. exchange-traded options.

Textbook(s)

Bob Steiner , Mastering Financial Calculations: A Step-by-step Guide to the Mathematics of Financial Market Instruments. Pearson Education Limited.

Reference(s)

Watsham, T., and Parramore, K., Quantitative Methods in Finance, Thomson Learning.

FIN 403: Financial Econometrics

Course Objective

This unit is highly recommended for students majoring in finance, especially for those who want to pursue further studies in Finance. This unit is intended to provide students with the econometric techniques to use in portfolio management, risk management and securities analysis. Statistical techniques are developed within the context of particular financial applications and recent empirical evidence is also discussed.

Course Contents

1. Introduction

What is econometrics? Types of data, Returns in financial modelling, Steps involved in formulating an econometric model

2. Classical Linear Regression Model

What is a regression model? Regression versus correlation, Simple regression, The assumptions underlying the classical linear regression model, Properties of the OLS estimator, A special type of hypothesis test: the t-ratio, generalizing the simple model to multiple linear regression, Testing multiple hypotheses: the F-test, Goodness of fit statistics

3. Univariate Time Series Modeling and Forecasting

Introduction, Some notation and concepts, Moving average processes, Autoregressive processes, The partial autocorrelation function, ARMA processes, Forecasting in econometrics

4. Multivariate Models

Motivations, Simultaneous equations bias, how can simultaneous equations models be validly estimated? Simultaneous equations in finance, An application of a simultaneous equations approach to modeling bid-ask spreads and trading activity, Vector autoregressive models

5. Modeling Long-run Relationships in Finance

Stationarity and unit root testing, Tests for unit roots in the presence of structural breaks, Co-integration, Equilibrium correction or error correction

6. Modeling Volatility and Correlation

Motivations: an excursion into non-linearity land Models for volatility, Historical volatility, Implied volatility models

7. Panel Data



Introduction, what are panel techniques and why are they used? What panel techniques are available? The fixed effects model, Time-fixed effects models, The random effects model

8. Simulation Methods

Motivations, Monte Carlo simulations, Variance reduction techniques, Bootstrapping

Textbook(s)

Oliver B. Linton. Introduction to Financial Econometrics. Blackwell.

Reference(s)

Chris Brooks. Introductory Econometrics for Finance. Cambridge. University Press.

FIN 410: Emerging Market Finance

Course Objective

The course covers essential elements of emerging financial markets, how markets are developed and how securities are valued and traded. Certain institutional and macro policy issues will be discussed concerning emerging market development. The course covers the essential elements of emerging market investment; including corporate governance, market institutional development, political risk, speculative craze, and performance measurement. The objective here is to train students with strong theoretical background and practical knowledge about emerging markets.

Course Contents

1. On Developing Markets in General

The Notion of Developing Markets, The Nature and Structure of Emerging Markets, The Spectacular Rise of Developing Markets, Practical Perspective on Frontier Economies

2. Developing Market Classifications and Categorizations

Investable Emerging Market Classifications, Frontier Market Categorizations

3. Considerations on Emerging and Frontier Market Classifications

Consequences of Classifications, Issues with Classifications, A Potential Leap in Classifications, Indexing and Passive Investment: The Asian Investor Perspective

4. Emerging Markets Investments-Short Term or Secular Theme

The Confounded State of Industrial Nations, Change in Global Power Balance, Emerging H. Markets on the Growth Path

5. Case for Frontier Markets

Key Drivers of the Frontier Markets Opportunity Set, Risks to Investing in Frontier Markets, Subcontinents: Sub-Saharan Africa and Southeast Asia, South and Southeast Asia Frontiers, Seeing the Whole China Elephant, China Investing

6. Credit and Real Estate Markets in Emerging Economies

Credit Markets of Emerging Central and Eastern Europe, Real Estate Market in the Mekong Region

7. Critical Business Issues in Developing Markets



The Importance of Being Earnest: The UK Bribery Act Globally, Information Technology in Developing Markets

8. Operating in Emerging Markets

The Substance of Marketing in Developing Markets, Corruption Utile, Business Styles and Requirements

Textbook(s)

Beim and Calomiris, Emerging Financial Markets, McGraw-Hill Irwin.

Reference(s)

1. Ruchir Sharma, Breakout Nations: In Pursuit of the Next Economic Miracles. W. W. Norton & Company..
2. Gordian Gaeta, Opportunities in Emerging Markets: Investing in the Economies of Tomorrow, Wiley.

FIN 430: Export-Import Financing and Strategies

Course Objective

This course focuses on the emergence of a global marketplace and considers its implications for trade and finance in an increasingly globalized world. The role of the central bank in such transactions and its rules and regulations on export-import financing will also be discussed. The course also considers currency exchange rates management issues and students will gain an in-depth understanding of international economics and finance issues in formulating successful international business strategies.

Course Contents

1. Introduction

Trade risks and risk assessment, Business beyond borders: trade risks, International trade practices, Product risks, Commercial risks (purchaser risks), Adverse business risks, Political risks, Currency risks, Financial risks,

2. Methods of Payment

Different methods of payment, Bank transfer (bank remittance), Cheque payments, Documentary collection, Letter of credit, Counter-trade

3. Bonds, Guarantees and Standby Letters of Credit

The use of bonds and guarantees, Common forms of guarantee, Demand guarantees, Standby letters of credit, The structure and design of guarantees

4. Currency Risk Management

Currency risk, The currency markets, Currency exposure, Hedging currency risks, Practical currency management

5. Export Credit Insurance

A mutual undertaking, The private sector insurance market, Export credit agencies (official export credit institutions), Investment insurance

6. Trade Finance

Finance alternatives, Pre-shipment finance, Supplier credits, Refinancing of supplier credits, Buyer credits, The international money market



7. Structured Trade Finance

International leasing, Lines of credit and local currency finance, Project finance and joint venture, Multilateral development banks

8. Terms of Payment

Terms of payment and cash management, Contents of the terms of payment, Structure of the terms of payment, Composite terms of payment, The final design of the terms of payment

Textbook(s)

Anders Grath. The Handbook of International Trade and Finance. Kogan Page Publishers.

Reference(s)

Belay Seyoum, Export-Import Theory, Practices, and Procedures. Routledge

FIN 450: Advanced Financial Accounting

Course objective

The subject examines various theories that investigate and critique the roles of financial accounting in decision-making and theoretically appraise financial accounting practice and regulation. Contemporary issues, including measurement, the conceptual framework, convergence with the International Financial Reporting Standards and corporate sustainability reporting are examined in the context of various accounting theories.

Course Contents

1. Nature and regulation of companies

The nature of a company, Different types of companies, Accounting regulation of companies, other important regulatory organizations, General purpose Financial reports, The reporting entity concept and differential reporting

2. Company Operations

The elements of financial statements, Recognition criteria for the elements, Measurement and classification of the elements, Dividends, Reserves, Accounting policies, the statement of profit or loss and other comprehensive income, Retained earnings and the statement of changes in equity, The statement of financial position.

3. Disclosure, legal requirements and accounting policies

General-purpose financial statements, Annual reporting requirement, Half-year financial report, Accounting policies, Changes in accounting estimate, Error, Impracticability in respect of retrospective adjustments for accounting policy changes or correction of error, Materiality, Events occurring after the end of the reporting period.

4. Disclosure, presentation of financial statements

A complete set of financial statements, General features of a complete set of financial statements, Statement of financial position, Statement of profit or loss and other comprehensive income, Statement of changes in equity.

5. Fair Value Measurement

The need for a standard on fair value measurement, The definition of Fair value, Application to non -financial assets, Application to liabilities, Application to measurement



of equity instruments, Issues relating to measurement of fair value of financial instruments.

6. Business Combinations

The nature of a business combination, Accounting for a Business combination —basic principles, Accounting in the records of the acquirer, Accounting by the acquirer: shares acquired in an acquire, Subsequent adjustments to the initial accounting for a business combination.

7. Impairment of Assets

Introduction to AASB, impairment test, Cash-generating units, Excluding goodwill, Cash-generating units and goodwill Reversal of an impairment Loss.

8. Consolidation: Controlled Entities

Consolidated financial statements, Control as the criterion for consolidation, Preparation of consolidated financial statements, Business combinations and consolidation.

9. Consolidation: Wholly Owned Subsidiaries

The consolidation process, Consolidation worksheets and the acquisition analysis.

10. Accounting for Investments in Associates

Identifying associates and joint ventures, The equity method of accounting: rationale and application, Applying the equity method: basic principle, Applying the equity method: goodwill and fair value adjustments, Applying the equity method: other issues, Applying the equity method: inter - entity transactions, Share of losses of the associate.

Textbook(s)

Leo, K., Knapp, J., McGowan, S., and Sweeting, J. Company Accounting. John Wiley & Sons.

Reference(s)

Deegan, C., Financial Accounting Theory. McGraw-Hill.

FIN 475: Derivative Instruments

Course objective

This is a course in derivative financial instruments and markets. It mainly discusses the types of available derivative investments, and an introduction to determination of derivative product values. Studies of derivative instrument selection methods and the valuation of special classes of derivatives will help the student to identify the Problems of derivative investments. At the end students should be able to develop a sound conceptual understanding of the quantitative approach to derivative valuation, and acquire basic skill of risk management using derivatives.

Course Contents

1. Introduction

Exchange Traded Market, Over the Counter Market, Forward, Future, Options, Types of Trader, Hedger, and Speculators.

2. Mechanics of Futures Markets



Specification of a futures contract, Convergence of futures price to spot price, The operation of margins, OTC markets, Market quotes, Delivery, Types of traders and types of orders, Regulation, Accounting and tax, Forward vs. futures contracts.

3. Hedging Strategies Using Futures

Basic principles, Arguments for and against hedging, Basis risk, Cross hedging, Stock index futures, Stack and roll.

4. Interest Rates

Types of rates, Measuring interest rates, Zero rates, Bond pricing, Determining Treasury zero rates, Forward rates, Forward rate agreements, Duration, Convexity.

5. Determination of Forward and Futures Prices

Investment assets vs. consumption assets, Short selling, Assumptions and notation, Forward price for an investment asset, Futures prices of stock indices, Forward and futures contracts on currencies Futures on commodities, The cost of carry, Delivery options.

6. Swaps

Mechanics of interest rate swaps, Day count issues, The comparative-advantage argument The nature of swap rates, Determining the LIBOR/swap zero rates, Valuation of interest rate swaps, Overnight indexed swaps, Currency swaps, Valuation of currency swaps, Credit risk, Other types of swaps.

7. Mechanics of Options Markets

Types of options, Option positions, Underlying assets, Specification of stock options, Trading Commissions, Margins The options clearing corporation, Regulation, Taxation, Warrants, employee stock options, and convertibles, Over-the-counter markets.

8. Properties of Stock Options

Factors affecting option prices, Assumptions and notation, Upper and lower bounds for option prices, Put-call parity, Calls on a non-dividend-paying stock, Puts on a non-dividend-paying stock, Effect of dividend.

9. Binomial Trees

A one-step binomial model and a no-arbitrage argument, Risk-neutral valuation, Two-step binomial trees, A put example, American option, Delta, Matching volatility with u and D The binomial tree formulas, increasing the number of steps.

10. The Black-Scholes-Merton Model

Lognormal property of stock prices, The distribution of the rate of return, The expected return, Volatility, The idea underlying the Black-Scholes-Merton differential equation, Derivation of the Black-Scholes-Merton differential equation, Risk-neutral valuation, Black-Scholes-Merton pricing formulas, Cumulative normal distribution function, Warrants and employee stock options, Implied volatilities, Dividends.

Textbook(s)

Hull, John C, Options, Futures, and other Derivatives. Pearson Prentice Hall.

Reference(s)



FIN 490: Seminar in Finance

Course Objective

The primary objective of this course is to provide an integrating experience for the students to contemporary issues of financial institutions or enterprises and reading of journal articles related to these by applying a case study based approach. This unit provides a platform for students to exercise the knowledge and skills that they have gained in previous courses in Finance. The major component of the unit is an organization-based project where students will gain an insight into the analytical problems faced by organizations and be able to contextualize their graduate capabilities into real time problem solving. Throughout the course, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for strategic recommendations back to the client partner.

Reference(s)

The reading list includes books, academic papers and research reports produced by private and public sector entities. There is no single textbook that covers the material of the course

FIN 400L: Software applications in Finance

Course Objective

This is a computer lab based course in finance where students will be given orientation to the use of spreadsheets for working with more complicated financial models. This course will aim to develop practical skills and concepts for financial modelling within a robust financial/accounting framework, use of Excel as an advanced modelling tool, modelling financial forecasts, financial projections, valuations and funding etc.

Course Contents

1. Review of Advanced Excel Functions and Techniques

Worksheets and workbooks, copying, dragging & summing, copying & naming sheets, linking sheets & books, array arithmetic, grouping sheets, conditional statements

2. Advanced Financial Modeling Techniques

Iterative calculations & alternatives, interest calculations, tracing and auditing, Goal seek and solver, Excel financial functions

3. Corporate Forecasting Model Case Study

Income flows, costing structure, working capital, capex & depreciation, funding structure, interest's payments & receipts, tax, dividends, modeling value, DCF, multiples, modeling investor returns

4. Overview of Project Appraisal Issues Project Appraisal Model Case Study

Operating income & expenditure, capital expenditures, operating surplus, cash flow before funding & interest, terminal value, NPV & IRR, debt & interest paid, true short-term balances and interest received, project life & loan cover ratios

5. Application to Case Studies

Sensitivity analysis , one-input data tables, two-input data tables, scenarios, beyond the two-input data table, data validation, advanced sensitivity techniques, automating the model using controls & macros

Textbook(s)

Craig W. Holden. Excel Modeling In the Fundamentals of Investment. Pearson Education.

MAJOR AND MINOR COURSES OF GENERAL MANAGEMENT

MGT 401: Corporate Social Responsibility

Course Objective

This course is designed to teach students scope and complexity of CSR, connections between corporate strategy and CSR and the impact on foundational organizational principles.

Course Contents

1. The Meaning and Importance of Corporate Social Responsibility

Evolution of CSR, CSR and the law of economics, CSR and social legitimacy, CSR expectations in rich and in poor societies, The evolving role of stockholders, The iron law of social responsibility, Moral and economic arguments for CSR.

2. The Role of Stakeholders in CSR

Stakeholder advocacy, The role of business in society, Consumers' awareness and willingness to pay for socially responsible corporate behavior, The communications revolution and its impact on CSR, Globalization and CSR, Different stakeholders, different perspectives, Success and failure with CSR initiatives, Corporate response to citizen demands via CSR, The five stages of organizational growth in CSR.

3. The Strategic Importance of CSR Implementation

CSR as a balance between organizational means and ends, The strategic lens: vision, mission, strategy, and tactics, Environmental and other global forces propelling CSR, Impact of globalization and communications technologies, The strategic CSR model, The business-level CSR threshold, Implementing CSR, CSR as competitive advantage.

4. Case Studies in Organizational, Economic, and Societal CSR Issues

Organizational issues (actions versus intentions, corporate commitment, voluntary versus mandatory, stakeholder activism), Economic/business issues (branding, diversity, sustainability, fair trade, wages), Social issues (outsourcing, corruption, human rights, patents).

Textbook(s)

1. Werther, W. B. & Chandler, D., Strategic corporate social responsibility, Sage.
2. Porter M., Kramer M., Strategy and Society. The link between Competitive advantage and Corporate Social Responsibility.

Reference(s)

1. Dunphy, D., A. Griffiths and S. Benn. Organisational Change for Corporate Sustainability. London: Routledge, 2003. Mintzberg, H. The Stakeholder theory and the Modern Corporation.



2. Rebuilding companies as communities, Harvard Business Review, Mintzberg H. 2015.
Why Corporate Social Responsibility Isn't a Piece of Cake, Harvard Business Review.

MGT 451: Total Quality Management

Course Objectives

The overall aim is for students to develop an understanding of total quality management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and service oriented organizations.

Course Contents

1. Nature of TQM

Historical Development, Definition of quality, Total quality management, Types of quality: quality control, Quality assurance, Quality planning, Quality improvement, Importance of TQM, Re-concept of TQM, Principles of TQM, Total quality and time management.

2. Total Quality Paradigm

Deming's 14 points for management, Juran's & Crosby philosophy, Customer-supplier relationship: customer-supplier nature and total quality, Principles for customer-supplier relationship, Quality customer-supplier relationship action, Customer-supplier nature in organization theory, TQM principles and strategy.

3. Key Aspects of the Quality System

Planning for quality: flowcharting, Detailed flow process charts and flow diagrams, Planning for just-in-time (JIT) management, System design and contents, System documentation, Implementation and assessment.

4. TQM Tools and the Improvement Cycle

Measurement of Quality, Costs of Quality, Tools and Techniques for Quality Improvement, Statistical Process Control, Quality Improvement Techniques in Service Industries, Specific Techniques for Design, Reliability, Maintenance and Process Improvement, Quality functions development (QFD), House of Quality (HOQ), Building a HOQ, QFD Process, Benchmarking.

5. Quality Teamwork and Empowerment

Quality teamwork, Type of total quality teamwork, Effective teamwork, Empowerment and motivation: introduction to empowerment, The importance of empowerment, Principles of empowerment, Empowerment and theories of motivation.

6. Leadership for Total Quality Management

Quality leadership: perspective in leadership, The role of a quality leader, Quality leadership in action, TQ and leadership theory, Total quality and organizational change: the importance of change, Cultural change, Elements of total quality culture, Continuous improvement, Breakthrough improvement, Organizational learning.

Textbook(s)

James R. Evans and William M. Lindsay, The Management and Control of Quality, South Western.



Reference(s)

1. Robert S. Kaplan and David P. Norton, Balanced Scorecard, Harvard Business School Press.
2. John S. Oakland, Total Quality Management and Operational Excellence: Text with Cases, Routledge.
3. Shridhara Bhat K, Total Quality Management: Text and Cases, Himalaya Publishing House.
4. Subburaj Ramasamy, Total Quality Management, Tata McGraw Hill Education.

MGT 461: Project Management

Course Objective

The purpose of this course is to expose students to the real-life issues in project management, and equip them with necessary tools to resolve these issues. This course is also aimed at teaching students the techniques used by best-practice employer to improve their project management performance.

Course Contents

- 1. Introduction:** Project, Project Management, Project Vs. Program management, Characteristics, Objectives, Life cycle of project, Roles and functions of Project Manager, Social-Institutional Framework of Project, Challenges of project management.
- 2. Generation and Screening of Project Ideas:** Generation of ideas, Monitoring the Environment, Corporate Appraisal, Profit Potential of Industries: Porter Model, Scouting for Project Ideas, Preliminary Screening.
- 3. Project Selection:** Project selection, Criteria for project selection, Nature of project selection model, Project models evaluation factors, Qualitative and Quantitative techniques- NPV, PBP, DRC & IRR, Decision Rules in Project Selection.
- 4. Feasibility Study:** Feasibility study Initiation, Plan the Feasibility Study, Stakeholders Analysis, Define the Client's Needs, Evaluate constraints, Evaluate Alternatives and options, Information Gather, Value Management & Cost Benefit Analysis, Case Study.
- 5. Project Planning:** Definition, Purpose, Elements of Project Planning, Work break down structure (WBS), Time Scheduling (PERT), Cost Estimation (CPM) Difference between PERT and CPM, Quantitative problems. (Networking & Critical Path Determination.)
- 6. Project Organization:** Definition, Characteristics, Types of Project Organizations, Choosing an organizational Form..
- 7. Project Monitoring & Control:** Monitoring and Information System: Designing monitoring system. Data collection, Information need and reporting process. Project control: Elements of control, control purposes, Designing control system, Types of control process.

