



Chittagong Independent University (CIU)
Master of Business Administration (MBA) 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 MBA Program

a) Credit distribution

1.	Foundation Courses	24 Credits
2.	Advanced Courses	21 Credits
3.	Integrative Course	03 Credits
4.	Focus/ Major Courses	12 Credits
5.	Thesis/Internship	06 Credits
6.	Comprehensive viva	03 Credits
Total requirement for degree		69 Credits

- a) Duration of the MBA Program is 2 years
- b) Total credit hours: 69
- c) Admission requirements: As per UGC direction

Foundation Courses		24 Credits
MBA 521	Principles of Management*	3
MBA 522	Legal Environment of Business*	3
MBA 523	Principles of Accounting*	3
MBA 524	Business Statistics *	3
MBA 525	Micro Economics*	3
MBA 526	Principles of Marketing*	3
MBA 527	Business Communication*	3
MBA 528	Fundamentals of MIS*	3

Advanced Courses		21 Credits
MBA 529	Human Resources Management	3
MBA 530	Macro Economics*	3
MBA 531	Financial Management	3
MBA 532	Supply Chain Management	3
MBA 533	Management Accounting	3
MBA 534	International Business	3
MBA 535	Advanced Marketing Management	3

Integrative Course		03 Credits
MBA 650	Strategic Management*	3

*These courses are incorporated as per the recommendations of the Sub-committee for preparing standard syllabus guidelines formed by UGC.

Focus/Major Courses

Major Courses of Finance:

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

Major Courses of Marketing:

Any four courses from the following		12 Credits
MKT 561	Consumer Behavior	3
MKT 562	Marketing Communication	3

MKT 563	Brand Management	3
MKT 564	Strategic Marketing Management	3
MKT 565	Hospitality and Tourism Marketing	3
MKT 566	International Marketing	3
MKT 567	Marketing Research	3
MKT 568	Distribution Management	3
MKT 569	Internet Marketing	3
MKT 570	Special Topics in Marketing	3

Major Courses of Human Resource Management (HRM):

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

Major Courses of Banking:

Any four courses from the following		12 Credits
BAN 561	Management of Commercial Banks	3
BAN 562	Central Banking Systems and Regulations	3
BAN 563	Comparative Banking Systems	3
BAN 564	Merchant Banking & Investment Banking	3
BAN 565	E-Banking & E-Commerce	3
BAN 566	Credit Risk Management	3
BAN 567	International Financial Management	3
BAN 568	Investment & Portfolio Management	3
BAN 569	Social Responsibility and Ethics in Banking	3
BAN 570	Rural Banking & SME Financing	3

Thesis & Comprehensive Viva:

Mandatory		09 Credits
MBA 670a	Thesis Report	3
MBA 670b	Defense of the Thesis	3
MBA 671a	Internship*	3
MBA 671b	Defense of the Internship Report*	3
MBA 690	Comprehensive viva	3

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

Foundation Courses

MBA 521: Principles of Management

Course Objective

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 Wehrich 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.

MBA 522: Legal Environment of Business

Course Objective

The objective of the course is to have an initial orientation with basic areas of law which regulates the Business World. This course familiarizes 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.

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.

Reference(s)

1. KaziEbadulHaque. Evolution of the Administration of Justice. Bangla Academy.
2. Md. Abdul Hali. The Legal System of Bangladesh. CCB Foundation.
3. AzizulHoque. The Legal System of Bangladesh. BILIA.

MBA 523 Principles of Accounting

Course Objective

This course focuses on teaching students 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

What is 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 and Analysis of Financial Statements. Financial Statement Analysis.

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

7. Plant Assets, Natural Resources and Intangible Assets

Determining the Cost of Plant Assets, Depreciation, and 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. Smith, J. M., & Fred, S. K. Intermediate Accounting. South-Western Publishing Company, Cincinnati, Ohio.
2. Garrison, R. H., Noreen, E. W., Brewer, P. C., & McGowan, A. (2010). Managerial accounting. Issues in Accounting Education, 25(4), 792-793.

MBA 524: 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, Bivariate distribution, Multiple and Partial correlation basic ideas.

5. Regression Analysis

Introduction, Comparison between regression analysis and correlation analysis, Simple linear regression model, The 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.

MBA 525: Micro Economics

Course Objective

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

Course Contents

1. Introduction to Economics and the Economy

Limits, Alternatives, and Choices, The Market System and the Circular Flow, How the market system deals with risk

2. Price, Quantity, and Efficiency

Demand, Supply and Market Equilibrium, Market Failures, Public Goods and Externalities, Government's Role and Government Failure.

3. Consumer Behavior

Elasticity, Utility Maximization, Behavioral Economics.

4. Microeconomics of Product Markets

Businesses and the Costs of Production, Pure Competition in the Short Run, Pure Competition in the Long Run, Pure Monopoly, Monopolistic Competition, Oligopoly and Strategic Behavior, Technology, R&D, and Efficiency.