8. Project Evaluation and Termination: Evaluation: Purpose, Project audit and its construction, audit life cycle. Termination: Causes of termination, Varieties of termination, Termination process.

9. Project Management in Bangladesh: Project classification, Authorities involved in management of development projects, Appraisal procedures, Monitoring and evaluation, problems in project management and probable suggestion.

Textbook(s)

Meredith, J. R., & Mantel Jr, S. J. (2011). *Project management: a managerial approach*. John Wiley & Sons.

Reference(s)

1. Meredith, J. R. & Mantel Jr. S.J., Project Management: A managerial Approach, Wiley.
2. Harvey Maylor, Project Management. Financial Times Pitman Publishing.
3. Burke, R. (2013). Project management: planning and control techniques. *New Jersey, USA*.

MGT 475/INB 475: Cross-Cultural Management

Course Objectives

The aim of this course is to familiarize students with the challenges and opportunities faced by international managers in cross-cultural setting. The course equips students with theories of cross-cultural management and identify problems in cross-cultural management, relate the problems to the literature and suggest solutions.

Course Contents

1. Global Environment

Economic, Political, Legal and technological environment-Established, Emerging and developing economies.

2. Ethics in international management

Ethics, Social responsibility and ethical obligations of multinational enterprises.

3. Meanings and Dimensions of Culture

Nature of culture, Cultural diversity, Values in culture, Integrating culture and management.

4. Managing Across Cultures

Strategy for managing across cultures, Cross-cultural differences and similarities, Cultural differences in selected countries and regions.

5. Organizational Cultures and Diversity

Nature of organizational culture, Interaction between national and organizational cultures, Managing multiculturalism and diversity,

6. Cross-Cultural Communication and Negotiation

Communication flows, Communication barriers, Achieving communication effectiveness, Managing cross-cultural negotiations,



7. Strategy Formulation and Implementation

Strategic planning, Steps in formulating strategy, Strategy implementation, Specialized strategies.

8. Managing Political Risk, Government Relations, and Alliances

Nature and analysis of political risk, Managing political risk and government relations, Managing alliances.

9. Management Decision and Control

Decision, Making process and challenges, Decision and control linkages, Performance evaluation as a mechanism of control.

10. Motivation across Cultures

International findings on Maslow's theory, Herzberg's theory, Achievement motivation theory, Incentives and culture.

Textbook(s)

Fred Luthans and Jonathan Doh, International Management: Culture, Strategy, and Behavior, McGraw-Hill Education.

Reference(s)

1. Marie-Joelle Browaeys and Roger Price, Understanding Cross-Cultural Management, Pearson.
2. Richard Mead and Tim G. Andrews, International Management, Blackwell Publishing.

MGT 481: Advanced Supply Chain Management

Course Objective

This Advanced Supply Chain Management is an advanced course in the field of Operations Research & Operations Management. This course will provide students with the knowledge and the tools necessary to develop, implement, and sustain strategies for managing supply chain issues. The topics include building a strategic framework to analyze supply chains, designing the supply chain network, planning demand and supply, managing inventories, sourcing, transporting, pricing and revenue management, and coordinating a supply chain.

Course Contents

1. Defining the Retail Supply Chain

Introduction, More than stores, Defining the terms: supply chain and supply chain management, The importance of customer segments, Adding value along the chain, Types of supply chain business, Supply chain component data.

2. A Changing World: Moving Toward Comparative Advantage

Basics on comparative advantage, Concept of distance, Revenue control, Workforce cost, Fixed cost, Purchased item cost.

3. Drivers of Retail Supply Chain Change

Importance of drivers, Innovation driver, Extended product design, Globalization, Flexibility imperative, The ultimate capability, Process centered management.

4. Path to the Customer



Meeting market needs, Dimensions, Role of specifications, Nature of demand, Quality function deployment tool: QFD overview, Supply chain QFD example.

5. Product Types – Value to the Customer

The product life cycle, Innovative and functional products, Market research costs, Customer value and product types.

6. Retail Supply Chain Management – Skill Required

Five tasks for SCM excellence, Assessing retail SCM skills.

7. The Demand Driven Supply Chain

Vision for the demand, Driven supply chain, The path from forecast driven to demand driven, Demand driven tools and techniques, Sponsoring the demand driven supply chain.

8. Product Tracking Along Retail Supply Chains

Low tech retailing, Beyond basic bar codes, Radio frequency identification: the retail application, Active RFID, RFID applications, Tracking in transit, Future of product tracking.

9. Understanding supply Chain Costs

Barriers to cost visibility, Goal: activity, Based costing by product, The starting point (i - A), Department costs with capital recovery (ii - B), Multi-company process cost (iii - C), Activity based costing by-product.

10. Retail Return

Types of returns, Opportunities in returns: reduced returns, Improved customer service, Collaboration with partners, Customer feedback, Material source, Environmental mitigation, Additional business, Cash to cash cycle reduction, Process standardization.

Textbook(s)

James B. Ayers, Handbook of Supply Chain Management, Auerback Publication.

Reference(s)

1. James B. Ayers, and Mary Ann Odegaard, Retail Supply Chain Management, Auerback Publication.
2. N. J. Hugos, Essentials of Supply Chain Management, John Wiley and Sons.
3. Michael Levy and Weitz Barton A., Retailing Management, John Wiley and Sons.

MGT 340: Management Science

Course Objective

The aim of this course is to provide students with the understanding of application of management science techniques in solving different types of business problem.

Course Contents

1. Introduction

Definition management science, Functions of management, Role of management science, Management science process, Benefits and impact of management science, Challenges and limitation of management science.

2. Modeling and Models



Classification of models, Constructing a model, Characteristics of models, Deriving solutions from a model, Model building in decision making, Practical applications of models.

3. Managerial Decision Theory

Decision-making and its importance in management science, Tactical decisions, Strategic decisions, Statistical decision theory, Opportunity loss, Payoffs, Regrets, Hypothetical payoff table, Opportunity loss table, Decision making under certainty, uncertainty and risk.

4. Decision in competitive situation-Game Theory

Game theory and its importance, Relation between competition and game, Players in a game, Pay off matrix, Pure strategies, Pure and Mixed strategies, Saddle point, Two person zero sum game, Maximax-minimax principle, Dominance principle, Probability method of solving game theory.

5. Linear Programming

Definition linear programming, Requirements of linear programming, Assumptions in linear programming, Objective function, Characteristics of LPP, Steps in formulation of LPP, Merits and demerits of LP model, Graphic solution LP model, Simplex method of LP model, LP model special cases.

6. Transportation and Assignment Model

Assumption, Uses, Feasible solution, Optimal solution, Steps for solving transportation model, Methods for developing initial feasible solution, Methods for developing optimal feasible solution, Assumption of assignment model, Solution methods for assignment transportation problem, Hungarian Assignment method, Unbalanced assignment model, Maximization assignment problem.

7. Queuing (Waiting Line) Theory

Objective and role of queuing theory, Definition of terms, Queuing process, Characteristics of Queuing system, Classes of Queuing system, formulas, Other queuing models.

8. Network Analysis

Network techniques, Program Evaluation and Review Technique (PERT), Critical Path Method (CPM), Evolution of PERT and CPM, Objectives and uses of network techniques, Network diagram, CPM analysis, Steps in CPM, Limitations of CPM, PERT analysis, Steps in PERT, Difference between PERT & CPM, Project cost and time analysis.

9. Simulation Model

Requirements of simulation, Steps of simulation, Phases of simulation, Methods of simulation, Monte Carlo simulation method, System simulation method.

Textbook(s)

Efraim Turban and Jack R. Merideth, Fundamentals of Management Science, McGraw-Hill.

Reference(s)

1. Anderson, Sweeney and Williams. An Introduction to Management Science. South-Western.
2. Lee J. Krajewski and Larry P Ritzman, Operations Management, Addison-Wesley.



MGT 365/HRM 365: Office Management & Communications

Course Objective

Office Management is the study of the responsibilities, problems and duties of an office manager in managing a modern office from both a traditional and computerized office systems approach. Systems, procedures, and practices related to organizing and planning office work, controlling employees' performance, and exercising leadership skills. The course also includes IT based modern communication and coordination tools and techniques, including social media, related to office administration and logistics.

Course Contents

1. Introduction

Meaning and importance of office and office management, Functions, Nature and scope, Modern concept, Characteristics of office work, Departmentalization, centralization and coordination of office work, Office workers and their job, Status and qualities of an office manager.

2. Office Accommodation

Selecting the location of office, Environment and decoration, Layout and its importance, objectives, types, space planning, advantages of good layout.

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.

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.

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. Office Work Measurement and Cost Control

Importance, purpose, methods and limitations of office work measurement, Nature, importance and methods of office cost control.

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.

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.

9. Office Correspondence and Report Writing

Feature of a good report, Statutory report, Directors, Procedure of handling different types of mails and courier services.

10. Office Management in Bangladesh

Characteristics, importance, various types of office employees and their salary & fringe benefits, office disciplines etc.

Textbook(s)

1. G. 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.

MGT 415/HRM 415: Leadership

Course Objective

This is an advanced level course for HRM majors. Leadership as a topic, appeals to a variety of upper level undergraduate or graduate level courses in Management, Leadership, Educational Administration, Public Administration, Nursing and Allied Health, Social Work, Criminal Justice, Industrial and Organizational Psychology, Communication, Religion, Political and military science studies, as well as corporate training and development programs. This course explores the popular leadership theories and practices, concept of leadership, difference from management, and how to develop leadership skill in organizations.

Course Contents

1. Introduction to Management

POLC, Roles, Skills, Effectiveness, Efficiency, Arts, Science, Scope.

2. Introduction to Leadership

Process, Trait, Assigned, Emergent, Position, Personal, Power, Difference and similarity between management and leadership.

3. Trait approach to Leadership

What it is, Traits, Personality, Advantage, Disadvantage, Applicability.

4. Process approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

5. Style approach to Leadership

What it is, advantage, disadvantage, applicability.

6. Skill approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

7. Situational approach (SLII) to Leadership

What it is, Advantage, Disadvantage, Applicability.

8. Contingency approach to Leadership

What it is, Advantage, Disadvantage, Applicability.



9. Path Goal approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

10. LMX approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

Textbook(s)

Peter G. Northouse, Leadership: Theory and Practice, SAGE Publications.

Reference(s)

1. Gary Yukl, Leadership in organizations, Pearson Education.
2. The Art of Leadership, George Manning and Kent Curtis, McGraw-Hill.

MGT 410: Disaster & Environmental Management

Course Objective

This course is intended to provide fundamental understanding of different aspects of Disaster Management. It will expose the students to the concept and functions of Disaster Management and to build competencies of Disaster Management professionals and development practitioners for effective supporting environment as put by the government in legislative manner. It would also provide basic knowledge, skills pertaining to Planning, Organizing and Decision-making process for Disaster Risk Reduction.

Course Contents

1. Introduction to Disaster Management

Introduction, Brain storming, Group formation, History of disasters, Concepts and definitions, Hazard, Risk, Vulnerability, Capacity, Disaster & equations of disaster management, Types & classification of disasters, Factors responsible for disasters like flood, Cyclone and earthquake.

2. Effect and Impact of Disaster

Effect and impacts of disasters (group work), Disasters impact: social, Economic, Political, Environmental, Health, Psychosocial, etc., Differential impacts- in terms of caste, class, gender, age, location, disability, Disaster is the causes of destruction disaster leads to development.

3. Global warming and climate change

Concept and understanding of global warming and climate change, Causes and factors, Remedial measures.

4. Disaster Risk Management

Hazard analysis and assessment, Vulnerability analysis, Resource capability assessment, Mapping & seasonality calendar, Structural and non-structural assessment, Task forces with various roles for DRR.

5. Humanitarian Charter and Minimum Standards in Humanitarian Response

The humanitarian charter, Protection principles, Core standards, Water, Sanitation & hygiene promotion, Food security & nutrition, Health services, Health services, Shelter and settlement.



6. Disaster Management Projects

Adapting climate change, Disaster resilience structures and buildings, It in disaster management, Interrelationship between disasters and development, Urban disaster, Rain water harvesting, Inclusions- disability, Aged, Social etc.

Textbook(s)

Coppola, D. P. Introduction to international disaster management, Elsevier.

Reference(s)

1. Hodgkinson, P. E., & Stewart, M., Coping with catastrophe: A handbook of disaster management, Taylor & Frances/Routledge.
2. Shaw, R. (Ed.), Community based disaster risk reduction, Emerald Group Publishing.

MGT 440/FIN 440: Insurance and Risk Management

Course Objective

This course will introduce the insurance sector and the roles it plays as a major factor in the financial services arena. Students will study the private insurance industry, the underlying financial structure of insurance products; explore the financial, actuarial, marketing, investment, underwriting, claims, technology and regulatory challenges in managing an insurance company. They will also learn insurance pricing; different insurance products; compare and contrast between general insurance and life insurance industry in light of moral hazard and adverse selection; pension product through annuity; overview of insurance industry particularly in the context of Bangladesh.

Course Contents

1. Basic concept in risk management and insurance

Risk and its treatment, Insurance and risk, Introduction to risk management, Advanced topics in risk management.

2. Risk Management Applications

Risk management decisions, Utility theory and Risk management decisions, Decision theory and risk management decisions, The rules of risk management, Risk characteristics as determinants of the tool, The special case of risk, reduction.

3. The Insurance Device

The nature and functions of insurance, Risk sharing and risk transfer, Insurance defined from the viewpoint of the individual, Insurance defined from the viewpoint of society, The economic contribution of insurance, Elements of an insurable risk.

4. The private insurance industry

Types of insurers and marketing systems, Insurance company operations financial operations of insurers, Government regulation of insurance.

5. Legal principles in risk and insurance

Fundamental legal principles, Analysis of insurance contracts.

6. Life and health risks

Life insurance, Life insurance contractual provisions, Buying life insurance, Annuities and individual retirement accounts, Employee benefits: group life and health insurance, social insurance.



7. Personal property and liability risks

The liability risk, Homeowners insurance, Auto insurance, Auto insurance and society, Other property and liability insurance coverage.

8. Commercial property and liability risks

Commercial property insurance, Commercial liability insurance, Crime insurance and surety bonds, Surety bonds and trade credit insurance.

Textbook(s)

Emmett, Therese M. Vaughan, Fundamentals of Risk and Insurance, Wiley.

Reference(s)

Harrington, S. and Niehaus, G., Risk Management and Insurance, McGraw Hill.

MGT 465/HRM 465/INB 465: International Human Resource Management

Course Objective

The course is aimed at teaching students key international human resource functions including staffing, communication, training, compensation, workflow, employee relations, and change. It explores the process of Human Resource Management (HRM) from a strategic perspective using case studies.

Course Contents

1. Introduction to International Human Resource Management

Definition IHRM and key terms, Expatriate assignment management, Differences between domestic & IHRM, Complexity & increasing challenges to existing IHRM practices and models.

2. The Cultural Context of International HRM

Definitions of culture, Cultural concepts, Results of various intercultural management studies: Hofstede, GLOBE, Trompenaars, & others, Reflections on cross-cultural management research, Development of cultures.

3. The Organizational Context of International HRM

Issues of standardization & localization, Structural responses to international growth, Control & coordination mechanisms (including cultural control), The effect of responses on HRM approaches & activities.

4. IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs

Cross-border alliances, Equity-based alliances (M&As, IJVs), Globalizing SMEs.

5. Sourcing Human Resources for Global Markets

Issues related to approaches to staffing foreign operations, Reasons for international assignments, Types of international assignments, Expatriate & non-expatriate roles in supporting international business activities.

6. International Performance Management



Multinational performance management at the global & local level, Performance management as part of a MNE's control system, Factors associated with expatriates' performance.

7. International Training, Development and Careers

Role of training to support expatriate adjustment & on-assignment performance, Components of pre-departure training programs, Relocation assistance & training for trainers, Effectiveness of pre-departure training, Developmental aspect of international assignments, Training & developing international management teams, Trends in international training & development.

8. International Compensation

Complexities caused by moving compensation from a domestic to an international context, Components of an international compensation program, Approaches to international compensation, The special problem areas of taxation, The problem of managing TCN compensation.

9. International Industrial Relations and the Global Institutional Context

Issues in international industrial relations & the policies & practices of MNEs, Influence of trade unions on MNEs, Recent trends & issues in the global workforce context, Formation of regional economic zones (e.g. the EU) & the impact of opponents to globalization, Present issues of codes of conduct & NGOs as MNEs, HR implications of offshoring.

10. IHRM Trends and Future Challenges

International business ethics & HRM, Mode of operation & IHRM, Ownership issues relating to IHRM, Safety and security & terrorism issues.

Textbook(s)

Peter J. Dowling, Marion Festing and Allen D. Engle, Sr., International Human Resource Management, Cengage Learning.

Reference(s)

1. Tony Edwards and Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson.
2. K. Aswathappa and Sadhna Dash, International Human Resource Management: Text and Cases, McGraw-Hill Education.
3. Paul Sparrow, Chris Brewster and Hilary Harris, Globalizing Human Resource Management, Routledge.

MGT 480/FIN 480: International Financial Management

Course Objective

Students should be able to learn the nature and purpose of financial management in the international context, the techniques available and to have an appreciation of the underlying theories of modern finance.

Course Contents

1. Multinational Financial Management: An Overview

Managing the MNC- Agency Problem, structure & governance, Theory of international business, Methods of international Business, Valuation model for MNC.



2. International Flow of Funds

Balance of payment- Current account, Capital account & Financial account, International trade flows & issues, Factors affecting exchange rate, Correcting balance of trade deficit, International capital flows, Agencies that facilitate international flows.

3. International Financial Market

Foreign exchange market, International money market, International stock market, International bond market.

4. Exchange Rate Determination

Measuring exchange rate movements, Factors that influence exchange rate- Relative inflation rate, Relative interest rate, Relative income level, Govt. control, expectation, Interaction of factors.

5. Currency Derivatives

Forward market, Currency future market, Currency option market-call option, Put option, Contingencies graph for currency option, Conditional currency option.

6. Government Influence on Exchange Rates

Exchange rate System- Fixed, freely float, Managed float, and pegged, Dollarization, Government intervention, Intervention as policy tool.

7. International Arbitrage and Interest Rate Parity

Locational, Triangular & covered interest arbitrage, Interest rate parity.

8. Relationships Among Inflation, Interest Rates, and Exchange Rates

Purchasing power parity, International fisher effect, Comparison of IRP, PPP & IFE theory.

9. Measuring Exposure to Exchange Rate Fluctuation

Types of exposure: Translation exposure, Economic exposure, Transaction exposure.

10. Multinational Capital Budgeting

Subsidiary versus Parent perspective, Input for multinational Capital Budgeting, Factors to consider multinational Capital Budgeting, Other types of multinational Restructuring.

11. Multinational Cost of Capital & Capital Budgeting

Back ground of cost of capital, Cost of capital for MNC, Cost of capital across countries, Using cost of capital to assess foreign projects, MNC's capital structure decision.

Textbook(s)

Jeff Madura, International Financial Management, Southwestern, Thomson learning.

Reference(s)

A.C. Shapiro, Multinational Financial Management, John Wiley & Sons, Inc.

INB 400L: Software Application in Management

Course Objective

This is a computer lab based course and the aim of this course is to offer students the chance to gain hands-on experience on business management softwares that are designed to automate the majority of day-to-day business operations.



Course Contents

1. Accounting Software

Manages core financial data for billing and invoicing and financial reports such as profit and loss, cash flow statement and balance sheet. Connect with modules for purchase orders, inventory etc.

2. Content Management Software

Upload, store, share and back up business documents and files. Manage everything from purchase orders to client and employee information and performance records.