5. Microeconomics of Resource Markets and Government

The Demand for Resources, Wage Determination, Rent, Interest, and Profit, Natural Resource and Energy Economics, Public Finance: Expenditures and Taxes.

6. Microeconomic Issues and Policies

Antitrust Policy and Regulation, Agriculture: Economics and Policy, Income Inequality, Poverty, and Discrimination, Health Care, Immigration.

7. International Economics

International Trade, Balance of Payments, Exchange Rates, and Trade Deficits.

Textbook(s)

Campbell R McConnell, Stanley L Brue, Sean Masaki Flynn. Microeconomics: Principles, Problems, & Policies. McGraw Hill Series in Economics.

Reference(s)

Hal R. Varian. Intermediate Microeconomics. Norton.

MBA 526 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. Introduction

Marketing in a Changing World, Creating Customer Value and Satisfaction, 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

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

3. Analyzing the marketing Environment

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

4. Marketing in the Digital Age

Making New Customer Connections, 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, 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, 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, Inc.

MBA 527: 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. (2016). Essentials of Business Communication. Boston, MA: Cengage Learning.

Reference(s)

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

MBA 528: 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 o 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 , 12th international edition, Pearson Education

Reference(s)

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

Advanced Courses

MBA 529: 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&BijuVarkkey, Human Resource Management, 14th edition
2. David A. DeCenzo, Stephen P. Robbins & Susan L. Verhulst, Human Resource Management, 11th edition

Reference(s)

1. Cynthia D. Fisher, Lyle F. Schoenfeldt, & James B. Shaw, Human Resource Management
2. Raymond A. Noe, Fundamentals of Human Resource Management

MBA 530: Macro Economics

Course Objectives

The main focus of this course is to relate macro-economic theories to business decision making. The course starts with concepts of national income accounting, investigates economic aggregates and leads to development of forecasts for business condition analysis and the measures and policies adopted by government and international institutions to cope with the different conditions. This module emphasizes application of the macroeconomic models and analytical framework to real life macroeconomic events in the global economy.

Course Contents

1. Aggregate Output

GDP, Value Added, and Income, Nominal and Real GDP, The Other Major Macroeconomic Variables, Macroeconomic Policy.

2. The Goods Market

The Composition of GDP, The Demand for Goods, The Determination of Equilibrium Output.

3. Financial Markets

The Demand for Money, The Determination of the Interest Rate, Monetary Policy and Open Market Operations, The Supply and Demand for Central Bank Money.

4. Goods and Financial Markets:

The IS-LM Model, The Goods Market and the IS Relation, Financial Markets and the LM Relation, Fiscal Policy, Activity, and the Interest rate, Monetary Policy, Activity, and the Interest Rate, Using a Policy Mix.

5. Openness in Goods and Financial Markets

Openness in Goods Markets, Openness in Financial Markets, The Balance of Payments, The Choice between Domestic and Foreign Assets.

6. The Labor Market

Movements in Unemployment, Wage Determination, Price Determination, The Natural Rate of Unemployment.

7. All Markets Together: The AS-AD Model

Aggregate Supply, Aggregate Demand, Equilibrium Output in the Short Run and the Medium Run, The Dynamics of Output and the Price.

8. The Phillips Curve, the Natural Rate of Unemployment, and Inflation

Inflation, Expected Inflation, and Unemployment, The Phillips Curve, The Natural Rate of Unemployment, Money Growth, and Inflation.

9. Saving, Capital Accumulation, and Output

Interactions between Output, Implications of Alternative Saving Rates, The Effects of the Saving Rate on Steady-State Output, The Dynamic Effects of an Increase in the Saving Rate, Technological Progress and the Rate of Growth.

10. Expectations

Expectations: The Basic Tools, Nominal versus Real Interest, Expected Present Discounted Values, Money Growth, Inflation, and Nominal and Real Interest Rates.

Textbook(s)

Blanchard, Olivier. Macroeconomics. 5th ed., Prentice Hall, 2009.

Reference(s)

Rudiger Dornbusch, Stanley Fischer, Richard Startz, Macroeconomics 11th Edition, McGraw Hill

MBA 531: Financial Management

Course Objectives

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

Course Contents

1. The Role of Financial Management

Introduction, What is Financial Management, The Goal of the Firm, Corporate Governance, Organization of the Financial Management Function.

2. The Business, Tax, and Financial Environments

The Business Environment, The Tax Environment, The Financial Environment.

3. The Time Value of Money

The Interest Rate, Simple Interest, Compound Interest, Compounding More Than Once a Year, Amortizing a Loan, Summary Table of Key Compound Interest Formulas.

4. The Valuation of Long-Term Securities

Distinctions among Valuation Concepts, Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Rates of Return (or Yields).

5. Risk and Return

Defining Risk and Return, Using Probability Distributions to Measure Risk, Attitudes Toward Risk, Risk and Return in a Portfolio Context, Diversification, The Capital-Asset Pricing Model (CAPM), Efficient Financial Markets.