3. Customer Relationship Management (CRM) Software

CRM manages functions including client contact management, customer service and support, help desk, field service management and more.

4. Human Resource (HR) Management Software

Manages core HR functions including benefits administration, personnel tracking and payroll.

5. Inventory management Software

Automate processes for ordering, storing and tracking inventory. Monitor on-hand inventory balances, track raw materials and stocked items, manage lots, sales and purchase orders

6. Scheduling

Create and maintain employee schedules, assign workers to shifts, track attendance, manage customer service delivery and dispatch schedules for field service workers. Features include calendar management, automatic reminders and time-clock management.

7. Workflow management

Define, control and automate business workflows. Features include task and time tracking, automatic notifications, graphical process modeling, role-based access and reporting.

Reference(s)

Enterprise Resource Planning (ERP) Softwares of different kind.

Major and Minor Courses of Human Resources Management

HRM 361: Talent Acquisition Management

Course Objective

Recruitment and selection is now called talent acquisition management, as it is the talent that drives the organization forward. The aim of this course is to enable students 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 Contents

1. Strategy and Planning

Strategic Issues, HR strategy, Staffing strategy, Human Resource Planning and Forecasting, demand/ supply matching, Staffing planning, Core workforce, Flexible workforce.



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.

3. Recruitment and Job Search

Definition, steps, process, and sources of recruitment, Internal recruitment: Planning, Strategy development, Searching, Applicant reactions, External recruitment: 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.

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. Final Match

Employments contracts, Job offers and job offers process, New employee orientation and socialization.

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.

HRM 415/MGT 415: Leadership

Course Objective

This is an advanced level course for HRM majors. Leadership as a topic, appeals to a variety of upper level undergraduate or graduate level courses in Management, Leadership, Educational Administration, Public Administration, Nursing and Allied Health, Social Work, Criminal Justice, Industrial and Organizational Psychology, Communication, Religion, Political and military science studies, as well as corporate training and development programs. This course explores the popular leadership theories and practices, concept of leadership, difference from management, and how to develop leadership skill in organizations.

Course Contents

1. Introduction to Management

POLC, Roles, Skills, Effectiveness, Efficiency, Arts, Science, Scope.

2. Introduction to Leadership



Process, Trait, Assigned, Emergent, Position, Personal, Power, Difference and similarity between management and leadership.

3. Trait approach to Leadership

What it is, Traits, Personality, Advantage, Disadvantage, Applicability.

4. Process approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

5. Style approach to Leadership

What it is, advantage, disadvantage, applicability.

6. Skill approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

7. Situational approach (SLII) to Leadership

What it is, Advantage, Disadvantage, Applicability.

8. Contingency approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

9. Path Goal approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

10. LMX approach to Leadership

What it is, Advantage, Disadvantage, Applicability.

Textbook(s)

Peter G. Northouse, Leadership: Theory and Practice, SAGE Publications.

Reference(s)

1. Gary Yukl, Leadership in organizations, Pearson Education.
2. The Art of Leadership, George Manning and Kent Curtis, McGraw-Hill.

HRM 450: Human Resource Development

Course Objective

The aim of this course is to facilitate the learning of concepts and practices related to human resource development (HRD) such as training, career development and organization development.

Course Contents

1. Introduction to Training and Development

Broadening role of training, emergence of HRD function and role, Sample Organization chart and position of training, Training as a subsystem within the org system, Training process, ISD model, Assumptions/ some basic points/ prerequisites or training, Macro forces affecting workplace and training, Modern HRM practices trend, Conditions increasing the importance of HR issues, Strategic decisions regarding training, Who will conduct training, insider vs. outsider

2. Learning theories



Learning theories, Reinforcement theory, Social learning theory, Goal theories, Need theories, Expectancy theory, Adult learning theory, Information processing theory, Three components of training objective, Training administration involves what and what.

3. Needs Assessment

Importance of TNA (Three dimensions of need analysis), Needs assessment techniques, Readiness for training, What to do: to ensure that the work environment enhances trainees' motivation to learn, Is training the best solution to improve performance problem?

4. Training design and transfer issues

Training design and transfer of training, Social learning processes and corresponding training events, The nine events of instruction (gagne-briggs), A model of the transfer process, Transfer of training: Obstacles in the work environment, Characteristics of a positive climate for transfer of training, Types of costs in training programs.

5. Methods of training

Off-the-job training methods, On-the-job methods, Off-the-job training methods: advantage and disadvantage, On-the-job training methods: advantage and disadvantage, Group building methods, Choose a training method.

6. Training Evaluation

Training effectiveness, Training outcomes or criteria, Training evaluation, Evaluation design, Two types of evaluation, Training Outcomes: Kirkpatrick's Four-level framework of evaluation criteria, Five outcomes used in evaluating training programs.

Textbook(s)

Raymond A. Noe, Employee Training and Development, McGraw-Hill Irwin.

Reference(s)

1. P. Nick Blanchard and James W. Thacker, Effective Training: Systems, Strategies and Practices, Pearson Education.
2. Roger Buckley and Jim Caple, The Theory and Practice of Training, Kogan Page.

HRM 461: Total Reward Management

Course Objective

The emphasis of this course is on the managerial level concepts and practices of compensation and benefits administration with emphasis on current theories of compensation and benefits trends, cost, value and systems. Insights from thought leaders will be explored to enrich the learning experience.

Course Contents

1. Introduction to Reward Management

Definition and types of reward, The Pay Model, Contrasting Perspectives of Compensation, Forms of pay.

2. Compensation Management

Compensation, Compensation management, Total compensation package, Compensation components: Salaries, incentives, benefits and allowances.

3. Compensation System Development



Employee satisfaction and motivation issues in compensation design, Establishing internal, external and individual equity, Legal regulation of compensation systems.

4. Strategic compensation

Strategic perspectives of pay, Strategic pay decisions.

5. Internal Alignment (Consistency)

Definition of internal alignment, Internal pay structures, Strategic choices in internal alignment design.

6. Pay for Performance

PPF plans, Review of performance appraisal.

7. Benefits Determination Process

Value of benefits, Legally required benefits, Others benefits.

Textbook(s)

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

Reference(s)

1. Armstrong, M. and Murlis, H., Reward Management: A handbook of remuneration strategy and practice, Kogan page.
2. Timothy F. Carse and Jeffrey Slater, The Payroll Toolkit, Penn & Pearl Publishers.

HRM 481: Industrial Relations

Course Objective

The course is designed to develop an understanding of students about the conceptual, empirical, and policy orientation of the study of industrial relations with special emphasis on Bangladesh. The focus is on the interface of IR with its major parties such as workers, employers, and government. This course discusses the nature of industrial relations, trade unions, collective bargaining process, causes, consequences, and resolutions of industrial disputes, grievance handling procedures, unfair labor practices, and pertinent labor laws.

Course Contents

1. A Review of Human Resource Management

Definitions and process of HRM, Functions of HRM, Importance of HRM, Structure of HR department, Functions of an IR manager.

2. An Overview of Bangladesh Labor Act 2006

A brief introduction of Bangladesh Labor Act (BLA) 2006, Historical background of BLA 2006, Definitions of key terms of BLA 2006, Chapters of BLA 2006, Amendments of BLA 2006, Non-applicability of BLA 2006. Important provisions of BLA 2006.

3. An Invitation to Industrial Relations (IR)

Definitions and objectives of IR, Perceptions of IR, Theories of IR, Parties of IR, Scope of IR, IR in Bangladesh.

4. Trade Unions

Definitions and registration of trade unions, Trade unions in group of establishments, Disqualifications to become member or officers of a trade union, Formation and functions



of participation committee, Cancellation of registration of a trade union, Trade unionism in Bangladesh.

5. Collective Bargaining Process

Determination of collective bargaining agent (CBA), Powers and jurisdictions of CBA, Steps involved in collective bargaining, Unfair labor practices.

6. Industrial Dispute and its settlement

Nature and causes of industrial disputes, Techniques for settlement of industrial disputes, Consequences of industrial disputes, Cases of industrial disputes.

7. Special Topics of IR

Functions of Labor & Employment Ministry of Bangladesh, Role of labor courts and tribunal, employer's association in Bangladesh, Minimum wage board, role of ILO in IR.

Textbook(s)

1. Nirmal Chandra Paul, *The Bangladesh Labor Code, 2006 & Other Related Laws*, Shams Publications.
2. Iqbal Ahmed, *Industrial Relations and Labor Movement in Bangladesh*, IBA.

Reference(s)

1. S. A. Huq, *Bangladesh Labor Code*, Dhaka (Latest Edition).
2. P. N. Singh & Neeraj Kumar, *Employee Relations Management*, Pearson (Latest Edition).

HRM 362: Human Resource Information Systems

Course Objective

The purpose of this course is to provide an overview of the field of Human Resource Information Systems (HRIS). This course is aimed at teaching students application of Human Resource Information System (HRIS) in the Human Resource functional areas or practices.

Course Contents

1. Introduction to HRM and HRIS

Evolution of Human Resource Management and Human Resource Information Systems, The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation.

2. Determining HRIS Needs

Human Resource Information Systems Needs Analysis, System Design and Acquisition, Human Resource Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment

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

4. HRIS Applications



Human Resource Administration and Human Resource Information Systems, 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.

5. Special Topics in HRIS

Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology.

Textbook(s)

Michael J. Kavanagh, Mohan Thite, Richard Johnson, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage Publications.

Reference(s)

Torres, T., E-Human Resources Management, ICI Global.

HRM 363: Safety, Health and Environmental Compliance

Course Objective

This course provides students an understanding of the concepts, principles and methods of analyzing the risk of disease or accidents that may be attributed to the environment and the workplace. It examines existing and proposed federal, provincial and municipal laws and regulations that pertain to workplace health and the environment. This course provides an overview of occupational health hazards with particular emphasis on the effects of exposure to hazardous chemical and biological agents, medical surveillance programs and early preventive measures. This practical course prepares environmental health professionals for the implementation and management of risk assessments.

Course Contents

1. Introduction

Define work health and safety (WHS), Explain why WHS is important in the workplace, Explain the potential consequences of breaching WHS laws, Outline your roles and responsibilities in managing workplace WHS.

2. Managing WHS risks

Outline the risk management process, Explain how to identify hazards and determine the risks that they pose, Explain how to implement measures to control risks, describe how to review and monitor control measures.

3. Preventing accidents at work

Explain what an accident is and identify some unconstructive attitudes towards accidents, Explain the relationship between major accidents, minor accidents and near-misses (incidents), Identify the direct and indirect causes of accidents, Explain why incidents, including accidents and near-misses, need to be reported.

4. Preparing for fire and other emergencies

Define and identify the different types of emergencies that may be encountered, Outline the roles and responsibilities of managers and workers in emergency management,



Explain how to prepare for an emergency, Explain how fires start and how they can be prevented.

5. Ensuring a safe physical environment

Arrange office equipment to maximize safety and comfort, Recognize how to avoid injuries from manual tasks.

6. Dealing with common workplace hazards

Identify the dangers of common workplace hazards and explain how to deal with them, Identify the dangers of wellbeing issues and explain how to deal with them.

Textbook(s)

Nicholas P. Cheremisinoff & Madelyn L. Graffia, Environmental and Health and Safety Management: A Guide to Compliance, Noyes Publications.

Reference(s)

Simon Watson Pain, Safety, Health, and Environmental Auditing: A Practical Guide, CRC Press.

HRM 365/MGT 365: Office Management & Communications

Course Objective

Office Management is aimed teaching students the responsibilities, problems and duties of an office manager in managing a modern office from both a traditional and computerized office systems approach. Systems, procedures, and practices related to organizing and planning office work, controlling employees' performance, and exercising leadership skills. The course also includes IT based modern communication and coordination tools and techniques, including social media, related to office administration and logistics.

Course Contents

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.

2. Office Accommodation

Selecting the location of office, Environment and decoration, Layout and its importance, objectives, types, space planning, advantages of good layout.

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.

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.

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. Office Work Measurement and Cost Control

Importance, purpose, methods and limitations of office work measurement, Nature, importance and methods of office cost control.

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.

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.

9. Office Correspondence and Report Writing

Feature of a good report, Statutory report, Directors, Procedure of handling different types of mails and courier services.

10. Office Management in Bangladesh

Characteristics, importance, various types of office employees and their salary & fringe benefits, office disciplines etc.

Textbook(s)

1. G. 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.
4. B. N. Tandon, Manual Office Management and Correspondence. S Chand & Company.

HRM 368: Human Resource Audit

Course Objective

This course is aimed at teaching students how to critically examine and evaluate policies, programs, and procedures in the area of HRM. This course enables understanding of the audit process and its components; the differences between strategic and tactical perspectives in auditing and assessing an organization's vulnerability to risk.

Course Contents

1. Human Resource Management Practices

Introduction, Human resources concept, Human resource planning, Recruitment and staffing, Training and development, Performance appraisal, Human resources audit.

2. Human Resource Development Audit

Introduction, Components of human resource development audit, Human resource development strategies and human resource development systems, Human resource



development structure, Culture and competencies, conceptualizing of human resource audit, What you need to know before conducting human resource audit.

3. Conceptual Understanding of Human Resource Audit

Defining human resource audit, Need for human resource audit, Identifying human resource audit goal, Defining the audit team, Approaches & benefit of human resource audit.

4. HR Audit Methodology and Issues

Introduction, Conducting a human resource audit, Preliminary steps, Goals of the audit, Areas of the audit, Issues in HR audit.

5. Human Resources Audit Structure

Introduction, Recruiting, Staffing, Employee Orientation Programs, Employee and supervisory training, Benefit administration.

6. HR Audit and Workforce Issues

Introduction, Workforce communication and employee relations, Performance management, Compensation system, Teambuilding system.

7. Areas for HR Audit

Introduction, Audit of HR planning, Audit of HR development, Audit of training, Audit of industrial relations, Audit of managerial compliance, Audit of HR climate, Audit of corporate strategies.

8. The HR Audit Process

Introduction, Audit of HR function, Planning questions, Collecting data, Analyzing the audit data, Interpretation: assessing the ability for change, Post audit steps.

9. Audit and HR Scorecard

Introduction, How to approach a human resource scorecard, Understanding the reason for implementing the human resource scorecard, Understanding business context of human resource, Maintaining human resource scorecard framework, Measuring human resource effectiveness, Human resource scorecard design, Balanced scorecard.

10. Audit and Competency Management

Introduction, Competency management, introduction, Competency management framework, Design and implementation, Competency mapping, Integration of competency based HR systems.

11. The HR Audit for Legal Compliance and Safe Business Practices

Introduction, What does the human resource audit cover? Pre-employment requirements, Hiring process, New-hire orientation process, Workplace policies and practices.

12. HR Audit as Intervention

Introduction, Effectiveness of human resource development audit as an intervention, Human resource audit and business linkages.

13. Human Resource Auditing as a Tool of Human Resource Valuation

Introduction, Rationale of human resource valuation and auditing, Valuation of human resources, Issues in human capital measurement and reporting.



14. HRD Audit

The Indian experience and case studies: introduction, prevalence of HR audit, HR audit case-manufacturing industry, HR audit case-service industry.

15. HR Audit Questionnaire

Introduction, Areas to be concentrated, A comprehensive coverage of the entire human resource practices, A sample internal human resource audit questionnaire.

Textbook(s)

T. V. Rao., HRD Audit: Evaluating the Human Resource Function for Business Improvement. Sage publications.

Reference(s)

John H. McConnell, Auditing Your Human Resources Department: A Step-by-Step Guide to Assessing the Key Areas of Your Program, AMACOM.

HRM 369: Aligning HRM with Sustainable Development Goals (SDG)

Course Objective

The focus of this course is on the management initiatives that are required to lead the green organization. Students will learn to 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 Contents

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).

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.

3. Green Marketing and 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.

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.

Textbook(s)

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

Reference(s)

1. John F. Wasik, Green Marketing and Management: A Global Perspective, Wiley-Blackwell.
2. Forest Reinhardt, Down to Earth: Applying Business Principles to Environmental Management. Harvard Business School Press.
3. Cary Krosinsky, Nick Robins, Stephen Viederman, Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership. John Wiley & Sons.

HRM 371: Performance Management

Course Objective

The aim of this course is to understand organizations' performance management process, compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

Course Contents

1. Introduction to Performance Management

Evolution of performance management, Definitions and differentiation of terms, Importance & purpose of performance management, Principles of performance management, Overview of performance management as a system, Dimensions of performance management, Linkage of performance management to other HR processes, Employee engagement and performance management.

2. Theoretical Framework of Performance Management

Goal theory and PM, Control theory and PM, Social cognitive theory and PM, Organizational justice theory and PM.

3. Process of Performance Management

Performance management process, Performance management planning process, Mid-cycle review process, End-cycle review process, Performance management cycle.

4. Performance Management Planning and Development



Performance management planning, The PM planning process, Performance agreement, Evaluating the performance planning process.

5. Performance Appraisal

Definitions and dimensions of PA, Purpose of PA and arguments against PA, Necessity of PA and its usage by organizations, Characteristics of performance appraisal, Performance appraisal process.

6. Performance Appraisal Methods

Performance appraisal methods, Traditional methods, Modern methods, Performance appraisal of bureaucrats.

7. Performance Appraisal Feedback

Role of feedback, Types and principles, Situations requiring feedback and pitfalls, Components of a feedback and steps in giving a constructive feedback, Levels of performance feedback.

8. 360-Degree Appraisal

Concept of 360-degree feedback system, Impact of 360-degree feedback on organizations, Purpose, methodology, ratings, advantages and disadvantages of the method, 360-degree feedback process, Operating 360-degree appraisal.

9. Issues in Performance Management

Team performance, Performance management and learning organizations, Performance management and virtual teams, Role of line managers, Performance management and reward, Challenges of linking performance and reward.

Facilitation of Performance Management System through Automation

Improving quality of planning and design of performance management, Improving the objectivity of performance management, Improving execution aspects of performance management, Automation in performance management, Automation process.

Ethics in Performance Appraisal

Overview of ethics, Ethics in organizations, Ethics in performance management.

Textbook(s)

Michael Armstrong, Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. Kogan Page.

Reference(s)

1. Kandula, Srinivas R., Performance management: strategies, inventions and drivers, Prentice Hall of India.
2. Herman Aguinis, Performance management, Prentice Hall.

HRM 401/MGT 401: Corporate Social Responsibility

Course Objective

This course is designed to teach students scope and complexity of CSR, connections between corporate strategy and CSR and the impact on foundational organizational principles.



Course Contents

1. The Meaning and Importance of Corporate Social Responsibility

Evolution of CSR, CSR and the law of economics, CSR and social legitimacy, CSR expectations in rich and in poor societies, The evolving role of stockholders, The iron law of social responsibility, Moral and economic arguments for CSR.

2. The Role of Stakeholders in CSR

Stakeholder advocacy, The role of business in society, Consumers' awareness and willingness to pay for socially responsible corporate behavior, The communications revolution and its impact on CSR, Globalization and CSR, Different stakeholders, different perspectives, Success and failure with CSR initiatives, Corporate response to citizen demands via CSR, The five stages of organizational growth in CSR.

3. The Strategic Importance of CSR Implementation

CSR as a balance between organizational means and ends, The strategic lens: vision, mission, strategy, and tactics, Environmental and other global forces propelling CSR, Impact of globalization and communications technologies, The strategic CSR model, The business-level CSR threshold, Implementing CSR, CSR as competitive advantage.

4. Case Studies in Organizational, Economic, and Societal CSR Issues

Organizational issues (actions versus intentions, corporate commitment, voluntary versus mandatory, stakeholder activism), Economic/business issues (branding, diversity, sustainability, fair trade, wages), Social issues (outsourcing, corruption, human rights, patents).