6. Financial Statement Analysis

Financial Statements, A Possible Framework for Analysis, Balance Sheet Ratios, Income Statement and Income Statement/Balance Sheet Ratios, Common-Size and Index Analysis.

7. Funds Analysis, Cash-Flow Analysis, and Financial Planning

Flow of Funds (Sources and Uses) Statement, Accounting Statement of Cash Flows, Cash-Flow Forecasting, Range of Cash-Flow Estimates, Forecasting Financial Statements.

8. Working Capital Management

Working Capital Issues, Financing Current Assets: Short-Term and Long-Term Mix, Combining Liability Structure and Current Asset Decisions.

9. Capital Budgeting Techniques

Project Evaluation and Selection: Alternative Methods, Potential Difficulties, Project Monitoring: Progress Reviews and Post-Completion Audits.

10. Operating and Financial Leverage

Operating Leverage, Financial Leverage, Total Leverage, Cash-Flow Ability to Service Debt, Other Methods of Analysis, Combination of Methods.

11. Capital Structure Determination

The Total-Value Principle, Presence of Market Imperfections and Incentive Issues, The Effect of Taxes, Taxes and Market Imperfections Combined, Financial Signaling Timing and Financial Flexibility.

Textbook(s)

James C. Van Horne, John M. Wachowicz, Jr, Fundamentals of Financial Management, Prentice-Hall, 12th edition

Reference(s)

L. J. Gitman & C. J. Zutter, Principles of Managerial Finance-13th Edition, Prentice Hall

MBA 532: Operations and Supply Chain Management

Course Objectives

Operations management activities are at the core of all business organizations, regardless of what business they are in. Activates in all of the other areas of business organizations, such as finance, accounting human resources, logistics, marketing, purchasing and Supply Chain Management are interrelated with operations management activities. So it is essential for the business students to have a basic understanding of operations management activities and to learn the strategic importance of good supply chain design, planning and operation for every firm Course will focus to illustrate idea and develop a framework for Supply chain strategy. Within the strategic framework student should be able to identify facilities, inventory, transportation, information, sourcing and pricing as the key drivers may be used on a conceptual and practical level during supply chain performance. This course is designed to make the students understand the fundamental concepts and techniques necessary for attaining world class performance in Supply chain Management and operations.

Course Contents

1. Introduction & Overview of Operations Management:

Defining operations management, Importance of operations management, Functions within business organization, Operating production system, Operations manager and management process, Nature of operations management, Scope of operations management.

2. Inventory Management:

Define the term inventory and list the major reasons for holding inventories, list the main requirements for effective inventory management, Discuss periodic and perpetual review systems, discuss the objectives of inventory management, discuss the A-B-C approach and its usefulness, describe the basic EOQ model and its assumptions and solve typical problems, describe economic production quantity model and solve typical problems, describe the quantity discount model and solve typical problems, describe reorder point models and solve typical problems and describe the situations in which the single-period model would be appropriate, and solve typical problem.

3. 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.

4. Understanding the Supply Chain :

Definition of Supply Chain; Historical perspective, Objective of a Supply Chain; the importance of supply chain decision; Process views of Supply Chain.

5. Demand Forecasting in a Supply Chain:

The Role of Supply Chain in a supply Chain; Characteristics of Forecast; Components of a forecast and Forecasting Methods; Basic approach to Demand Forecast; Time-series Forecasting Method; Measures of Forecasting error; Selecting the best smoothing Constant; The Role of IT in Forecasting.

6. 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. Operations Management (9th Edition) – William J. Stevenson. Published by McGraw-Hill
2. Supply Chain Management Strategy, Planning and Operation: 5th Edition by Sunil Chopra, Peter Meindl & D.V Kalra. Publisher: Pearson

Reference(s)

Operations Management 8e Process and Value Chains: by Lee Karjewski, Larry Ritzman & Manoj Malhotra. Published by Pearson

MBA 533: Management Accounting

Course Objectives

The main objective of this course is to make the students enable to generate accounting information from accounting and non-accounting records and analyze accounting information.

Course Contents

1. Introduction

Definition, objective, functions, and difference with financial accounting.

2. Cost classification

Behavioral classification: fixed and variable cost. Natural classification: product cost and period cost, direct cost and indirect cost. Other concepts of cost: differential cost opportunity cost and sunk cost.

3. Cost Volume Profit Relationship

Cost Volume Profit (CVP) analysis; breakeven analysis; target net profit analysis; sales mix analysis; breakeven chart; profit volume chart.

4. Job Costing

Procedure and Application.

5. Contract Costing

Features, costing procedures, Calculation of profit on incomplete contract, Escalation Clause, Cost plus contract.

6. Process Costing

Process costing with no beginning or ending work in process, Process costing with beginning and ending work in process under FIFO and average method.

7. Operating Costing

Overview of operating costing, Procedure of operating costing.

8. Budgeting

Master budget. Components of master budget.