Textbook(s)

1. Werther, W. B. & Chandler, D., Strategic corporate social responsibility, Sage.
2. Porter M., Kramer M., Strategy and Society. The link between Competitive advantage and Corporate Social Responsibility.

Reference(s)

1. Dunphy, D., A. Griffiths and S. Benn. Organisational Change for Corporate Sustainability. London: Routledge, 2003. Mintzberg, H. The Stakeholder theory and the Modern Corporation.
2. Rebuilding companies as communities, Harvard Business Review, Mintzberg H. 2015. Why Corporate Social Responsibility Isn't a Piece of Cake, Harvard Business Review.

HRM 411: Human Resource Management Practices in Bangladesh

Course Objective

The course provides students an insight into the development of human resource practices and contemporary issues and challenges of human resource management in Bangladesh. The course also includes a comparative study between traditional and contemporary practices and the practices of local and multinational corporations. The impact of International Labor Organization Policies will be integrated in context of local business environment.

Course Contents

1. Human Resource Management in Bangladesh



Human relations at work in Bangladesh, Managerial leadership: Bangladesh perspective, What a manager should know about himself, Role of line managers in man-management.

2. Recruitment of Employees

Selecting, Interviewing and testing, A guideline for selectors, Induction of new employees.

3. Performance Appraisal

Employee counseling, Communicating with employees, Effective communication through briefing groups.

4. Grievance Handling

The process of collective bargaining, Participative management.

5. Training and Development

In-company training program, Coaching skills, Role of vocational training for human resource development, Current scenario of vocational training in Bangladesh.

6. Employee Motivation

Active listening, time management and managing productivity, Employee morale, Team building and disciplining employees, Absenteeism and remedial measures.

7. Decision Making

Managing change, Exit interview: Why do employees resign? Managing meeting.

8. Compliance Management

Industrial safety, High cost of accident, Personnel audit.

Textbook(s)

K. A. Islam, Human Resource Management Practices in Bangladesh.

Reference(s)

Due to nature of the course, the reading materials will be from media reports, ILO documents, DWCP, Ministry of Labor and Employment documents.

HRM 465/INB 465: International Human Resource Management

Course Objective

The course examines key International HR processes including staffing, communication, training, compensation, workflow, employee relations, and change. It explores the process of Human Resource Management (HRM) from a strategic perspective using case studies.

Course Contents

1. Introduction to International Human Resource Management

Definition IHRM and key terms, Expatriate assignment management, Differences between domestic & IHRM, Complexity & increasing challenges to existing IHRM practices and models.

2. The Cultural Context of International HRM

Definitions of culture, Cultural concepts, Results of various intercultural management studies: Hofstede, GLOBE, Trompenaars, & others, Reflections on cross-cultural management research, Development of cultures.



3. The Organizational Context of International HRM

Issues of standardization & localization, Structural responses to international growth, Control & coordination mechanisms (including cultural control), The effect of responses on HRM approaches & activities.

4. IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs

Cross-border alliances, Equity-based alliances (M&As, IJVs), Globalizing SMEs.

5. Sourcing Human Resources for Global Markets

Issues related to approaches to staffing foreign operations, Reasons for international assignments, Types of international assignments, Expatriate & non-expatriate roles in supporting international business activities.

6. International Performance Management

Multinational performance management at the global & local level, Performance management as part of a MNE's control system, Factors associated with expatriates' performance.

7. International Training, Development and Careers

Role of training to support expatriate adjustment & on-assignment performance, Components of pre-departure training programs, Relocation assistance & training for trainers, Effectiveness of pre-departure training, Developmental aspect of international assignments, Training & developing international management teams, Trends in international training & development.

8. International Compensation

Complexities caused by moving compensation from a domestic to an international context, Components of an international compensation program, Approaches to international compensation, Special problem areas of taxation, The problem of managing TCN compensation.

9. International Industrial Relations and the Global Institutional Context

Issues in international industrial relations & the policies & practices of MNEs, Influence of trade unions on MNEs, Recent trends & issues in the global workforce context, Formation of regional economic zones (e.g. the EU) & the impact of opponents to globalization, Present issues of codes of conduct & NGOs as MNEs, HR implications of off-shoring.

10. IHRM Trends and Future Challenges

International business ethics & HRM, Mode of operation & IHRM, Ownership issues relating to IHRM, Safety and security & terrorism issues.

Textbook(s)

Peter J. Dowling, Marion Festing and Allen D. Engle, Sr. International Human Resource Management. Cengage Learning.

Reference(s)

1. Tony Edwards and Chris Rees. International Human Resource Management: Globalization, National Systems and Multinational Companies. Trans-Atlantic Publications.



2. K. Aswathappa and Sadhna Dash. International Human Resource Management: Text and Cases. Wilmington, USA.
3. Paul Sparrow, Chris Brewster and Hilary Harris. Globalizing Human Resource Management. Routledge.

HRM 490: Project in HRM

Course Objective

This is actually a research project-based course. This course will be assigned only in special circumstances or to advanced level students. This course will be an opportunity to work in a practical project or do independent research guided by a HRM area faculty member. The objective is to expose the students with research methods and areas related to HRM area like recruitment and selection, training and development, performance management, compensation management, safety, health, environment, compliance and other contemporary issues.

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

- a) Explain and critically discuss theoretical paradigms in human resource management.
- b) Integrate diverse theoretical perspectives on a knowledge area (related to a topic in HRM) into a coherent theoretical model, which will be used to conduct research in 'real-world' organizations.
- c) Assess the validity of theoretical assumptions into the practice of HRM in 'real-world' organizations and integrate research findings and conclusions into the broader theoretical debate on a knowledge area under HRM.
- d) Offer specific recommendations to HRM professionals in order to enhance individual and organizational performance based on defensible research findings.

Course Contents

1. Contemporary topics in HRM: Business strategy and HRM, The employment relationship, Managing and retaining talent, Organizational and individual creativity, HR analytics, Psychological empowerment, Employee work engagement
2. Developing a research proposal.
3. Conducting literature review, writing theory.
4. Developing a conceptual research model- writing research hypotheses.
5. Qualitative / Quantitative research and design of field research.
6. Design of interviews / questionnaires for field research.
7. Interviewing skills and techniques.
8. Analyzing collected data in relation to hypotheses.
9. Reporting research findings.

Textbook(s)

Valerie Anderson, Research Methods in Human Resources Management, CIPD, UK .

Reference(s)



HRM 400 L: Software Applications in Human Resource Management

Course Objective

In this computer lab based course, HRM students will be given hands on orientation to the use of information technologies for managing human resources and integration with other enterprise resource software modules. IT based management system has become daily matters and so, HRM people must understand to combine different human resource and administration processes in a centralized location, from where the manager can also assign tasks, monitor and evaluate progress, and reward the best performers in the team. The course will familiarize students with relevant HR software packages such as Oracle HCM Cloud, SAP HCM, and the likes.

Course Contents

1. IT and HRM

EHRM, Office automation, Information Processing & Control Functions, IT enabled HRM Needs Analysis, Concept & Mechanisms.

2. Desktop, Laptop, LAN based, and Cloud based HRM systems and applications

Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials.

3. Software to be introduced

The ERP applications like Peoplesoft for HRM, Oracle HCM, SAP HCM and other contemporary packages.

4. Handling Data

Data formats, Entry procedure & process, Data storage & retrieval, Transaction processing, Standard software and customized software.

5. IT Enabled HRM

Recruitment system, Job portal management, Integration of training modules, Storing and retrieving of company policies, HRM policies, Personnel administration (PA), Payroll, Leave, Compensation and Benefits, Compliance monitoring system. Etc.

Textbook(s)

1. Michael J. Kavanagh, Mohan Thite , Richard Johnson, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage.
2. Ellen F. Monk and Bret J. Wagner, Concepts in Enterprise Resource Planning, Thomson.

References:

Torres, T., E-Human Resources Management. ICI Global.

Major and Minor Courses of International Business

INB 301: International Business

Course Objective

The aim of this course is to provide students with the global vision needed to operate business in an international context.

Course Contents

1. Introduction

Globalization, Drivers of globalization, Changing nature of the global economy, Opportunities & challenges for business managers.

2. Political Economy and Economic Development

Political, economic & legal systems, Implications for management practice of national differences in political economy, Determinants of economic development, Macro, political & economic changes worldwide, Implications for management.

3. Theories of International Trade and Investment

Classical trade theory, New trade theory, Porter's theory of national competitive advantage, Theory of international investment.

4. Instruments of Trade Policy

Tariffs, Non-tariff Barriers, Political & economic argument for government intervention in international trade.

5. Strategy and Organization of International Business

Firm as a value chain, Global Expansion, profitability & growth, cost reduction & local responsiveness influencing strategic choice, Meaning of organization architecture, Different organizational choices in international context, Matching organization with strategy.

6. Foreign Direct Investment, Entry Strategy and Strategic Alliances

Trend of FDI, Determinants of FDI, Benefits & costs of FDI to home and host countries, Different modes of entering foreign markets, Factors that influence the choice of an entry mode, Pros and cons of acquisition, Greenfield venture & strategic alliances.

7. Exporting, Importing & Countertrade

Various stages of export, Export documentation, Export financing, Countertrade facilitating export.

8. Foreign Exchange Market

Functions and nature of foreign exchange market, Economic theories of exchange rate determination, Exchange rate forecasting, Implications for managers.

9. International Monetary System

Gold standard, Bretton-woods system, Fixed vs. floating exchange rate, Crisis management by IMF, Implication for managers.

10. Global Capital Market

Benefits and growth of capital market, Global capital market risks, Eurocurrency market, Global bond market, Global equity market.

Textbook(s)

Hill, Charles W. L. International Business: Competing in the Global Marketplace. McGraw-Hill Irwin.

Reference(s)

1. Michael Czinkota, Iikka A. Ronkainen, Michael H. Moffett. International Business. Wiley.



2. Cavusgil S.T., Ghauri, P., Knight, G. and Riesenberger, J. International Business, Global Edition. Pearson Education.

INB 302: International Trade and Investment Theories

Course Objective

The main objective of this course is to understand the basis for and the gains from trade and investment through comprehensive exposition of the theory of international trade and investment.

Course Contents

1. Introduction

Meaning and importance of globalization, Relationship between international trade and the nation's standard of living, Subject matter of international economics.

2. Law of Comparative Advantage

Mercantilists' Views on Trade, Absolute Advantage, Comparative Advantage and Opportunity Costs, Production Possibility Frontier, Gains from Trade under Constant Costs.

3. Standard Theory of International Trade

PPF with Increasing Costs, MRT, Indifference Curves, MRS, Equilibrium in Isolation, Gains from Trade with Increasing Costs, Equilibrium, Relative Commodity Prices with Trade, Incomplete Specialization, Trade Based on Differences in Tastes.

4. Factor Endowments and Heckscher-Ohlin Theory

Heckscher-Ohlin Theorem, General Equilibrium under Heckscher-Ohlin theory, Factor, Price Equalization Theorem, The Leontief Paradox.

5. Economies of Scale, Imperfect Competition, and International Trade

Trade Based on Economies of Scale, Product Differentiation, Intra-Industry Trade, Technological Gap and Product Cycle Models.

6. Growth, Development and Trade

Definition and sources of economic growth, Rybczynski Theorem, Effect of economic growth, Wealth effect, terms of trade effect, Immiserising growth, Effects of labor endowments and capital endowments growth on welfare, Economic growth and technical progress.

7. Tariffs, Nontariff Barriers & New Protectionism

Partial Equilibrium Analysis of a Tariff, Costs and Benefits of a Tariff, General Equilibrium Analysis of a Tariff in Small Country and in Large Country, Comparison of Import Quota to an Import Tariff, Nontariff Barriers and New Protectionism, Arguments for Protection, Infant Industry and Other Qualified Arguments for Protection, Trade Agreements.

8. Economic Integration and Trade Agreements

Trade Creating & Trade Diverting Customs Unions, Theory of the Second Best and Other Static Welfare Effects of Customs Unions, European Union, North American and Other Free Trade Agreements, Economic Integration among Developing Countries.

9. International Trade and Economic Development



Trade Theory, Terms of Trade, Export Instability and Economic Development, International Commodity Agreements, Import Substitution versus Exports.

10. Foreign Investment and Multinational Corporations

Definition, Welfare benefits of FDI, Reasons for undertaking FDI, Benefits and disadvantage of FDI to host countries.

Textbook(s)

Salvatore, Dominick. International Economics. John Wiley & Sons.

Reference(s)

1. Paul R. Krugman, Maurice Obstfeld. International Economics: Theory and Policy. Pearson.
2. Beth V. Yarbrough and Robert M Yarbrough, The World Economy: Trade and Finance. South-Western.

INB 401/MKT 401: International Marketing

Course Objective

This course is aimed at teaching students analytical skills required to develop international marketing plans and develop the marketing mix elements in the international environment. During this course, the student will gain insights into the pressures created by the international economic, political, legal and cultural environmental influences on marketing planning.

Course Contents

1. Introduction

Definition & Scope of International Marketing, Similarities Between Domestic Marketing and International Marketing, Selection of Market, Process & Determinants of Market Selection, Appraisal of Markets Product Policy, Concept of Product, Product-Mix, Product-Life-Cycle in International Marketing, Packaging Concept, Factors Influencing Package Design, Distribution: Direct and Indirect Exporting.

2. Global Marketing Communications

Coordination and integration of all marketing communications tools, Avenues and sources within a company, Communication Process, Communication with foreign buyers, Planning and Preparing for Promotional Campaign, The budget and media preparation for program, Global Branding.

3. International Trade vs. International Marketing

Similarities, Differences, Implication for marketers.

4. International Organizations

ILO, EU, APAC, NAFTA, OPEC, UN, ASEAN, SAARC, Roles of International trading corporations and Export management companies.

5. Cultural Environment

Dimensions of Culture, Culture and Consumer Behavior, Researching and Applying Cultural Values, Culture and Communication,, Culture and Media Culture and Advertising Appeals, Culture and Executional Style.



6. International Product strategy

Different levels of product, Product adaptation policy, Standardization vs. customization, Revenue and Cost analysis, International packaging options and standards.

7. International Pricing strategy

Different pricing options, Setting pricing policy for different markets, Use of discounts, Allowance and price cuts, Predatory pricing, Captive pricing bundle pricing,, By-product pricing, Optional pricing, Auction pricing.

8. International Place strategy

Coverage strategy or options, Different channels of distribution: value added reseller, wholesaler, retailer, Telemarketing, website, Physical distribution strategy, Supply chain management for international market.

9. International Promotional strategy

Based on factors influencing across the cultures, Push vs. pull strategy, Use of promotional mix, Sales promotion, Public relation, Personal selling and advertising options used in International markets, The AIDA Concept Model.

10. Production and Marketing Assistance Management of Risks

Commercial, Political, Legal and Cargo Risks, Role of ECGC Documentation, Concept of Commercial Invoice, Letter of Credit, Bill of Lading, Shipping Bill, Bill of Exchange.

11. Country Report

Environmental analysis: Political, economic, cultural, technological, environmental and legal environments of a country followed by SWOT Analysis.

Textbook(s)

1. Cherunilam, F. International Marketing. Himalaya Publishing House.
2. Michael Czinkota, Ilka Ronkanen. International Marketing. Thomson Higher Education.
3. Varsheny, R.L. and Bhattacharya, B. International Marketing Management. Sultan Chand: New Delhi.

Reference(s)

Marieke de Mooij. Global Marketing and Advertising: Understanding Cultural Paradoxes. Sage Publications.

INB 465/HRM 465: International Human Resource Management

Course Objective

The course examines key International HR processes including staffing, communication, training, compensation, workflow, employee relations, and change. It explores the process of Human Resource Management (HRM) from a strategic perspective using case studies.

Course Contents

1. Introduction to International Human Resource Management

Definition IHRM and key terms, Expatriate assignment management, Differences between domestic & IHRM, Complexity & increasing challenges to existing IHRM practices and models.

2. The Cultural Context of International HRM



Definitions of culture, Cultural concepts, Results of various intercultural management studies: Hofstede, GLOBE, Trompenaars, & others, Reflections on cross-cultural management research, Development of cultures.

3. The Organizational Context of International HRM

Issues of standardization & localization, Structural responses to international growth, Control & coordination mechanisms (including cultural control), The effect of responses on HRM approaches & activities.

4. IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs

Cross-border alliances, Equity-based alliances (M&As, IJVs), Globalizing SMEs.

5. Sourcing Human Resources for Global Markets

Issues related to approaches to staffing foreign operations, Reasons for international assignments, Types of international assignments, Expatriate & non-expatriate roles in supporting international business activities.

6. International Performance Management

Multinational performance management at the global & local level, Performance management as part of a MNE's control system, Factors associated with expatriates' performance.

7. International Training, Development and Careers

Role of training to support expatriate adjustment & on-assignment performance, Components of pre-departure training programs, Relocation assistance & training for trainers, Effectiveness of pre-departure training, Developmental aspect of international assignments, Training & developing international management teams, Trends in international training & development.

8. International Compensation

Complexities caused by moving compensation from a domestic to an international context, Components of an international compensation program, Approaches to international compensation, Special problem areas of taxation, The problem of managing TCN compensation.

9. International Industrial Relations and the Global Institutional Context

Issues in international industrial relations & the policies & practices of MNEs, Influence of trade unions on MNEs, Recent trends & issues in the global workforce context, Formation of regional economic zones (e.g. the EU) & the impact of opponents to globalization, Present issues of codes of conduct & NGOs as MNEs, HR implications of off-shoring.

10. IHRM Trends and Future Challenges

International business ethics & HRM, Mode of operation & IHRM, Ownership issues relating to IHRM, Safety and security & terrorism issues.

Textbook(s)

Peter J. Dowling, Marion Festing and Allen D. Engle, Sr. International Human Resource Management. Cengage Learning.

Reference(s)



1. Tony Edwards and Chris Rees. International Human Resource Management: Globalization, National Systems and Multinational Companies. Trans-Atlantic Publications.
2. K. Aswathappa and Sadhna Dash. International Human Resource Management: Text and Cases. Wilmington, USA.
3. Paul Sparrow, Chris Brewster and Hilary Harris. Globalizing Human Resource Management. Routledge.

INB 481: International Logistics and Supply Chain Management

Course Objective

This course aims at providing the theoretical foundations of logistics and supply chain management with an international focus.

Course Contents

1. Introduction

Defining logistics and supply chain management, Evolution of logistics and supply chain management, Distinguishing logistics and supply chain management, Application to manufacturing and services.

2. Globalization and Supply Chain Relationship

Growth in International trade, Outsourcing, Off-shoring, Supply chain integration, Supply chain collaboration principle and methods.

3. Supply Chain Strategies

Strategy, Evolution of manufacturing, Lean production, Agile supply chain and mass customization, Combined logistic strategies, Critical factors to consider in supply chain planning.

4. Procurement

Procurement strategies, Public and private sector procurement, Sourcing strategies, Managing value and risk, Procurement performance, Ethical sourcing, Procurement and supply chain management.

5. Transport in Supply Chain

Characteristics of the different mode of transport, Efficiency of transport services.

6. Logistic Service Provider

Classification of logistics providers, Fourth-party logistics, Carrier responsibilities, Selection of logistics service providers and services.

7. Inventory Management

EOQ Model, Inventory control system, Supply chain inventory management, Centralization, Part commodity, Transit inventory, Matching inventory policy with type, ABC analysis, Inventory flow, Inventory reduction principles.

8. Warehousing and Materials Handling

Warehousing in global chain, Warehouse layout and design, Warehouse management systems, Materials handling and storage, Pallet storage, Non-pallet storage, Order pricing, Storage and picking combinations.