9. Standard costing:

Types of variance: favorable and unfavorable. Calculation of variances relating to materials, labor and overheads.

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/Prentice Hall.
2. Hilton, R. W., & Platt, D. E. (2013). *Managerial accounting: creating value in a dynamic business environment*. McGraw-Hill Education.

MBA 534: International Business

Course Objectives

The aim of this course is to provide students with the global vision needed to operate business in an international environment.

Course Contents

1. Introduction

Need for international business-History-Rational and goals for trade and investment policies- Global trade regulation-Changes in global policy environment-Policy response to changing condition.

2. Environment

Cultural-Differences in culture- Implication for managers-Political, economic and legal systems- Implications for management practice.

3. Theory of Trade and Investment

Classical trade theory- New trade theory-Porter's theory of national competitive advantage-Theory of international investment.

4. Global Financial Market

Market for currencies-Evolution of the Global Monetary System-Global capital markets-Financial crisis of 2007-2009.

5. Economic Integration and Emerging Market

Levels of economic integration-Regional groupings-Emerging markets-Developing markets-Implication for international managers.

6. Planning, Organization, Implementation and Control

Strategic planning process-Formulating global strategy-Implementing global programs-Localizing global moves-Organization structure-Meaning of organization architecture-Different organizational choices in international context-Matching organization with strategy.

7. Entry Strategy and Strategic Alliances

Different modes of entering foreign markets- Factors that influence the choice of an entry mode- Pros and cons of acquisition-Greenfield venture & strategic alliances.

8. Marketing and Services

Target market selection-Marketing management-Differences between services and goods-Problems in service trade-Services and E-commerce

9. Logistics and Supply Chain Management

International logistics-Supply-chain management-New Dimensions of International Logistics-International inventory issues-Management of international logistics.

10. Financial Management

Global financial goals-Import-export trade financing-Multinational investing-International cash flow management-Foreign exchange exposure-Economic exposure.

Textbook(s)

1. International Business, Michael Czinkota, Iikka A. Ronkainen, Michael H. Moffett, Wiley.

2. International Business: Environments and Operations, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, Pearson Education

Reference(s)

1. International Business, Ricky W, Griffin and Michael W. Putsay, Addition-Wesley Publishing Company, New York, USA.
2. International business: Concepts, Environment and Strategy; VyuptakeshSharan, Pearson Education (Singapore).

MBA 535: Advanced Marketing Management

Course Objectives

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:

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

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

Dealing with Competition.

7. Competitive Forces:

Identifying Competitors, Industry Concept of Competition, market Leader, Market Challenger, Market Follower, Market Niche, Setting Product and Brand Strategy.

8. 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)

Kotler, P. (2012). Marketing Management, millennium edition: Custom Edition for University of Phoenix.

Reference(s)

1. Kotler, P. and Turner, R. (1989). Marketing Management; Analysis, Planning, Implementation, and Control, 6 th Edition, Prentice-Hall Canada Inc., Ontario, 809p.
2. Marketing, Baines, Fill, Sinha and Page, Oxford University Press, New Delhi, Asian Edition, 2013, ISBN: 0-19- 807944-3 (Here in referred as 'Baines')

Integrative Course

MBA 670 Strategic Management

Course Objectives

This course covers the formulation and implementation of strategies by corporations and businesses. This course focuses on how corporations create, capture, and sustain competitive advantage, analyze business situations and create a coherent corporate strategy. This will also help to understand the fit between corporate strategy and organization structure to improve economic performance.

Course Outline

1. Introduction to Strategic Management

The Competitive Landscape: The Global Economy, Technology and Technological Changes, Technology Trends and Maintenance of Competitive Advantage; The I/O Model of Above-Average Returns, The Resource-Based Model of Above-Average Returns, Vision and Mission; Stakeholders; Strategic Leaders; Predicting Outcomes of Strategic Decisions: Profit Pools.

2. Competitive Rivalry and Competitive Dynamics:

Model of Competitive Rivalry; Competitor Analysis: Market Commonality, Resource Similarity; Drivers of Competitive Actions and Responses; Competitive Rivalry: Strategic and Tactical Actions, First-Mover Incentives, Organizational Size, Quality; Likelihood of Response: Types of Competitive Action, Actor's Reputation, Dependence on the Market, Competitive Dynamics.

3. Corporate-Level Strategy: Horizontal and Vertical Integration, Strategic Outsourcing

Strategic directions: Market penetration, Consolidation, Product development, Market development; Horizontal Integration: Single-Industry Strategy: Benefits of Horizontal Integration, Problems with Horizontal Integration; Vertical Integration: Increasing Profitability through Vertical Integration, Problems with Vertical Integration, The Limits of Vertical Integration; Strategic Outsourcing: Benefits of Outsourcing, Risks of Outsourcing.