9. Information Flow and Technology

Role of information in global supply chain, Information visibility and transparency, Information technology application, Electronic Data Interchange (EDI), Enterprise Resource Planning (ERP).

Textbook(s)

Mangan, J., Lalwani, C. and Butcher, C. Hoboken. Global Logistics and Supply Chain Management. John Wiley & Sons Ltd.

Reference(s)

Kent N. Gourdin. Global Logistics Management. Blackwell publishing.

INB 304: Bangladesh in International Business

Course Objective

The aim of this course is to enlighten students in understanding the importance of international trade and Foreign Direct Investment in the economy of Bangladesh.

Course Contents

1. Introduction

Meaning, Globalization, Internationalization, International Trade, Export, Import, Trade Balance, Trade surplus, Trade deficit, Foreign Direct Investments, Impact of globalization on economy.

2. Political Economy of Bangladesh

Political system, Legal system, Economic system, Cultural environment, Technological environment, Challenges and opportunities and impact on economic development.

3. Export and its effect on economy

Export of commodities and services, Trend in export, Export as % of GDP, Exporting partner countries, Major exporting sector, Effect of export on economy, Challenges and opportunities.

4. Import and its effect on economy

Import of commodities and services, Trend in Import, Import as % of GDP, Importing partner countries, Major Importing sector, Effect of Import on economy, Challenges and opportunities.

5. Balance of Payment of Bangladesh

Current account, Capital account and Financial account of Balance of Payment, Current account: deficit or surplus, Current account: trade balance, Pros and Cons.

6. Instruments of Trade Policy

Tariffs barriers, Non-tariff barriers, Export policy, Import policy, Evaluation of export and import policy.

7. Foreign Direct Investment

Trend in Foreign Direct Investment, FDI as a % GDP, FDI partners, Challenges and opportunities.

8. Entry Strategies in Bangladesh



Different modes of doing business in Bangladesh, Factors that influence the choice of an entry mode, Opportunities and challenges for current and prospective entrants.

9. Policy and Incentives

Industrial policy, Investment incentives, Fiscal Incentives, Non-fiscal Incentives, Facilities for trade and investment.

10. Trade Agreements

Regional, Multilateral, Bilateral trade agreements, Free trade agreement, SAFTA, APTA, Generalized System of Preference.

Textbook(s)

Nasiruddin Ahmed. Trade Liberalization in Bangladesh: An Investigation into Trends. University Press Limited.

Reference(s)

WTO and Bangladesh Trade Policy. Centre for Policy Dialogue.

INB 409: International Business Negotiations

Course Objective

The aim of this course is to provide students with an understanding of the principles of effective negotiations in the context of international business operations.

Course Contents

1. Introduction

Theory, Process and Practices of Negotiation, The Nature of Negotiation, Negotiation framework for international business negotiations, Background factors.

2. Negotiation Strategy

Strategy and tactics, Strategy: Distributive Bargaining and Integrative Negotiation, Who negotiates, New players, Obstacles to negotiation.

3. Negotiation Process

Negotiation analysis and planning, Negotiating in groups, Negotiation sub-processes, Model of the negotiation process with different strategies and planning, Distributive bargain and integrative negotiations.

4. Cultural aspects of International Business Negotiation

Impact of national culture, Organizational culture and personality on buyer, Seller interaction, Hofstede's dimension of culture and their influence on International Business negotiation, Cross culture communication: Issues and Implications–Role of time in International Business negotiation, Role of atmosphere in negotiations.

5. Two-party & Multi-party Negotiation

Key elements in managing negotiation within relationship, Parties in negotiation: coalitions, Nature of multi-party negotiation: negotiation in the age of IT, Third-party mediation and negotiation.

6. Negotiating Business Contract



Negotiating sales, Export transaction and agency agreements, Negotiating licensing agreements, Negotiating international joint venture, Project negotiations, Cooperative negotiation for mergers and acquisitions.

7. International Negotiation Environment

Negotiating with Europe, China, India, America, and East Asian countries, Business Negotiations between Japanese and Americans.

8. Ethics in Negotiations

Role of ethics Communication in negotiations, Negotiation power and relationships in negotiations, Best practices in negotiations, Business Etiquette – Assertive skills – Personality and negotiation skills.

9. Planning for Implementation

General Guidelines for negotiating international business, International negotiation best practices, Changes and challenges ahead, Coping strategies.

Textbook(s)

1. Subhash Jain, Claude Cellich. Global Business Negotiations: A Practical Guide. South-Western Educational Publishing.
2. Barry Maude. International Business Negotiation: Principles and Practice. Palgrave.

Reference(s)

Kremenyuk, Victor. International Negotiation: Analysis, Approaches, Issues. Wiley.

INB 408: International E-Business Management

Course Objective

This course aims at teaching students how modern Information and Communications Technology (ICT) is used in shaping, managing and expanding global business operations.

Course Contents

1. E-business Markets and Models

Defining e-business, The development of the new economy ,Types of e-business and related industries ,The growth of e-business, E-business environment, E-marketplaces, E-business markets, E-business models, Types of e-business models, A framework for analyzing e-business models.

2. Global E-commerce Opportunities and Challenges

Global e-commerce opportunities and challenges, Socio-cultural environment, Impact of language and culture on website and content design, Geopolitical environment, Legal environment, Economic environment.

3. International E-Business Expansion and Market Entry Strategies

The new multinationals, International e-business strategic factor markets, Internationalization challenges and approaches, Achieving international e-business expansion, Foreign market entry modes

4. Global Online Consumer Segmentation



Segmentation approaches and Importance, Global online user segments, BRIC online consumers, Identifying global customers using global, Segmentation for optimizing web localization efforts, Global online consumer segmentation model, Global consumer trends.

5. Web Globalization Strategies

Standardization or localization, To centralize or to decentralize, In-house versus outsourcing, Level of localization, In which languages to localize, Global strategies for successful web globalization efforts.

6. Effectively Localizing International Websites

Importance of website localization and challenges, Locating international websites, What is culture, Culturally customizing websites: importance of cultural values, Culturally customizing writing styles

7. Managing a Web Globalization Value Chain

Web globalization value chain components, Pre-value-chain analysis, Primary activity: internationalization, localization, testing, global content management, Coordinating the web globalization value chain: localization, project management, Agile development for localization efficiencies.

8. Optimizing International websites

Optimizing via content management systems, through a translation management system, International search engine optimization, Linking strategies for local and international sites.

9. Assessing Web Globalization Efforts

Global website usability issues, Web usability guidelines, Web analytics for international web assessment, Measuring international website acceptance, Assessing web localization efforts: the localization score card, Assessing web globalization costs.

10. Strategic Industry Insights and Emerging Localization Trends

Mobile web, Challenges presented by the mobile interface, Tips for adapting content for the mobile web, The growing crowd sourcing trend, Strategic industry insight: community translation, emerging machine translation technologies, Game localization's challenges and opportunities.

Textbook(s)

1. Colin Combe. Introduction to E-Business Management and Strategy. Elsevier.
2. Nitish Singh. Localization Strategies for Global E- Business. Cambridge University Press.

Reference(s)

Turban & King. Electronic Commerce. Pearson Education.

INB 407: WTO and Multilateral Trade Arrangement

Course Objective

This course aims at educating students how WTO facilitates the smooth flow of global trade through the administration and monitoring of a rules-based system.

Course Contents

1. Introduction to the WTO



WTO, Principles, Historical background: From GATT to WTO, Objectives of WTO, Functions of WTO, Organizational Structure of WTO.

2. WTO Agreements

The final act, Agreement establishing the WTO, Multilateral agreements on trade in goods, General Agreement on Trade in Services (GATS), Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), Dispute Settlement Understanding (DSU), Trade Policy Review Mechanism (TPRM).

3. Trade in Goods: Non-Discrimination Principle & Market Access

Most Favored Nation (MFN) principle for goods, services and intellectual property, National treatment principle for goods, services and intellectual property, Tariff barrier, Non-tariff barrier.

4. Overview of WTO Agreements on Trade in Good

General Agreement on Tariffs and Trade (GATT) 1994, Multilateral agreements on trade in goods.

5. Trade Remedies

Anti-Dumping, Subsidies & Countervailing Measures (SCM), Safeguard Measures, Monitoring Bodies and Notification Requirements.

6. Exceptions to WTO rules

General exceptions, Security exceptions, Regional integration, Balance of Payments (BOPs) exceptions, Waivers.

7. WTO Development Dimension

Special & differential treatment for developing countries, DOHA Development Agenda (DDA).

8. General Agreement on Trade in Services (GATS)

Historical background, Purpose, Scope, Members' obligations, Exceptions, Progressive liberalization and negotiation mandates.

9. Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS)

Intellectual Property Rights (IPRS), TRIPS: features, Protection of IPRS, IPRS enforcement, Monitoring bodies.

10. Dispute Settlement System & Trade Policy Review

Dispute Settlement System (DSS), Trade Policy Review Mechanism (TPRM).

Textbook(s)

The WTO Multilateral Agreements, Monograph, Publisher: WTO.

Reference(s)

1. Muhammad Rafiqul Islam, International Trade Law of the WTO. Oxford University Press.
2. Jason Chuah. Law of International Trade. Sweet & Maxwell.
3. Rafael Leal Arcas. International Trade and Investment Law, Multilateral, Regional and Bilateral Governance. Edward Elgar Publishing.

INB 410: Doing Business in Emerging Economies

Course Objective

This module is aimed at enhancing the managerial skills and understanding needed to deal with challenges and opportunities of managing business in emerging economies.

Course Contents

1. Institutional Voids

Concept of voids, A theoretical background and outlines, Institutional context necessary for a developed economy.

2. Spotting and Responding to Institutional Voids

A toolkit to help spot and respond to institutional voids in given market, Questions evaluating macro context of emerging market.

3. Exploiting Institutional Voids as Business Opportunities

Challenges faced by various actors of emerging market, market institution, market segment, Exploiting emerging market, Strategic choices.

4. Multinationals in Emerging Markets

Experiences of multinationals in emerging economies, Importance of ground work before entering market, Addressing challenges and opportunities.

5. Emerging Giants: Competing at Home

Competing at Home, How Emerging Market based Companies Can Build Competitive Advantage at Home.

6. Globalization of Emerging Giants

Going Global, How Emerging Market, Based Companies Can Overcome Barriers to Competing Abroad.

7. The Emerging Arena

Fitting business model, Partnership in progress, Balance ambition with humility, Risk of emerging markets.

Textbook(s)

Tarun Khanna, Krishna G. Palepu and Richard J. Bullock; Boston. Winning in Emerging Markets: A Roadmap for Strategy and Execution. Harvard Business Press.

Reference(s)

1. Merchant, H. Competing in Emerging Markets; Cases and Readings. Taylor & Francis Group.
2. Cavusgil, S.T., Ghauri, P.N.; Agarwal, M. R. Doing Business in Emerging Markets. Sage Publications Inc.

INB 475/MGT 475: Cross-Cultural Management

Course Objective

The aim of this course is to familiarize students with the challenges and opportunities faced by international managers in cross-cultural setting.

Course Contents



1. Global Environment

Economic, Political, Legal and Technological environment, Established, emerging and developing economies.

2. Ethics in International Management

Ethics, social responsibility and ethical obligations of multinational enterprises.

3. Meanings and Dimensions of Culture

Nature of Culture, Cultural Diversity, Values in Culture, Integrating Culture and Management.

4. Managing Across Cultures

Strategy for Managing across Cultures, Cross-Cultural Differences and Similarities, Cultural Differences in Selected Countries and Regions.

5. Organizational Cultures and Diversity

Nature of Organizational Culture, Interaction between National and Organizational Cultures, Managing Multiculturalism and Diversity.

6. Cross-Cultural Communication and Negotiation

Communication Flows, Communication Barriers, Achieving Communication Effectiveness, Managing Cross-Cultural negotiations.

7. Strategy Formulation and Implementation

Strategic Planning, Steps in Formulating Strategy, Strategy Implementation, Specialized Strategies.

8. Managing Political Risk, Government Relations, and Alliances

Nature and Analysis of Political Risk, Managing Political Risk and Government Relations, Managing Alliances.

9. Management Decision and Control

Decision Making Process and Challenges, Decision and Control Linkages, Performance Evaluation as a Mechanism of Control.

10. Motivation across Cultures

International Findings on Maslow's Theory, Herzberg's Theory, Achievement Motivation Theory, Incentives and Culture.

Textbook(s)

Jonathan P. Doh, & Fred Luthans. International Management: Culture, Strategy, and Behavior. McGraw-Hill Education.

Reference(s)

1. Browaays, M. J. and Price, R. Understanding Cross-Cultural Management. Pearson.
2. Richard Mead. International Management: Cross-cultural dimensions. Blackwell Publishing.

INB 480/FIN 480/MGT 480: International Financial Management Course Objective



Students should be able to learn the nature and purpose of financial management in the international context, the techniques available and to have an appreciation of the underlying theories of modern finance

Course Contents

1. Multinational Financial Management: An Overview

Managing the MNC-Agency Problem, Structure & Governance, Theory of Intentional Business, Methods of international Business, Valuation Model for MNC.

2. International Flow of Funds

Balance of payment, Current account, Capital account & Financial Account, International trade flows & issues, Factors affecting exchange rate, Correcting balance of trade deficit, International Capital flows, Agencies that facilitate international flows.

3. International Financial Market

Foreign exchange market, International Money market, International Stock Market, International Bond market.

4. Exchange Rate Determination

Measuring Exchange rate movements, Factors that influence exchange rate- Relative inflation rate, Relative interest rate, Relative income level, Govt. Control, Expectation, Interaction of Factors.

5. Currency Derivatives

Forward Market, Currency Future Market, Currency Option Market-call option, put option, Contingencies Graph for Currency Option, Conditional Currency Option.

6. Government Influence on Exchange Rates

Exchange rate System- Fixed, freely float, Managed float, and Pegged, Dollarization, Government Intervention, Intervention as policy tool.

7. International Arbitrage and Interest Rate Parity

Locational, Triangular & Covered Interest arbitrage, Interest rate Parity.

8. Relationships among Inflation, Interest Rates, and Exchange Rates

Purchasing power parity, International Fisher effect, Comparison of IRP, PPP &IFE Theory.

9. Measuring Exposure to Exchange Rate Fluctuation

Types of Exposure- Translation Exposure, Economic exposure, Transaction exposure,

10. Multinational Capital Budgeting

Subsidiary versus Parent perspective, Input for multinational Capital Budgeting, Factors to consider multinational Capital Budgeting, Other types of multinational Restructuring.

11. Multinational Cost of Capital & Capital Budgeting

Back Ground of Cost of Capital, Cost of Capital for MNC, Cost of Capital across Countries, and Using Cost of capital to assess foreign projects, MNC 'capital structure decision.

Textbook(s)

Jeff Madura. International Financial Management. Southwestern, Thomson learning.



Reference(s)

A.C. Shapiro. Multinational Financial Management. John Wiley & Sons, Inc.

INB 490: Seminar in International Business**Course Objective**

The goal of this course is to make students familiar with the current topics, events and practices of international business operations.

Course Contents

- The course requires students to work in teams to learn about the actual process or steps involved and documents required in setting up international business using different entry mode in Bangladesh.
- The course includes learning about the process and documentation involved in exporting and importing commodities and services in Bangladesh.
- The course involves visit to organization involved in international trade and investment to experience the actual business practices involved in conducting and managing international business.
- The course requires students working in groups use simulation technique to blend the classroom learning in managing cross-cultural realistic or case-based business situations.
- The course includes international business case study that allow students to work in group to survey meaningful and current topic in theory and in practice.
- The course requires written case report with presentation of the same by the individual student.
- The course involves organizing study tour to Export Processing Zone, Chittagong Port, Customs House and Trade Fair.
- Students will prepare project on a particular country's opportunities and challenges in the context of international trade and investments.

Reference(s)

The reading list includes books, journals, websites, newspapers, periodicals and published reports.

INB 400L: Software Application in International Business**Course Objective**

This is a computer lab based course and the aim of this course is to offer students the chance to gain hands-on experience on software applications used in operating and managing international business organizations.

Course Contents

- Learning about softwares used in international monetary transactions.



- Learning about softwares used in customer relationship management.
- Learning about softwares used in logistic tracking.
- Learning about softwares used in cloud computing.
- Learning about softwares used in translation and language learning.
- Learning about softwares used in Global E-Business.

Major and Minor Courses of Marketing

MKT 312: Marketing Management

Course Objective

The objective of the course is to familiarize the students with the basic concepts and principles of marketing, and help them to expose to the development, evaluation, and implementation of marketing management in variety of business environments.

Course Contents

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.

2. Company and Marketing Strategy

Developing Marketing Strategies and Plans, Defining a Market- Oriented Mission, Setting Company Objectives and Goals, Designing the Business Portfolio, Planning & marketing other functional strategies.

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

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.

5. Gathering Information and Measuring Market Demand

The marketing intelligence system, marketing decision support system, forecasting and demand measurement.

6. Analyzing Consumer markets and Buyer Behavior

Influencing buyer behavior, the buying decision process, stage of the buyer decision process

7. Dealing with Competition.

Competitive Forces, Identifying Competitors, Industry Concept of Competition, market Leader, Market Challenger, Market Follower, Market Niche.

8. Setting Product and Brand Strategy

The Product and Product Mix, Product-Line & Brand Decisions, Packaging and Labeling, Nature and Characteristics of a Service



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

Textbook(s)

Philip Kotler. Marketing Management. Pearson.

Reference(s)

1. Kotler, P. and Turner, R. Marketing Management; Analysis, Planning, Implementation, and Control. Prentice-Hall.
2. Fill, Sinha and Page. Marketing, Baines. Oxford University Press, New Delhi.

MKT 340: Advertising

Course Objective

This course is designed to provide an overview of marketing communications, with a specific emphasis on advertising's role in marketing planning, crafting advertising message strategy, understanding the principles of media selection and placement, and analysis of audience segmentation to determine the appropriate message and media.

Course Contents

1. Introduction to Advertising

What is advertising-the roles and functions of advertising-the key players of advertising-types of advertising-what makes an ad effective-the evaluation of advertising-the current advertising scene.

2. Advertising's Role in Marketing

What is marketing-the key players and markets-the marketing process-how agencies work-international marketing-the dynamics of marketing.

3. Advertising and Society

Review and regulation of advertising-advertising's regulatory environment-media review of advertising-advertising ethics-determining what is ethical.

4. How Advertising Works

How advertising works as communication-the effects behind advertising effectiveness-perception-cognition-the affective or emotional response-association-persuasion-behavior.

5. The Consumer Audience

How does consumer behavior work-cultural and social influences on consumer decisions-behavioral influences on consumer decisions-the consumer decision process-segmenting and targeting.

6. Strategic Research

Research: the quest for intelligence and insight-the uses of research-research methods used in advertising planning-research challenges.

7. Strategic Planning

Strategic planning-basic strategic planning decisions-account planning: what is it?



8. Print and Out-of-Home Media

The media industry-basic media concepts-print media-newspapers-magazines-packaging-out-of-home advertising-directory of advertising-using print advertising.

9. Broadcast Media

Broadcast media-radio-television-film and video-product placement-using broadcast advertising effectively.

10. Interactive and Alternative Media

Interactive media-the internet-internet advertising-email advertising-alternative and new media

Textbook(s)

Wells, W. D., Burnett, J., & Moriarty, S. Advertising: principles and practice. Pearson.

References(s)

1. A. A. David and M. G. John. Advertising management. Prentice Hall.
2. Kazmi, M.M.S. and Batra, K.S. Advertising and Sales Promotion. Excel Books.

MKT 350: Service Marketing

This course is aimed at understanding unique nature of services, service marketing mix, consumer behavior in services, service expectations and perceptions.