4. Corporate-Level Strategy: Related and Unrelated Diversification

Levels of Diversification: Low Levels of Diversification, Moderate and High Levels of Diversification; Reasons for Diversification; Value-Creating Diversification: Related Constrained and Related Linked Diversification: Operational Relatedness: Sharing Activities, Corporate Relatedness: Transferring of Core Competencies, Market Power, Simultaneous Operational Relatedness and Corporate Relatedness; Unrelated Diversification: Efficient Internal Capital Market Allocation, Restructuring of Assets; Value-Neutral Diversification: Incentives and Resources: Incentives to Diversify; Resources and Diversification; Value-Reducing Diversification: Managerial Motives to Diversify.

5. Acquisition and Restructuring Strategies

The Popularity of Merger and Acquisition Strategies; Reasons for Acquisitions: Increased Market Power, Overcoming Entry Barriers, Cost of New Product Development

and Increased Speed to Market, Lower Risk Compared to Developing New Products, Increased Diversification, Reshaping the Firm's Competitive Scope, Learning and Developing New Capabilities; Problems in Achieving Acquisition Success: Integration Difficulties, Inadequate Evaluation of Target, Large or Extraordinary Debt, Inability to Achieve Synergy, Too Much Diversification, Managers Overly Focused on Acquisitions, Too Large; Effective Acquisitions; Restructuring: Downsizing, Down scoping, Leveraged Buyouts, Restructuring Outcomes.

6. Cooperative Strategy

Strategic Alliances as a Primary Type of Cooperative Strategy; Business-Level Cooperative Strategy: Complementary Strategic Alliances; Competition Response Strategy; Global Automobile Industry; Uncertainty-Reducing Strategy; Competition-Reducing Strategy, Assessment of Business-Level Cooperative Strategies; Corporate-Level Cooperative Strategy: Diversifying Strategic Alliance, Synergistic Strategic Alliance, Franchising, Assessment of Corporate-Level Cooperative Strategies; International Cooperative Strategy; Network Cooperative Strategy: Alliance Network Types; Competitive Risks with Cooperative Strategies; Managing Cooperative Strategies.

7. Corporate Governance

Separation of Ownership and Managerial Control; Ownership Concentration; Board of Directors; Executive Compensation; Market for Corporate Control; International Corporate Governance; Governance Mechanisms and Ethical Behavior.

8. Organizational Structure and Controls

Organizational Structure and Controls; Relationships between Strategy and Structure; Evolutionary Patterns of Strategy and Organizational Structure; Implementing Business-Level Cooperative Strategies; Implementing Corporate-Level Cooperative Strategies; Implementing International Cooperative Strategies.

9. Strategic Leadership

Strategic Leadership and Style; The Role of Top-Level Managers; Managerial Succession; Key Strategic Leadership Actions : Determining Strategic Direction; Effectively Managing the Firm's Resource Portfolio; Sustaining an Effective Organizational Culture; Emphasizing Ethical Practices; Establishing Balanced Organizational Controls 356

10. Strategic Entrepreneurship

Entrepreneurship and Entrepreneurial Opportunities; Innovation; Entrepreneurs; International Entrepreneurship; Internal Innovation; Innovation Through Cooperative Strategies; Innovation Through Acquisitions; Creating Value Through Strategic Entrepreneurship.

Textbook(s)

Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson, Strategic Management: Concepts and Cases, 8th Edition, SOUTH-WESTERN CENGAGE Learning

Reference(s)

1. Gregory G. Dess, G. T. Lumpkin and Alan B. Eisner, Strategic Management: Text and Cases, 3ed, Tata McGraw Hill Education Private Limited
2. Charles W. L. Hill and Gareth R. Jones, Strategic Management: An Integrative Approach, 11ed, Houghton Mifflin

Major Courses of Finance

FIN 561: Applications of Corporate Finance Theory

Course Objective

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

Course Contents

1. Risk and Return:

Risky and risk free investments, The required rate of return, The real risk free rate, Factors affecting the nominal risk free rate, The risk premium, Sources of risk, Risk aversion, Returns as a random variable, Expected return, variance, covariance and correlation for individual securities, Forming stocks into portfolios, Expected return, variance, covariance and correlation for portfolios, The feasible set, efficient frontier and the optimal portfolio.

2. Asset pricing model:

Introduction, Adding a risk free asset to the feasible set, The assumptions of capital market theory, The market portfolio, The capital market line, Diversification, Systematic and firm-specific risk, Beta: a measure of systematic risk, Equilibrium asset pricing models, The capital asset pricing model, The security market line.

3. Capital structure and Dividend policy:

Introduction, Optimal capital structure, Factors affecting the capital structure decision, Business risk versus financial risk, Operating leverage and business risk, Financial leverage and financial risk, Optimal capital structure theory, The capital structure irrelevance proposition, The effect of taxes, The effect of bankruptcy, The trade-off theory of leverage, Debt and signaling, Debt and discipline.

4. Dividend policy:

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

5. Mergers & Acquisition:

Definitions of 'merger' and 'acquisition', Different types of mergers and acquisitions, Reasons for mergers and acquisitions, How to value a merger or acquisition, the role of asymmetric information in mergers and acquisitions, The defensive tactics for mergers and acquisitions.