Course Contents

1. Introduction to Service

Explain services and trends in service sector, Basic difference between goods & services and challenges for marketers, special Service Marketing concepts and practices, service marketing triangle, expanded service marketing mix, GAPS model of service quality.

2. Consumer Behavior in Service

Differences in consumer behavior between goods and services, Consumer decision making and evaluation of services, evoked set, service provision as drama, global feature: differences in the services experiences among different countries.

3. Consumer Expectation in Service

Different types of expectation for service performance, controllable and uncontrollable sources of expectations, zones of tolerance, difference between global expectation of their relationship & their expectations of the service encounters, different types of customers, current issues in service expectations.

4. Customer Perceptions in Service

Definition of building customer relationships, different types of service encounters, strategies for managing customer perceptions of service, factors influencing customer satisfaction, critical service encounters.

5. Listening to Customer Requirements

understanding customer expectations and perceptions through marketing Research: Types and different guidelines for marketing research in service, marketing research information usage in service, strategies to facilitate interaction and communication between



management and customer how to facilitate interaction between contact people and management, effective service research program, stages in research process.

6. Building Customer Relationship

Define Relationship marketing, its goals and its benefits to organization and customers, why and how to estimate customer lifetime value, foundation for successful relationship marketing, careful market segmentation, successful customer retention strategies.

7. Service Recovery

Importance of recovery from firm's service failure in building loyalty, nature of customer complaints, evidence of customer expectations and the kind of responses they want when complain, strategies for effective service recovery, discuss service guarantee and its benefits and outcome, service switching behavior.

8. Aligning strategy, Service Design & Standards

Service development and design: Provider gap analysis, challenges in service design, steps in new service development, Quality function deployment (QFD) in new service development and service improvements, service blueprint and its implementation, choosing and implementing high performance service innovations.

9. Customer Defines Service Standards

Understanding of customer defined and organization defines service standards, hard and soft customer-defined standards, critical role of service encounters sequence in developing customer-defined service standards, translate customers expectations into behavior and actions, aligning company processes with customer expectations.

10. Physical Evidence and Servicescape

Perceptions of physical evidence and servicescape, types and roles of servicescape, impact of servicescape in consumer's mind, different approaches for effective physical evidence. Strategy.

11. Delivering Performing Services

Employees role in service delivery: importance of service employee and their role in service quality, boundary spanning role, strategies for creating customers oriented service delivery, Customers role in service delivery.

Textbook(s)

1. Christopher H. Lovelock and Chatterjee . Services Marketing. Pearson.
2. Valarie A. Zeithami, Mary Jo Bitner. Services Marketing. McGraw Hill.

Reference(s)

1. Palmer, A . Principles of Services Marketing. Mc-Graw Hill.
2. Govind Apte. Services Marketing. Oxford University Press.
3. Rajendra Nargundkar. Services Marketing. Tata Mc Graw Hill.

MKT 481: Consumer Behavior

Course Objective

The objective of this course is to teach the students how to build a useful conceptual framework that both enhances understanding & permits practical application of Consumer Behavior that relates with the principles and strategy of marketing.



Course Contents

1. Introduction

The Impact of the Digital Revolution on Consumer Behavior, Definition of consumer behavior, Changes in the Business Environment, Segmentation, Targeting, and Positioning, Successful Relationships, Types of Customers, Customer Profitability-Focused Marketing.

2. Consumer Research

Quantitative Research, Qualitative Research, The Consumer Research Process, Observational Research, Validity, Reliability, Focus Group, Projective Techniques, Non-probability Sampling Designs.

3. Market Segmentation

Three Phases of Marketing Strategy, Bases for Segmentation, Criteria for Effective Targeting of Market Segments.

4. The Consumer as an Individual

Types of Needs, Goals, Changing Consumer Needs, frustration, Defense Mechanism, Motivational Research.

5. Personality and Consumer Behavior

The Nature of Personality, Theories of Personality, Personality Traits and Consumer Innovators, Fixated Consumption Behavior, Consumer Ethnocentrism.

6. Consumer Perception

Definition, Elements, aspects of Consumer Perception, positioning and repositioning.

7. Consumer Learning

Importance of Learning, Learning Theories, Learning Processes, Elements of Learning Theories, Measures of Consumer Learning.

8. Cross-Cultural Consumer Behavior

An International Perspective, Importance of Country of Origin Effects, Issues in Cross-Cultural Consumer Analysis, Alternative Multinational Strategies: Global Versus Local.

9. Consumers in their Social and Cultural Settings

Definition of Reference Group, Factors, Selected Consumer-Related Reference Groups, Types of Celebrity Appeals, Consumer Socialization, Functions & role of the Family.

10. The Influence of Culture on Consumer Behavior

Culture, Beliefs, Values, Culture and Advertising, The Measurement of Culture.

Textbook(s)

Leon G. Schiffman & Leslie Lazar Kanuk. Consumer Behavior. Prentice Hall.

Reference(s)

1. Hawkins, Motherbaugh & Mookerjee. Consumer Behavior: Building Marketing Strategy. Mc-Graw Hill.
2. Leon G. Schiffman & S. Ramesh Kumar. Consumer Behavior.



MKT 491: Strategic Marketing

Course Objective

The course examines the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs.

Course Contents

1. Market-driven Strategy

Market-driven strategy, Market Orientation, Capabilities, Creating value for customers, Becoming market driven.

2. Business and Marketing Strategies

Corporate Strategy, Business and marketing strategy, marketing strategy process, preparing the marketing plan.

3. Market vision, Structure, and Analysis

Market and strategies, Mapping product-markets, Describing and analyzing end-users, Market size estimation.

4. Segmenting Markets

Segmentation and market-driven strategy, Forming segments, Finer segmentation strategies.

5. Continuous Learning about Markets

Market orientation and organization organizational learning, Marketing research information, computerized information systems, Issues in collecting and using information.

6. Market Targeting and Strategic Positioning

Market targeting strategy, Targeting in different market environments, The position process, Determining positioning effectiveness.

7. Relationship Strategies

The rationale for international relationships, Types of organizational relationships, developing effective relationships between organizations.

8. Planning for New Products

Steps in new product planning, Idea generation, Product and process development, developing marketing strategy and market testing, Commercialization.

9. Strategy brand management

Product management issues, Analyzing product performance, strategies for product/brands, strategy brand management.

10. Managing Value-Chain Relationships

Strategic role of distribution, Channel of distribution strategy, Managing the channel, Legal and ethical considerations.

Textbook(s)

Tony Proctor. Strategic Marketing: An Introduction. Routledge.

Reference(s)



Paul Smith, Chris Berry, Alan Pulford. Strategic Marketing Communications: New Ways to Build and Integrate. Kogan Page.

MKT 360: Marketing Research

Course Objective

The primary objective of this course is to gain a detailed understanding and practical working knowledge of research design and methodology fundamentals in marketing which will enable the students to use fundamental research concepts in designing and evaluating research in marketing.

Course Contents

1. Introduction to Marketing Research

Definition, Marketing Research Process, Types, When to Conduct Marketing Research.

2. The Marketing Research Process

Major steps in marketing research process, The interrelationship among and interdependence of the process steps, Development of marketing research ethics.

3. Exploring Marketing Research Design

Components of a Research Design, Types of Research, Degree of Problem Definition, Exploratory Research, Descriptive Research, Causal Research.

4. Exploratory Research Design

Secondary Data: Primary vs. Secondary Data, Criteria for Evaluating Secondary Data, Published External Secondary Data, Computerized Databases.

5. Qualitative Research

Qualitative Vs. Quantitative Research, Focus Group, Depth Interview, Projective Techniques.

6. Descriptive Research Design

Survey Methods, Classification, Observation Methods, Classification, Comparison of Survey and Observational Methods, International Marketing Research, Ethics in Marketing Research.

7. Causal Research Design

Experimentation: Concept of Causality, Conditions for Causality, Definition of Concepts, Validity in Experimentation, Extraneous Variables, Controlling Extraneous Variables, Laboratory Vs. Field Experiments.

8. Measurement and Scaling

Fundamentals and Comparative Scaling: Measurement and Scaling, Primary Scales of Measurement, Comparative Scaling Techniques, non-comparative Scaling Techniques: Classification, Continuous Rating Scale, Itemized Rating Scales, Likert- Scale, Semantic Differential Scale, Stapel Scale.

9. Questionnaire & Form Design

Questionnaire Design Process, Pre-coded Questionnaire, Reproduction of the Questionnaire, Pretesting.



Textbook(s)

Naresh K. Malhotra. Marketing Research: An Applied Orientation. Pearson.

Reference(s)

Aaker, David, V. Kumar and George Day. Marketing Research. John Wiley & Sons.

MKT 381: Sales Management**Course Objective**

The course examines the elements that enable a sales force to be an effective component of an organization's overall marketing strategy. The course will extend students' understanding of the sales process, the relationship between sales and other organizational functions, the various types of sales force structures, the use of technology to improve sales force effectiveness, and issues concerning recruiting, selecting, training, motivating, compensating, and retaining salespeople.

Course Contents**1. Chapter 1**

An overview of sales management, The Selling process, Doing business ethically.

2. Chapter 2

The strategy role of selling and sales management, Organizational learning and market orientation, The role of personal selling in a Firm's marketing strategy, Improving post sale customer service and loyalty.

3. Chapter 3

The process buying and selling, An overview of selling and buying processes, The organizational buying process, selling activities, Relationship formation and selling.

4. Chapter 4

Environmental influences on sales programs and performance, The external environment, The organizational environment.

5. Chapter 5

Organizing the sales force, purposes of the sales organization, Horizontal Structure of the sales force, Organizing to service national and key accounts, Organizing to service global account.

6. Chapter 6

Demand estimation and sales Quotas, Importance of the sales forecast, Time series analysis, statistical demand analysis.

7. Chapter 7

Sales territories, The need for sales territories, Sales force size, Sales territory design,

8. Chapter 8

Salesperson performance: behavior, Role perceptions, and satisfaction, Understanding salesperson performance, Rewards, Satisfaction, The salesperson's role perceptions, Susceptibility of the salesperson's role, Role conflict and ambiguity.

9. Chapter 9

Salesperson performance: Motivating the sales force, The psychological process of motivation, The impact of a salesperson's personal Characteristics on motivation, Career stages and salesperson motivation, The impact of environmental conditions on motivation, The impact of organizational variables on motivation.

10. Chapter 10

Personal Characteristics and sales aptitude: criteria for selecting salespeople, Sales performance, Characteristics of successful salespeople, Job-specific determinants of good sales performance, Implications for sales management

Textbook(s)

Jeff Tanner , Earl D. Honeycutt , Robert C. Erffmeyer. Sales Management. Prentice Hall.

Reference(s)

1. K. P. Masani. Sales Management. New Central Book Agency.
2. Futrell, Charles. Sales Management. Dryden Press.

MKT 401/INB 401: International Marketing

Course Objective

This course is aimed at teaching students analytical skills required to develop international marketing plans and develop the marketing mix elements in the international environment. During this course, the student will gain insights into the pressures created by the international economic, political, legal and cultural environmental influences on marketing planning.

Course Contents

1. Introduction

Definition & Scope of International Marketing, Similarities Between Domestic Marketing and International Marketing, Selection of Market, Process & Determinants of Market Selection, Appraisal of Markets Product Policy, Concept of Product, Product-Mix, Product-Life-Cycle in International Marketing, Packaging Concept, Factors Influencing Package Design, Distribution: Direct and Indirect Exporting.

2. Global Marketing Communications

Coordination and integration of all marketing communications tools, Avenues and sources within a company , Communication Process, Communication with foreign buyers, Planning and Preparing for Promotional Campaign, The budget and media preparation for program, Global Branding.

3. International Trade vs. International Marketing

Similarities, Differences, Implication for marketers.

4. International Organizations

ILO, EU, APAC, NAFTA, OPEC, UN, ASEAN, SAARC, Roles of International trading corporations and Export management companies.

5. Cultural Environment

Dimensions of Culture, Culture and Consumer Behavior, Researching and Applying Cultural Values, Culture and Communication,, Culture and Media Culture and Advertising Appeals, Culture and Executional Style.



6. International Product strategy

Different levels of product, Product adaptation policy, Standardization vs. customization, Revenue and Cost analysis, International packaging options and standards.

7. International Pricing strategy

Different pricing options, Setting pricing policy for different markets, Use of discounts, Allowance and price cuts, Predatory pricing, Captive pricing bundle pricing,, By-product pricing, Optional pricing, Auction pricing.

8. International Place strategy

Coverage strategy or options, Different channels of distribution: value added reseller, wholesaler, retailer, Telemarketing, website, Physical distribution strategy, Supply chain management for international market.

9. International Promotional strategy

Based on factors influencing across the cultures, Push vs. pull strategy, Use of promotional mix, Sales promotion, Public relation, Personal selling and advertising options used in International markets, The AIDA Concept Model .

10. Production and Marketing Assistance Management of Risks

Commercial, Political, Legal and Cargo Risks, Role of ECGC Documentation, Concept of Commercial Invoice, Letter of Credit, Bill of Lading, Shipping Bill, Bill of Exchange.

11. Country Report

Environmental analysis: Political, economic, cultural, technological, environmental and legal environments of a country followed by SWOT Analysis.

Textbook(s)

1. Cherunilam, F. International Marketing. Himalaya Publishing House.
2. Michael Czinkota, Ilkka Ronkainen. International Marketing. Thomson Higher Education.

Reference(s)

1. Marieke de Mooij. Global Marketing and Advertising: Understanding Cultural Paradoxes. Sage Publications.
2. Varsheny, R.L. and Bhattacharya, B. International Marketing Management. Sultan Chand: New Delhi.

MKT 410: Marketing for Non-profit Organizations

Course Objective

This course is designed to introduce students to the use of marketing techniques used by nonprofit organizations to create unique brands and reach organizational stakeholders. This course will address important marketing and outreach issues facing nonprofits; in addition, it will focus on best practices and critically assess the return on investment in social media and marketing for nonprofits.

Course Contents

1. Developing a Strategy

Distinguish marketing strategies in a non-profit entity from a for profit entity



2. Non-Profit Marketing Process

Explain the marketing process in a non-profit organization

3. Assessing Competition

Describe the methods to assess competitors, Analyze competition using market and financial data

4. Developing Brand Loyalty

Articulate the importance of creating brand loyalty within a non-profit environment

5. Cause Related Marketing

Discuss the importance of cause related marketing in the nonprofit organization

6. Social Marketing

Recommend a social media strategy for a non-profit organization

7. Other Forms of Marketing

Discuss the pros and cons of direct marketing in the non-profit environment; Produce a public relations message to relay bad news for the organization, design a non-profit marketing Plan.

Textbook(s)

Philip Kotler. Marketing for Non-Profit Organizations.

Reference(s)

Philip Kotler & Alan Andreasen. Strategic Marketing for Non-Profit Organizations.

MKT 440: Hospitality & Tourism Marketing

Course Objective

The aim of this course is to know about the growth and progress of the hospitality industry. This course will focus on current tourism, travel and hospitality related industries. Students learn about the history of the industry, explore traveler motivation and consumer needs, the industry's economic and environmental impacts, domestic and international travel, and sales in tourism.

Course Contents

1. Introduction to Hospitality Management

History, current practices, future of the industry, restaurant/food service operations, hotel/motel management, travel/tourism, managing in the service industry, operations management and personnel leadership.

2. Tourism and Travel

knowledge of Tourism and Travel by examining how the different sectors of Tourism and Travel work separately and in unison. Some of the aspects covered will include the economics, psychology and sustainability of travel and tourism.

3. Food & Beverage Control Systems

Food preparation to restaurant success, food history, kitchen and restaurant cost controls, menu development, purchasing, receiving, equipment operation and maintenance, and



basic food preparation and presentation. Overall Planning and supervising food and beverage service operations in a hospitality establishment.

4. Facilities & Guest Services

Operations of food and rooms divisions in the hospitality industry. Hiring, staff development, quality services, and ethics in the hospitality industry.

5. Menu Planning and Food Safety

Comprehensive exploration of the basic functions in contemporary food service management. The course examines menu management and food safety within the modern food service industry.

6. Economics of Tourism

How to create value in tourism, who are the consumers of tourism and the impact of tourism on GDP. The student will prepare an impact project on an aspect of tourism on the local economy.

7. Hotel Operations

Creating and managing hospitality properties including building, design and operations of room and food operations. In this course students will write a business plan for a hospitality property.

8. Event Planning and Management

Fundamentals of event management. Students will learn that gatherings, meetings and events have been occurring for centuries. The student will visit an event center and will plan an event either actual or simulated from start to finish.

9. Destination Management and Marketing

Marketing of Tourism and Travel. industry uses destination marketing and management to guide the consumer to make more efficient use of their leisure time.

10. Leadership in Hospitality Management

Selected case studies affecting today's hospitality industry. Course emphasizes teamwork, hospitality sensitivity, critical reasoning and integration of skills.

11. Sustainable Tourism

Understanding of the concepts and principles of the marketing and management of ecotourism activities and the development of sustainable growth in tourism sectors.

12. Group work

An analysis of an existing hospitality & tourism project or development of a new project in Bangladesh (practical knowledge gathering and sharing with peers with presentation)

Textbook(s)

Philip T. Kotler, John T. Bowen, & James Makens. Marketing for Hospitality and Tourism.

Reference(s)

1. David Weaver. Sustainable Tourism: Theory and practice. Butterworth Heinemann Publications.
2. Ninemeier, J.D. Management of Food and Beverage Operations. The Educational Institute of the American Hotel and Motel Association.



3. Cathy A. Enz. Hospitality Strategic Management: Concepts and Cases.
4. Lattin, G. W. The Lodging and Foodservice Industry. The Educational Institute of the American Hotel and Motel Association.

MKT 444: Green Marketing

Course Objective

The objective of this course is to give a detailed look towards the green strategies from environmentally friendly supply chains to the environmental implications of product creation and to make the consumers aware to act in an ecologically responsible manner.

Course Contents

1. Green Marketing an Approach

A Reality for growth and Prosperity, Thy many shades of green, Green marketing: Emerging millennium approach, Rationale of the study, Objectives of the study, Methodology.

2. Environmental Impact on World Economy

Environment and its dimensions, Sustainable development, Global economy and its independencies.

3. Green Marketing: Practices in USA

The Greening of corporate America, The emergence of the green consumer segment, Green marketing and business development, Marketer's policies practices for green marketing.

4. Environmental Issues: Focus on Bangladesh

Emergence of the environmental marketing strategy, environmental impacts, Sustainable development and interrelated issues.

5. USA Experience: Lessons for Bangladesh

Transferring marketing technology, consumer consciousness, Marketer's green approach, Policymakers strategies and practices.

Textbook(s)

Robert Dahlstrom. Green marketing Management.

Reference(s)

John Grant. Green marketing Management.

MKT 450: Product and Pricing Policy

Course Objective

This course will familiarize students with applications of new product management, planning and policy techniques, essentials of branding and approaches to effective branding strategy. In addition, this course will prepare students to address strategic and tactical pricing issues and to develop pricing policy in relation to other Marketing mix. Identify customer value as the basis for successful pricing and understand how dynamic customer needs can influence pricing decisions.

Course Contents

1. Introduction to New-Product Development



Overview and Perspective, Initiating Factors, Role of New-Product Management.

2. Innovation Strategy

Key Sources of Innovation, Areas to Innovate, Innovation Strategy, Relationship to Corporate Strategy, Reactive and Proactive Strategies.

3. Opportunity Identification

Market Growth Models, Desirable Characteristics of markets, Market Definition, Idea Generation.

4. Design Process

Customer Measurements, Perceptual Maps, Value Maps, Factor Analysis, MDS, Preference Analysis, Benefit Segmentation, Estimating Sales Potential, Testing and Improving New Products.

5. Introduction to Brand Management

Brand equity concept, elements of Building effective brands, Product and Brand Strategy Building & Measuring Brand Equity, Building & Measuring Brand Equity, Designing and Implementing Branding Strategies.

6. Pricing considerations & Pricing factors

Factors Affecting Pricing Decision, Internal vs. External, Issues & Challenges with Pricing Products, Effective pricing Tools to apply them in practice.

7. Effective Pricing Strategy and Techniques

New product pricing strategy market skimming & penetration pricing product mix pricing, optional product pricing, captive product pricing, Predatory pricing, price bundle pricing, Price changes/adjustment strategies, discount and allowance pricing, initiating price changes, different Approaches: Consumer segment pricing, product-form, time & location pricing, psychological Pricing, Promotional Pricing, Geographical Pricing, Dynamic and Internet Pricing, International Pricing.

Textbook(s)

1. Y L R Moorthi. Brand Management. UBS publishers Ltd. New Delhi, India.
2. Merle Crawford and Anthony. New Products Management. DiBenedetto.
3. T. Nagle, J. Hogan, and J. Zale . The Strategy and Tactics of Pricing. Prentice Hall.

Reference(s)

1. W. Kip Viscusi, Joseph E. Harrington and John M. Vernon. Economics of Regulation and Antitrust, MIT Press.
2. G.L. and J.R. Hauser, Englewood Cliffs, N.J. Design and Marketing of New Products. UrbanPrentice Hall.
3. Keller, Kevin Lane. Strategic Brand Management. Prentice Hall.

MKT 460: Digital Marketing

Course Objective

The aim of this digital marketing course is to provide participants with a clearly defined set of practical digital skills which can be leveraged immediately at client-side marketing teams, digital and integrated agencies, and drive strategy and tactical solutions for



enterprise e commerce businesses, B2B and B2C businesses, communications and public relations organizations, owner managed businesses, and web marketing organizations.

Course Contents

1. Introduction to Internet Marketing
2. Online Marketing Landscape
3. Strategic Issues in Internet Marketing
4. Integrating Online Marketing Communication - Owned, Paid and Earned Media
5. Online Word of Mouth - User Generated Content
6. Social Networks and Online Communities
7. Social Media Metrics
8. Mobile Marketing

Textbook(s)

David Easley and Jon Kleinberg. Networks, Crowds and Markets: Reasoning about a Highly Connected World. Cambridge University Press.

Reference(s)

1. Barker, Barker, Bormann, Neher. Social Media Marketing: A Strategic Approach. Cengage Publishing.
2. Dave Evans. Social Media Marketing: An Hour a Day. Sybex.

MKT 470: Brand Management

Course Objective

The course focuses on understanding of brand and differentiates between brand assets and value. The purpose of the course is to prepare students to implement the concepts of branding and practice brand management.

Course Contents

1. Brands and Brand Management

What is a brand-why do brands matter-can anything be branded-what are the strongest brands-branding challenges and opportunities-the brand equity concept-strategic brand management process.

2. Customer-Based Brand Equity

Customer-based brand equity-Making a brand strong: brand knowledge-sources of brand equity-building a strong brand: the four steps of brand building-brand building implications.

3. Brand Positioning and Values

Identifying and establishing brand positioning-positioning guidelines-defining and establishing brand values-internal branding,



4. Choosing Brand Elements to Build Brand Equity

Criteria for choosing brand elements-options and tactics for brand elements, Designing Marketing Programs to Build Brand Equity. New perspectives on marketing: product strategy-pricing strategy-channel strategy.

5. Integrating Marketing Communications to Build Brand Equity

Information processing model of communications-overview of marketing communication options-developing integrated marketing communication programs.

6. Leveraging Secondary Brand Knowledge to Build Brand Equity

Conceptualizing the leveraging process-company-country of origin and other geographic areas-channels of distribution-co-branding-licensing-celebrity endorsement-sporting, cultural, or other events-third party sources.

7. Developing a Brand Equity Measurement and Management System

The brand value chain-designing brand tracking studies-establishing a brand equity management system.

8. Measuring Sources of Brand Equity

Capturing Customer Mindset: Qualitative research techniques-quantitative research techniques, Measuring Outcomes of Brand Equity: Capturing Market Performance, Comparative methods-holistic methods.

Textbook(s)

Keller, K. L. Strategic brand management: building, measuring, and managing brand equity. Delhi: Pearson.

Reference(s)

Dutta, K. Brand management: Principles and Practices. New Delhi: Oxford University Press.

MKT 490: Project in Marketing

Course Objectives

The goal of this course is to make students familiar with the current topics, events and contemporary practices of marketing functions of business organization.

Course Contents

- The course involves familiarizing students with current topics in marketing, as well as introducing methodologies applicable in research and academic writing.
- The course requires students to work in teams to learn about contemporary marketing practices worldwide and also in Bangladesh.
- The course includes case study that allow students to survey meaningful and current topic in theory relevant to given case.
- The course requires students to work in groups to solve actual or simulated case-based business situations.
- The course requires written case report with presentation of the same by the individual student.



- Students will prepare and present research paper on a particular institution / product / service / country to learn about the marketing practices of the same.

Reference(s)

The reading list includes books, journals, websites, newspapers, periodicals and published reports.

MKT 400L: Software Applications in Marketing

Course Objective

This is a computer lab based course in Marketing where students will be given orientation to the use of spreadsheets for working with more complicated model.

Course Contents

1. Topic 1

Search Engine Optimization: History of search & Introduction to SEO, On page best Practices, Keyword Research & competitive analysis, SEO-Friendly Design & Architecture, Technical Website Optimization, The Future of SEO, Link-Building, Social, Local, Mobile (SoLoMo) SEO Strategies, SEO Site Audit, Technical Website Optimization, Algorithm Updates, SEO Tracking.

2. Topic 2

Search Engine Marketing (SeM): Google's online advertising program, Search Campaign Creation, Display Advertising, Shopping Advertising, Video Advertising, Conversion Tracking.

3. Topic 3

Social Media Marketing: Face book Marketing strategy, Twitter Marketing & Advertisement, Linkedin Marketing, Social media Customer Care & Social Media Tools, Instagram, Pinterest and Snapchat Marketing.

4. Topic 4

Email Marketing: Deliverability, Effective Email Content, Customer Acquisition Strategies, and Effective Creative Introducing, Nurturing & Automation, Email Automation.

5. Topic 5

Web Analytics: Google Analytics, Content Performance Analysis, Visitors Analysis, Social media analytics, Actionable Insights and the Big Picture Social CRM & Analysis, Digital Analytics, Platform Principles.

6. Topic 6

Regression models for Advanced Marketing Research: Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS.

Textbook(s)

Deiss and Russ Hennesberry. Digital Marketing for Dummies.

Reference(s)

1. Steve Krug. Don't Make Me Think Revisited: A Common Sense Approach to Web Usability.



2. Cory Rabazinsky. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising.

Major and Minor Courses of Management Information System

MIS 401: Database Management

Course Objective

This course aims at giving emphasize on theories of relational and semantic models of database. The course highlights different database models, database connectivity and database concepts including database administrations, data storage and organizing database files on different database environments.

Course Contents

1. Introduction

Data, Database, DBMS, Goals of a database, Database system applications, Database system vs, File system, Data redundancy and inconsistency, Difficulty in accessing data, Data isolation, Integrity problems, Atomicity problems, Concurrent-access anomalies, Security problems, Durability, View of data, Instances and schemas, Data models, List of different types of data model, Database language, Data-definition language, Data-manipulation language, Database administrator.

2. Entity Relationship Modelling

Entity, Attributes, Simple and composite attributes, Single-valued and multivalued attributes, Derived attribute, Null value, Weak & strong entity relationship, Mapping cardinalities, Participation constraint, Entity-relationship diagram, Extended E-R features, Specialization, Generalization, Overlapping, Crows foot notation.

3. Relational Model and relational algebra:

Relational keys, Super key, Candidate key, Surrogate key, Primary key, Foreign key, Relational model, Structure of relational databases, Database schema, Relational algebra, Project operation, Union operation, Set-difference operation, Set intersection operation, The cartesian-product operation, The rename operation.

4. Data Normalization:

Functional dependency, Understanding un-normalized data or zero normal form, Normalizing to first normal form, Normalizing to second normal form, Normalizing to third normal form.

5. Storage and File Structure

RAID, File organization, Fixed-length records, And variable-length records.

6. Data Warehousing and Data Mining

Characteristics a data warehouse, Defining a data warehouse, Dimensional modeling, Star schema, Snowflake schema, Star flake schema, OLTP vs, OLAP, Data mining, Applications of data mining, Classification, Decision tree classifiers, Association rules, Clustering.

7. Distributed and Object-Oriented Database

Distributed database system, Replicated database system, Multi-database system, Federated database systems, Database integration, Schema translation, Object-oriented



database management system (OODBMS), Object-oriented concepts, Structured types and inheritance in SQL type inheritances.

8. LAB

Database related software (Such as FoxPro/ visual FoxPro/ Access/ Oracle etc.)

Textbook(s)

Henry F. Korth, Abraham Silberschartz & S. Sudarshan, Database System concepts, McGraw-Hill Education.

Reference(s)

1. Ramez E. Marsi, Fundamental of Database System, Pearson.
2. Ivan Bayross, Commercial Application Development Using Oracle Developer 2000, BPB Publications.
3. Koch and Loney, Oracle 8i the complete reference, McGraw-Hill.
4. Kevin Loney, Oracle DBA Handbook, McGraw-Hill.

MIS 405: System Analysis and Design

Course Objective

The material is designed to support a first course in analysis design in an applied program. Both theories and application are equally emphasized concerning different steps involved in designing developing and evaluation information system for organizations. This course familiarizes students with the fourth generation language and other software.

Course Contents

1. The system Concept

Definition, Characteristics of a system: Organization, Interaction, Interdependence, Integration, Central objective, Elements of a system: outputs and input, Processor(s) control, Feedback, Environment, Boundaries and interface, Types of system: physical or abstract systems, Open or closed systems, Manmade information systems, Illustration- a dynamic personnel information system model.

2. The System Development Life Cycle

Recognition of need, What is the problem? Feasibility study, Analysis, Design, Implementation, Post implementation and maintenance, Consideration for candidate system: political considerations, Planning and control for system success, Prototyping.

3. System Planning and the Initial Investigation

Introduction, Bases for planning in system analysis: dimensions of planning, Initial investigation, Needs identification, Determining the user's information requirements, Case scenario, Problem definition and project initiation, Background analysis, Fact-finding, Fact analysis, Determination of feasibility.

4. Feasibility Study

Introduction, System performance definition, And statement of constraints, Identification of specific system objectives, Description of outputs, Feasibility study: feasibility consideration, Steps in feasibility analysis, Feasibility report, Oral presentation.

5. Input/output and Forms Design



Introduction, Input design: input data, Input media and devices, Output design, Forms design: what is a form? Classification of forms, Requirements of forms design, Carbon paper as a forms copier, Types of forms, Layout considerations, Forms control.

6. File Organization and Data Base Design

Introduction, File structure, File organization: sequential organization, Indexed, sequential organization, Inverted list organization direct, access organization, Data base design: objective of data base, Key terms, Logical and physical views of data, Data structure, Normalization, The role of the base administrator.

7. System Testing and Quality Assurance

Introduction, Why system testing? What do we test for? The nature of test data, The test plan: activity network for system testing, System testing, Quality assurance, Quality assurance goals in the systems life cycle, Levels of quality assurance, Trends in testing, Role of the data processing auditor: the audit trail.

8. Implementation and software Maintenance

Introduction, Conversion: Activity network for conversion, Combating resistance to change, Post- implementation review: request for review, A review plan, Software maintenance: maintenance or enhancement? Primary activities of a maintenance procedure, Reducing maintenance costs.

Textbook(s)

Elias M. Awad, Systems Analysis and Design, R.D. Irwin.

Reference(s)

1. Marvin Gore & John Stubbe, Contemporary System Analysis, B & E Tech.
2. V. Rajaraman, Analysis and Design of Information Systems, PHI.
3. T. Hawryszkiewycz, Introduction to System Analysis and Design, PHI.
4. James A. Senn, System Analysis and Design of Information Systems, McGraw-Hill.

MIS 430: Data Telecommunications and Networking

Course Objectives

This course on Data Communications and networking provides students understanding of data communication concepts, network topologies, transmission media, network access control, communication protocols, network architecture (LANs, MANs and WANs) and internetworking.

Course Contents

1. Introduction

Data communications, Networks, The internet, Protocols and standards.

2. Network Models

Layered Tasks, OSI Model, Layers in the OSI Model, TCP/IP Protocol Suite, Addressing.

3. Data and Signals

Periodic analogue signals, Digital signals, Transmission impairment, Performance.

4. Bandwidth Utilization

Multiplexing.



5. Switching

Circuit-switched network, Datagram networks, Virtual circuit networks.

6. Data Link Control

Framing, Flow and error control, Protocol, Noiseless channels, Noisy channels, HDLC, Point to point protocol.

7. Wireless LAN

Architecture, MAC sub-layer, Addressing mechanism.

8. Virtual Circuit Networks: Frame Relay and ATM

Frame relay, ATM Layers, ATM LANs.

9. Network Layer: Logical Addressing

IPv4 Addressing, IPv6 Addressing.

10. Network Layer: Internet Protocol

Internetworking, IPv4, IPv6, Transition from IPv4 to IPv6.

11. Network Layer: Address Mapping

Error reporting and multicasting, Address mapping, ICMP, IGMP, ICMPv6.

12. Network Layer: Delivery, Forwarding and Routing

Delivery, forwarding, Unicast and multicast routing protocols.

13. Domain Name System

Domain name space, distribution of name space, DNS in the Internet, DNS Message, DDNS, Encapsulation.

14. WWW and HTTP

Architecture (client, server, cookies), Web documents and HTTP.

15. Network Security

Security services, Digital signature.

Textbook(s)

Behrouza A Forouzan, Data Communication and Networking, Tata McGraw Hill.

Reference(s)

1. William Stallings, Data and Computer Communications, CCNA Study Guide.
2. Andrew S. Tanenbaum, Computer Networks, Pearson.
3. D. P. Nagpal, Data Communication and Networking, S Chand.
4. Tanenbaum, Computer Networks, Pearson.

MIS 440: Operating System

Course Objective

The primary aim of this course is learning to manage resources and to control users and software. This course describes the fundamental concepts behind operating systems, and



examines the ways that design goals can be achieved. Prior basic knowledge of C, Pascal, or equivalent will be useful for doing this course.

Course Contents

1. Overview

Background, Computer-system structures, Operating system structures.

2. Process Management

Processes and threads, Process synchronization, Deadlocks, CPU scheduling

3. Storage Management

Memory management, Virtual memory, File-system interface, File-system implementation.

4. I/O Systems

I/O, Secondary-storage structure.

5. Distributed Systems

Network and distributed system structures, Distributed file systems, Distributed coordination.

Textbook(s)

Abraham Silberschatz and Peter Baer Galvin, Operating System Concepts, Addison-Wesley.

Reference(s)

Andrew S. Tanenbaum and Albert S. Woodhull, Operating Systems: Design and Implementation, Prentice Hall.

MIS 450: Information Resource Management

Course Objective

The information resource management course is designed to provide students theoretical and practical knowledge in information management and build foundation for careers in information processing, information consultation as well as digital information services in private and public sector firms.

Course Contents

1. Alignment

Introduction alignment, Achieving strategic alignment, Assessing strategic alignment maturity.

2. Partnership

The role of the CIO, Information economics, Information organization.

3. Technology

Strategic, Tactical & operational IT processes, IT planning, managing emerging technologies, Information retrieval, Information analysis, Information processing technology, Information resources and services.

4. Human Resources

Organizing IT, Human resource (H/R) considerations, Managing it change.



5. Governance

IT governance, Electronic records management, Electronic records management, E-government practice.

6. Communications

IT-Business Communications.

7. Metrics

Measuring, Reporting and controlling, The value of it.

Textbook(s)

Jerry N. Luftman, Managing the Information Technology Resource: Leadership in the Information Age. Pearson Education

Reference(s)

Waj K. Law, Information Resources Management: Global Challenges, Idea Group Publishing.

MIS 305: Object Oriented Programming

Course Objective

The objective of this module is to provide the students of MIS major or minor program with the knowledge of Object Oriented Programming. The lectures would be conducted with the use of any object Oriented Programming language such as JAVA. The theoretical contents as well as sample programs related to those theories would be covered in the lectures.

Course Contents

1. Introduction

Object-oriented paradigm, Objects and classes, Data abstraction, Inheritance, Polymorphism, Dynamic binding, Message communication, Benefits of OOP, Applications of OOP.

2. Java Features

How java differs from C and C++, Java and Internet, Java development kit, Application-programming interface.

3. Simple Java Program

Class declaration, Opening brace, The main Line, The output line, Application with two classes, Java program Structure-documentation section, Package statements, Import Statements, Interface statements, Class definitions, Java tokens.

4. Implementing A Java Program

Creating the program, Compiling the program, Running the program, Java virtual machine.

5. Statements and declarations

Constants, Variables, Data types, Declaration of variables, Giving values to variables, Read statements, Scope of variables, Type casting.

6. Arithmetic operators

Integer arithmetic, Real arithmetic, Mixed-mode arithmetic, Conditional operator, Bitwise operators, Special operators.



7. Simple if statement

The if...else statement, Nesting of if...else statements, The switch statement, The ?: operator.

8. Decision making and looping

While Statement, Do Statement, For Statement, Jumps in loops.

9. Inheritance

Defining a subclass, Subclass constructor, Multilevel inheritance, Hierarchical inheritance, Overriding methods.

10. Use of Array

One-dimensional array, Two-dimensional array, String and vectors.

11. Multiple inheritance

Java API packages, using system packages, Creating a package, Accessing a package, Using a package.

12. Thread

Creating a thread, Extending the thread class, Life cycle of a thread, Managing errors and exceptions.

13. Applet Programming, Graphics Programming

Textbook(s)

Balagurusamy, E., Programming with Java, McGraw-Hill Company.

Reference(s)

Herbert Schildt, Java: A Beginner's Guide, McGraw Hill Professional.

MIS 455: Web Applications and Internet

Course Objective

This course covers the detail technology behind the Internet. In completion of this course the students should be able to understand and design various web applications.

Course Contents

1. Internet and WWW

E-mail, Telnet, FTP, E-commerce, Video conferencing, E-business, Internet service providers, Domain name server, Internet address world wide web (www): (URL), Browsers: Internet explorer, Netscape navigator, Opera, Firefox, Chrome, Mozilla, Search engine, Web saver: apache, IIS, Proxy server, HTTP protocol.

2. HTML and Graphics

HTML tag reference, Global attributes, Event handlers, Document structure tags, Formatting tags, Text level formatting, Block level formatting, List tags, Hyperlink tags, Image and image maps, Table tags, Form tags, Frame tags, Executable content tags.

3. Java Script



Introduction, Client-side JavaScript, Server-side JavaScript, JavaScript objects, JavaScript security.

4. Operators

Assignment operators, Comparison operators, Arithmetic operators, % (modulus), ++ (increment), -- (decrement), -(Unary negation), Logical operators, Short-circuit evaluation, String operators, Special operators, ? (conditional operator), , (Comma operator), Delete, New, This, Void.

5. Statements

Break, Comment, Continue, Delete, Do... while, Export, For, For...in, Function, If...else, Import, Labelled, Return, Switch, Var, While, With.