6. Cash Flow Estimation and Project Risk Analysis:

Introduction, Identifying the relevant cash flows, The definition of free cash flow, The components of free cash flow, Incremental cash flows, Evaluating capital budgeting projects, Project risk analysis.

7. Value at Risk:

Introduction, Value at risk, The background to value at risk, The different approaches to calculating value at risk, The variance-covariance approach, The historical simulation approach, Back testing.

Text book(s)

Brigham and Houston (Latest edition), Fundamentals of financial management, international student edition.

Reference(s)

1. Principles of Corporate Finance, by Richard A. Brealey, Stewart C. Myers, and Franklin Allen, 10th edition, Irwin McGraw-Hill, 2010
2. Brealey Myers (Latest edition), Principles of corporate finance. Tata MCgraw Hill edition.

FIN 562: Investment Strategy & Portfolio Management

Course Objective

After completion of this course, students are expected to be able to know, the overview of security analysis and portfolio management, the relationship between risk and return of individual securities and portfolio, the valuation of various securities including stocks, bonds, and financial derivatives, the strategies associated with portfolio management, the process of evaluation of portfolio performance.

Course Contents

1. Understanding the Background for Adopting Investment Strategies:

Definition of Investment; Why do people Invest? Nature of Investment - Real and Financial Asset, Marketable and Non Marketable Securities; Importance of studying Investment - Personal versus Profession; Investment Decision Process; Forms of Investment Strategies; Why should we learn Modern Investment Theories? Asset Allocation Decision - Individual Investor's Life Cycle, Portfolio Management Process, Need for a Policy Statement, Input to the Policy Statement, Importance of Asset Allocation.

2. Measuring Risk and Return of Investment:

Holding Period Return; Holding Period Yield; Mean Historical Return for Single and Portfolio of Investments; Expected Rate of Return, Risk of Expected Rate of Return (Standard Deviation, Variance, and Coefficient of Variation); Risk Measure for Historical Return; Determinants of Required Rate of Return of Investment - Real Risk Free Rate, Nominal Risk Free Rate and Factors affecting it, Risk Premium, Risk Premium and Portfolio Theory, Fundamental and Systematic Risk.

3. Overview of Securities Markets and Investment Theories:

What is a Market? Characteristics of Good Market, Primary Capital Market, Secondary Capital Market, Over-the-counter Market, Third Market, Fourth Market; Investment Banking; Process of Security Underwriting; Mutual Fund; Security Market Indicator Series – Uses of Market Index, Differentiating Factors in constructing Market Indexes; Efficient Capital Markets- Why should Capital Markets be Efficient, Alternative Efficient Market Hypothesis; Markowitz Portfolio Theory; The Capital Asset Pricing Model; Arbitrage Pricing Theory.

4. Valuation Principles and Practices:

Three-step Valuation Process; The Components of Market Analysis; Why do Industry Analysis? Technical Analysis; Stock and Bond Valuation.

5. Equity Portfolio Management Strategies:

Passive versus Active Management; An Overview of Passive Equity Portfolio Management Strategies: Index Portfolio Construction Techniques, Tracking Error, Methods of Index Portfolio Investing; An Overview of Passive Equity Portfolio Management Strategies: Fundamental Strategies, Technical Strategies, Anomalies and Attributes, Miscellaneous Issues; Value versus Growth Investing.

6. Bond Portfolio Management Strategies:

Bond Characteristics, Rates of Return on Bonds, Passive versus Active Strategies, A Global Fixed-Income Investment Strategy, Core-Plus Bond Portfolio Management, Matched-Funding Technique, Contingent Immunization Procedures.

7. Evaluation of Portfolio Performance:

Framework for evaluating Portfolio Performance, Return and Risk Consideration, Risk-adjusted Measures of Performance, Problems with Portfolio Measurement, Other issues in Performance Evaluation.

Text book(s)

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

Reference(s)

1. Investments: Analysis and Management - Charles P. Jones
2. Portfolio and Investment Selection: Theory and Practice - Haim Levy and Marshall Sarnat
3. Modern Portfolio Theory and Investment Analysis - Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann

FIN 563: Financial Planning, Control and Analysis

Course Objective

After studying the course, the learners are expected to demonstrate their knowledge in making financial plans for the organization by using the different tools and techniques, in reviewing, interpreting, and understanding financial statements and information to determine an organization's financial position and health by applying analytical models used to evaluate financial performance, in controlling and monitoring the financial activities to ensure the achievement of financial goals.

Course Contents

1. Financial Planning

An Overview of Financial Planning, Developing a Long-term Financial Plan, Developing a Short-Term Financial Plan. Preparation of Cash budget, pro-forma Balance Sheet and pro-forma Income Statement, and estimation of required funds.

2. Financial Analysis

Overview of Financial Statement Analysis: Financial Statements—Basis of Analysis, Financial Statement Analysis and Analysis Tools, Common Size Statements, Trend Analysis, Ratio Analysis. Analyzing Financing Activities: Debt Financing, Lease Financing, Equity Financing, Off-

3. Balance Sheet Financing

Analyzing Investing Activities: Introduction to Current Asset and Introduction to Long Term assets.

4. Analyzing Operating Activities

Income measurement, Nonrecurring Items, Revenue Recognition, Interest costs, Income Taxes, Employee Benefits.

5. Cash Flow Analysis

Statement of Cash Flows, Analysis Implications of Cash Flows, Analysis of Cash Flows, Profitability Analysis: Return on Invested Capital, Return on Net Operating Assets, Return on Common Equity.

6. Credit Analysis

Liquidity and Solvency Analysis, Z- Score Test. Equity Analysis: Earnings Persistence, Determinants of Earnings Persistence, Earnings based Equity Valuation, Earnings Power.

7. Financial Control

Overview of Financial Control, Steps in Financial Control, Tools of Financial Controlling, Standard Costing, Budgetary Control

Text book(s)

Financial Statement Analysis: K. R. Subramanyam, McGraw-Hill International Edition (Eleventh Edition) Managerial Finance: Lawrence J. Gitman 13th Edition

Reference(s)

Cost Accounting: Planning and Control: Adolph Matz and Milton F. Usry, 8th Edition

FIN 564: Risk Management in Financial Institutions

Course Objective

The course introduces the students to the theory and practice of financial institutions management for the perspective of risk management. The areas covered in the course include financial intermediation and financial intermediaries, risk of financial intermediation, interest rate risk, market risk, credit risk, foreign exchange risk, liquidity risk, liability management, capital adequacy, hedging with financial derivatives, and asset securitization.

Course Contents

1. Introduction to Financial Asset:

Financial Assets and their Characteristics, Different Kinds of Financial Assets, Properties of Financial Assets,

2. Role of Financial Institutions in the Financial System:

Financial Institution (FI) and Its Types, Role of FIs in the Financial System, Financial Intermediation vs. Financial Disintermediation, Financial Intermediary and Its categories, Specialties of Financial Intermediaries, Behavior of Financial Intermediaries, Areas for Management Decision Making of an FI.

3. Overview of Various Financial Institutions:

Characteristics, Composition of Assets and Liabilities of Various Types of Financial Institutions.

4. Risks of Financial Intermediation:

Interest Rate Risk, Market Risk, Credit Risk, Off-Balance-Sheet Risk, Technology and Operational Risk, Foreign Exchange Risk, Country Risk, Liquidity Risk, Insolvency Risk, Other Risks, Interaction of Risks.

5. Management of Risks by Financial Institutions:

Concepts, Methods of Measuring Various Risks, Measurement of Risks.

6. Use of Financial Derivatives for Managing Risk:

Concept of Arbitrage, Hedging and Speculation; Concepts of Financial Derivatives and Various Types of Financial Derivatives; Implications of Financial Derivatives.

Text book(s)

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

Reference(s)

Financial Institutions Management, by Anthony Saunders and Marcial Millon Cornett.

FIN 565: Financial Engineering & Derivatives

Course Objective

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

Course Contents

1. Introduction to Some Concepts and Definitions:

Markets, Players, The Mechanics of Deals, Market Conventions, Instruments, Positions, The Syndication Process, The Hedge Fund Industry.

2. Cash Flow Engineering and Forward Contracts:

What Is a Synthetic? Forward Contracts, Currency Forwards, Synthetics and Pricing, A Contractual Equation, Conventions for Forwards.

3. Engineering Simple Interest Rate Derivatives:

Libor and Other Benchmarks, Forward Loans, Forward Rate Agreements, Futures: Eurocurrency Contracts, Real-World Complications, Forward Rates and Term Structure, Conventions.

4. Introduction to Swap Engineering:

The Swap Logic, The Instrument: Swaps, Types of Swaps, Engineering Interest Rate Swaps, Uses of Swaps, Mechanics of Swapping New Issues, Some Conventions.

5. Repo Market Strategies in Financial Engineering:

What Is Repo? Types of Repo, Equity Repos, Repo Market Strategies, Synthetics Using Repos.

6. Mechanics of Options:

What Is an Option? Options: Definition and Notation, Options as Volatility Instruments, Tools for Options, The Greeks and Their Uses, Real-Life Complications, Option Strategies, Volatility-Based Strategies, Real-World Complications.

7. Pricing Tools in Financial Engineering:

Summary of Pricing Approaches, The Framework, Implications of the Fundamental Theorem, Arbitrage-Free Dynamics, Which Pricing Method to Choose?

8. Fixed-Income Engineering:

A Framework for Swaps, Term Structure Modeling, Term Structure Dynamics, Measure Change Technology, In-Arrears Swaps and Convexity, Cross-Currency Swaps, Differential (Quanto) Swaps.