6. Core JavaScript (Properties and Methods of Each)

Array, Boolean, Date, Function, Math, Number, Object, String, Regexp.

7. XML

Introduction to XML, Anatomy of an XML, Document, Creating xml documents, Creating xml DTDS, XML schemas, XSL.

8. PHP

Why PHP and MySQL, Server-side web scripting, Installing PHP, Adding PHP to HTML, syntax and variables, passing information between pages, strings, arrays and array functions, numbers, basic PHP errors/problems.

9. Advanced PHP and MySQL

PHP/MySQL functions, Displaying queries in tables, Building forms from queries, String and regular expressions, Sessions, Cookies and HTTP, Type and type conversions, E-mail.

Textbook(s)

1. Thomas Powell, Web Design: the complete Reference, Tata McGraw-Hill
2. Thomas Powell, HTML and XHTML The complete Reference, Tata McGraw-Hill.

Reference(s)

1. Thomas Powell and Fritz Schneider, JavaScript 2.0: The Complete Reference, McGraw-Hill Education.
2. Steven Holzner, PHP: The Complete Reference, Tata McGraw-Hill.

MIS 460: Enterprise Resource Planning

Course Objective

The aim of this course is to teach core business modules of the ERP Software, including navigation and basic functionality of each module including Supply chain management, marketing and customer relationship management, accounting, and human resources.

Course Contents

1. Enterprise: An Overview

Business functions and business processes, Importance of information: characteristics of information, Types of information, Information system: components of an information system, Different types of information systems, Management information system.



2. Enterprise Resource Planning: Business modelling; Integrated data model

Introduction to ERP: defining ERP, Origin and need for an ERP system, Benefits of an ERP system, Reasons for the growth of ERP market, Reasons for the failure of ERP implementation: roadmap for successful ERP implementation.

3. ERP and Related Technologies

Business process re-engineering, Management information systems, Decision support systems, Executive information systems, advantages of EIS, Disadvantages of EIS, Data warehousing, Data mining, On-line analytical processing, Product life cycle management, Supply chain management, ERP security.

4. ERP Implementation Life Cycle

ERP tools and software, ERP selection methods and criteria, ERP selection process, ERP vendor selection, ERP implementation lifecycle, Pros and cons of ERP implementation, Factors for the success of an ERP implementation.

5. ERP Modules Structure

Finance, Sales and distribution, Manufacturing and production planning- material and capacity planning, Shop floor control, Quality management, JIT/repetitive manufacturing, Cost management, Engineering data management, Engineering change control, Configuration management, Serialisation/lot control, Tooling, Human resource, Plant maintenance, Preventive maintenance control, Equipment tracking, Component tracking, Plant maintenance calibration tracking, Plant maintenance warranty claims tracking, Quality management, functions of quality management, CAQ and CIQ, Materials management- pre-purchasing, Purchasing, Vendor evaluation, Inventory management and invoice verification and material inspection.

6. ERP: A Manufacturing Perspective

Role of enterprise resource planning (ERP) in manufacturing, Computer aided design/computer aided manufacturing (CAD/CAM), Materials requirement planning (MRP)-master production schedule (MPS), Bill of material (BOM), Inventory records, Closed loop MRP, Manufacturing resource planning (MRP-II), Manufacturing and production planning module of an ERP system, Distribution requirements planning (DRP), Just-in-time (JIT) & kanban, Benefits of JIT, Potential pitfalls of JIT, Product data management (PDM)- data management, Process management, Functions of PDM, Benefits of PDM, Manufacturing operations- make-to-order (MTO) and make-to-stock (MTS), Assemble-to-order (ATO), Engineer-to-order (ETO), Configure-to-order (CTO).

7. ERP: A Purchasing Perspective

Role of ERP in purchasing, Purchase module: features of purchase module, Benefits of purchase module, ERP purchase system.

8. ERP: Sales and Distribution Perspective

Role of ERP in sales and distribution, Sub-modules of the sales and distribution module: master data management, Order management, Warehouse management, Shipping and transportation, Billing and sales support, Foreign trade, Integration of sales and distribution module with other modules.

9. ERP: An Inventory Management Perspective

Role of ERP in inventory management: features of ERP inventory management system, Benefits of ERP inventory management system, Limitations of ERP inventory management

system, Importance of web ERP in inventory management, ERP inventory management module, Sub-modules of the ERP inventory management module, Installation of ERP inventory management system, Failure of ERP inventory installation.

10.ERP: A CRM Perspective

Role of ERP in CRM, Concept of CRM: objectives of CRM, Benefits of CRM, Components of crm, Types of CRM: operational CRM, Analytical CRM, Sales intelligence CRM, Collaborative CRM, Sub-modules of CRM: marketing module, Service module, Sales module.

11.ERP: A HR Perspective

Role of ERP in human resource management: workflow of ERP human resource management system, Advantages of ERP human resource management system, Human resource management module: functions of human resource management module, Features of human resource management module, Benefits of human resource management module, Common sub-modules of human resource management module: personnel management, Organisational management, Payroll management, Time management, Personnel development.

12.ERP: A Finance Perspective

Role of ERP in finance, Accounting and finance processes: cash management, Capital budgeting, Features of ERP financial module, Benefits of ERP financial module, Sage ACCPAC ERP: a financial ERP tool.

13.ERP: Vendors, Consultants and Employees

Vendors, Role of the vendor, Consultants: types of consultants, Role of a consultant, Employees, Role of employees, Resistance by employees, Dealing with employee resistance, Role of top management, Role of implementation partner, Different ERP vendors, ERP vendors, SAP-AG: products and technology r/3 overview, Sap advantage, Baan company , Oracle corporation: products and technology, Oracle application, Vertical solutions, Microsoft corporation, RAMCO systems, Systems software associates Inc. (SSA), QAD.

14.Future Directions in ERP

New trends in ERP, ERP to ERP II-implementation of organisation-wide ERP, Development of new markets and channels, Latest ERP implementation methodologies, ERP and e-business, Market snapshot, The SOA factor.

Textbook(s)

1. Motiwalla and Thompson, Enterprise Systems for Management, Pearson.
2. Any ERP software

Reference(s)

Magal and Word, Essentials of Business Processes and Information Systems, Wiley.

MIS 465: E-Commerce

Course Objective

Upon successful completion of this course the student will be able to understand the e-business concepts and how it is different from e-commerce. Moreover, the student will be able to understand the e-business models and infrastructure. Students will learn how e-business concepts are applied to different fields, such as: education, banking, tourism and



so on. Moreover, this course will inspire students with online business ideas and motivate them to apply what they learned in the real life.

Course Contents

1. Introduction to e-Business and e-Commerce

The e-commerce and e-business, E-commerce types of EC transactions, Define e-business models, Internet marketing and e-tailing, Elements of e-business models, Explain the benefits and limitations of e-commerce.

2. E-Marketplaces: Structures, Mechanisms, Economics, and Impacts

E-Marketplace and their Functions, E-Marketplace types and their features, Various types of auctions and their characteristics, The benefits, limitations and impacts of auctions, E-Commerce in the wireless environment, Competition in the DE and impact on industry.

3. E-Business Applications, E-Procurement and E-Payment Systems

Integration and e-Business suits, ERP, ESCM, CRM, E-Procurement definition, processes, methods and benefit, E-payment, Discuss the categories and users of smart cards, Describe payment methods in B2B EC.

4. The Impact of e-Business on Different Fields and Industries

E-tourism, Employment and job market online, Online real estate, Online publishing and e-books, Banking and personal finance online, On-demand delivery systems and e-grocers, Online delivery of digital products, entertainment, and media.

5. E-Learning and Online Education

Define electronic learning, Discuss the benefits and drawbacks of e-learning, The e-learning industry, Discuss e-content development and tools, Describe the major technologies used in e-learning, Discuss the different approaches for e-learning delivery, How e-learning can be evaluated, Future trends.

6. E-Government

Definition of e-governments, Implementation, E-government services, Challenges and opportunities, E-government benefits.

7. Launching a Successful Online Business and EC Projects

Understand the requirements for starting an online business from different perspectives, Describe the funding options available to start-up businesses, Understand the processes associated with managing web site development, Know the techniques of search engine optimization, Evaluate web sites on design criteria.

Textbook(s)

Dave Chaffey, Electronic Business and Electronic Commerce Management, Prentice Hall.

Reference(s)

1. Turban, E. et al., Electronic Commerce: A Managerial Perspective, Prentice Hall.
2. Horton and Horton, E-Learning Tools and Technologies, Wiley Publishing.

MIS 470: Decision Support System



Course Objective

The course is aimed at understanding business information needs, the general nature and range of decision support systems, learning to select appropriate modeling techniques, analyze, design and implement a DSS.

Course Contents

1. The evolution of Decision Support Systems (DSS) and DSS frameworks, Development of the DSS field, future trends for DSS.
2. How DSS support decision-making processes in organizations, EIS research undertaken in various countries.
3. Portal technologies and Executive Information Systems (EIS) implementation, Survey of Web-based technologies' impact on EIS.
4. Technology Acceptance Model and Executive Information Systems, Information systems adoption and usage, Technology Acceptance Model (TAM), TAM research in three selected countries.
5. Discussion of two selected TAM/EIS studies, Business Intelligence (BI), Decision support for management, CSFs for DSS, CSFs for EIS, Management implications.

Textbook(s)

1. UDO Richard Franz Averweg, Decision making support systems: Theory & Practice, Bookboon.
2. V. S. Janakiraman, Decision Support Systems, PHI Learning Pvt. Ltd.

Reference(s)

Daniel J. Power, Decision Support Systems-Concepts and Resources, Greenwood publishing.

MIS 480: Knowledge Management Systems

Course Objective

The aim of this course is learning to analyze personal and organizational situations in terms of theories of knowledge, assessing the knowledge needs of an organizational situation and selecting and applying appropriate systems components and design a knowledge management system.

Course Contents

1. Introducing Knowledge Management

What is knowledge management, Forces driving knowledge management, knowledge management systems.

2. The Nature of Knowledge

What is knowledge? Different types of knowledge.

3. Knowledge Management Foundations

Infrastructure, Mechanisms, and technologies: knowledge management infrastructure, knowledge management mechanism.

4. Knowledge Management Solutions



Processes and systems knowledge, Management processes, Managing knowledge, Management solutions.

5. Organizational Impacts of Knowledge Management

Impact on people, processes, products and organizational performance.

6. Knowledge Application Systems

Developing knowledge applications system.

7. Knowledge Capture Systems

Knowledge management, Mechanisms to capture tacit knowledge using organization stories, Concept map, Context based reasoning.

8. Knowledge Sharing Systems

Systems that organize and distribute knowledge, Designing knowledge sharing systems, Barriers to the use of knowledge sharing systems.

9. Emergent Knowledge Management Practices

Web 2.0, Social networking, wikis and blogs, Open source developments, Virtual worlds.

Textbook(s)

1. Irma Becerra-Fernandez and Rajiv Sabherwal, Knowledge Management: Systems And Processes, M.E.Sharpe, 2010
2. Ronald Maier, Knowledge Management Systems, Springer Science & Business Media.

Reference(s)

Awad, Knowledge Management, Pearson Education.

MIS 481: Internet Security

Course Objective

The aim of the course is to teach students the concepts of internet security, gain the skills of identifying and controlling threats and vulnerabilities, understand the role of a programmer in developing secure systems, learning to collect digital evidence and understand the rules of evidence gathering and also learning use of a number of authentication tools.

Course Contents

1. Basic Concepts

What is computer security, Threats, Harm, Vulnerabilities, Controls.

2. Toolbox

Authentication, Access control, And cryptography.

3. Programs and Programming

Unintentional (non-malicious) programming oversights, Malicious code—malware, Countermeasures.

4. The Web

Browser attacks, Web attacks, Targeting users, Obtaining user or website data, Email attacks.



5. Operating Systems

Security in operating systems, Security in the design of operating systems rootkit.

6. Networks

Network concepts, Threats to network communications, Wireless network security, Denial of service, Distributed denial-of-service, strategic defences: security countermeasures, Cryptography in network security, Firewalls, Intrusion detection and prevention systems, Network management.

Textbook(s)

John Vacca, Computer and Information Security Handbook, Elsevier.

Reference(s)

Richard Bejtlich, The Practice of Network Security Monitoring: Understanding Incident Detection and Response, No Starch Press.

MIS 490: Special Topics in MIS (Human Resource Information Systems)

Course Objective

The course aims of teaching students the role of information systems (IS) in decision making and strategic management of Human Resource and also learning about what method of system development is suitable for what type of organizations.

Course Contents

1. Part A: Introduction To Human Resource Information Systems (HRIS): A Systems Perspective

Evolution of human resource management and human resource information systems: the role of information technology, Database concepts and applications in human resource information systems, Systems considerations in the design of a human resource information system: planning for implementation, The systems development life cycle and HRIS needs analysis, System design and acquisition, Project management and human resource management advice for human resource information systems implementation.

2. Part B: HRIS Effectiveness Measures And HRM Advice For HRIS Implementation

HR metrics and workforce analytics, Cost justifying HRIS investments, Change management: implementation, Integration, And maintenance of the human resource information system.

3. Part C: Human Resource Information Systems Applications

HR administration and human resource information systems, 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 system, Human resource information systems and international human resource management.

4. Part D: Special Topics In Human Resource Information Systems

HRIS privacy and security, The future of human resource information systems: emerging trends in HRM and it.

5. Case Presentations

As per Instructor's selection.



Textbook(s)

Kavanagh, M.J., Thite, M. & Johnson, R.D., Human Resource Information Systems: Basics, Applications, and Future Directions, SAGE Publication.

Reference(s)

1. Awad, E.M, System Analysis & Design, Pearson.
2. Rajaraman, Analysis & Design of Information Systems, Prentice Hall.

MIS 400L: Software Application in MIS

Course Objective

The objective of this module is to provide the students of MIS major or minor program with hands on experience about the theories of Object Oriented Programming. The lab classes would familiarize and would provide extensive knowledge to the students about the practical applications of Object Oriented Programming.

Course Contents

1. Object Oriented Programming (OOP)

Basic Concepts of Object Oriented Programming (OOP), benefits of OOP, Applications of OOP.

2. Java and Internet

Java development kit, Application programming interfaces.

3. Simple Java Program

Class declaration, Opening brace, The main line, The output line.

4. Implementing A Java Program

Creating the program, Compiling the program, Running the program.

5. Arithmetic Operators

Integer arithmetic, Real arithmetic, Mixed-mode arithmetic, Conditional operator, Bitwise operators, Special operators.

6. Simple if Statement

The if...else statement, Nesting of if...else statements, The switch statement, The ?: operator.

7. Decision Making and Looping

While statement, Do statement, For statement, Jumps in loops.

8. Inheritance

Defining a subclass, Subclass constructor, Multilevel inheritance, Hierarchical inheritance, Overriding methods.

9. Use of Array

String and Vectors.

10. Java API Packages

Creating a Package, Accessing a Package, Using a Package.



11. Managing Errors and Exceptions.

12. Applet Programming.

13. Graphics Programming.

Textbook(s)

Balagurusamy, E., Programming with Java, McGraw-Hill Company.

Reference(s)

1. Herbert Schildt, Java: A Beginner's Guide, McGraw Hill Professional.
2. Online Resources.

Live-in-Field Experience

LFE 201: Live-In Field Experience

Course Objective

Village economy is the main mode of production in Bangladesh. An understanding of the village community and its relationship with the nation at large is essential for every member of the population. The large-scale exodus of rural population to the urban centers, mainly to the capital city, in recent years has made the systematic understanding and study of the village community essential for every citizen of the country. One cannot ignore the prevalent poverty and unemployment in the rural sector and the consequential rise in the number of unemployed in the urban areas as well. As CIU aims at developing leadership qualities among the students with a view to serving the nation and humanity at large, this compulsory three-credit course titled Live-in Field Experience (LFE) is an important step towards attaining this goal. LFE is not only about the study of rural life; it is also about the study of the predominant culture and mode of production of Bangladesh.

Course Duration

The LFE Course is divided into 2 Phases.

Phase 1 consists of 9-days Field Work in a rural setting, at a Government or Private Sector Training and Research Institute which has extensive experience in working in rural issues. Phase 2 consists of the Final Report Submission and Presentation which is organized at CIU at a given date after returning from the Field Work. Prior to the Final Submission and Presentation, an extensive Preparatory Workshop is held for the participants in which they are provided with a brief yet thorough training on Report Writing and Presentation Skills.

Course Contents

The information from each of the following five topics is collected through a combination of Questionnaire Survey, Key Informant Interviews and Participatory Rural Appraisal (PRA) methods and techniques. The surveys and interviews are conducted in an unstructured manner, given the background of the respondents. Informed Consent is obtained from each respondent before the collection of information. No document is used in this regard, and the consent is obtained verbally.

1. Village Resource Mapping and Transect Walk

Village Survey and Mapping, and Transect Walk. Each group will draw the map of the village with the help of the villagers to show the settlement patterns and resource distribution. They will also locate the natural and infrastructure facilities within the village. While drawing the map of the village, they will also complete the Transect Map (one step approximately equal to 18 inches) in order to show micro patterns of land use.



2. Social Change Process

Parameter identification and studying the social changes, gender division of labor, positive and negative social changes over the selected time period. Parameters (or indicators) to be incorporated include but not limited to: Household types (e.g., nuclear or joint), occupation type, food habit, nutrition, communication, wild life, tree and agriculture, health and education facility, income, and dowry data and information are also collected from the selected respondents.

3. Economy and Rural Production Cycle

Income Assessment and Wealth Ranking, Cost-Benefit Analysis of major Crops, Seasonal Mapping, Microcredit and its impact on village life. Identification of different income groups and sources of income. How men and women of households allocate their seasonal works and labors in different income brackets.

4. Health and Environment

Vaccination, Sanitation, Common Diseases, Health Care Facilities, Cooking Place, Waste Disposal, Pollution of Water, Air, and Wildlife. Identification of environmental factors which impact the health of the villagers. The perception of health among the villagers is also determined. Issues relating to pollution and sanitation

5. Village Market

Overview of Haat and Bazaar, Product Classification, Service Identification, Distribution Channel- Brand Product, Local Product, Value Chain Analysis of a Crop, Identification of inward and outward products, Promotional activities, Interview of five farmers and traders: What types of products are coming to rural markets from the rural origin and from the urban areas (chronological account).

BBA 496: Internship

Course Objective

The Internship is a curriculum option in business school of the University. Its objective is to provide the students an opportunity to get acquainted with the workplace environment. It also gives the students a chance to find out how to apply the classroom knowledge in solving practical problems.

1. Students will submit a report on 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 program- all of which will be decided and declared by the business school. However tentative dates may be as follows:
 - a) Forwarding Letter (Issued by the business school): After completion of 126 credit hours.
 - b) Duration of Internship: Three Months.
 - 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 supervisor 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 is based on Organization's Assessment, Internship Report, Internship Presentation, Attendance in Research Methodology Workshop and regular contact with supervisor and Viva-voce.

BBA 497: Research Project

The aim of this course is to engage students in an original research work. Using one or a variety of methods, students will collect original data and contribute to problem solving in the field of business. The steps of the research are as follows;

1. The research topic should be selected in consultation with supervisor(s)
2. The precise question(s) to be addressed
3. The hypothesis to be tested
4. The methodology to be used in conducting the research
5. The sources and availability of information
6. The expected results
7. The importance or implications of the research findings

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

BBA 498: Comprehensive Viva

Viva voce will be conducted at the end of the program which will be covering the complete syllabus. This will test the student's learning and understanding during the course of their post graduate program. The main objective of this course is to prepare the students to face interview both at the academic and the industrial sector. The viva will be conducted by a panel of internal faculty members and external(s) from relevant field(s).

The End