9. Tools for Volatility Engineering, Volatility Swaps, and Volatility Trading:

Volatility Positions, Invariance of Volatility Payoffs, Pure Volatility Positions, Volatility Swaps, Some Uses of the Contract, Which Volatility?

10. Credit Markets: CDS Engineering:

Terminology and Definitions, Credit Default Swaps, Real-World Complications, CDS Analytics, Default Probability Arithmetic, Structured Credit Products, Total Return Swaps.

11. Engineering of Equity Instruments, Pricing and Replication:

Introduction, What Is Equity? Engineering Equity Products, Financial Engineering of Securitization.

Text book(s)

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

Reference(s)

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

FIN566: Global Financial Markets

Course Objective

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

Course Contents

1. The Money Merry-go-round:

Introduction and overview- lenders, borrowers, securities, Raising Capital.

2. Banking:

History, Banking supervision, Types of Banks: central banks, commercial banks, merchant/investment banks cooperative banks, mortgage banks, other banking terminology, A bank's balance sheet, the creation of credit, capital ratio, central bank reporting.

3. Investment Banking:

Accepting, Corporate finance, Securities trading, Investment and loan management, Foreign exchange, Investment banks & credit crisis, Regulation, Shadow banking.

4. The Money & Bond Market:

The rate of interest, Credit Rating, Domestic Money Market, Domestic Bond market, International market.

5. Equity Market:

History of association for trading, The role of stock exchange, Stocks & Shares, Efficient market, Indices, The listing process: going public, Right issues, Scrip issues, split & scrip dividends, International equity.

6. Hedge Fund & Private Equity:

Hedge Funds-leverage & short selling, strategies, range & activities of hedge fund, investors, returns, regulation, Private Equity- investors, leverage, profits on private equity.

7. Financial Crisis:

Reasons- Macro factor, Micro factor, Stages of crisis, Role of securitization in crisis, Credit crisis in Europe & US, Credit crisis in ASIA, lesson from Crisis.

8. Foreign Exchange & International Financial Market:

The market, Exchange rate determination, Exchange rate stability, International monetary fund, The world bank, Floating rates, Foreign exchange risk & corporation, Foreign exchange dealing, Arbitrage.

9. Derivatives Product:

Traded Option: Equities: calls & puts, option writers, trading options, Intrinsic value & Time value, Premium calculation, Option Strategies.

10. Emerging and Growth leading Economies (EAGLEs):

Eagles & nest countries, China & India, Financial Market: Banking general, India, China, China & India: A comparison, Trend in global financial market.

Text book(s)

An Introduction to Global Financial Markets by Stephen Valdez, Philip Molyneux, 8th Edition.

Reference(s)

Global Finance and Financial Markets: A Modern Introduction by Ferdinand E Banks (Uppsala University, Sweden)

FIN 567: Corporate Governance

Course Objective

Corporate Governance is the set of control mechanisms to enable achievement of organizational objectives and dissuade potentially self-interested managers from activities detrimental to the welfare of owners and stakeholders. Good corporate governance is therefore a key element of corporations' desire to create value. This course will convey an understanding of corporate governance and how it is formulated and implemented and provide evidence-based best practices that can be implemented across all types of organizations, operating in all types of institutional settings.

Course Contents

1. Essential principles of corporate governance, board functions and structures:

The meaning of corporate governance; 'Essential' principles of corporate governance; Is 'good corporate governance' important and does it add value? Are corporate governance models converging? The organs of governance; Board structures in the broader context of a good corporate governance model

2. Corporate Governance Globally:

Regulation of corporate governance; The role of the regulators: ASIC and the ASX; Corporate governance in the US, UK, Canada and South Africa; Corporate governance in the EU, the OECD Principles of Corporate Governance, and corporate governance in Germany, Japan, China and Indonesia

3. External Governance – Law and Regulation :

Introduction, External Mandates on Internal Governance , Legal Systems, Evolutionary Development of Legal and Regulatory Frameworks , Contemporary Company Law, Mandates on Stewardship and Accountability , Barriers to Improvement.

4. Codes of 'Best Practice' and Norms of Behavior:

Introduction, External Pronouncements about Internal Governance Practices, The Theory Behind Best Practice Recommendations , 'Best Practice' Corporate Governance Reform – Narrowin Focus , Around the World – Inconsistencies in Reports, Norms, Expectations and Behaviors

5. Boards of Directors: The Lynchpin:

Introduction, The Basis for the Board of Directors ,Shaking the Foundations of the Established Order, Legal Responsibilities of Directors , Who are the Directors? Expected Boardroom Practices, Follow-on Recommendations and Mandates, The State of Play in the Boardroom, Case Study

6. Internal Controls and Accountability:

Introduction, Accountability and Control , Information and Decisions – A Theoretical Model of ‘Control’, Internal Predictive Models – Informal and Formal Mechanisms,External Recommendations about Internal Control , Internal Governance – Guide,Support, Control and Account for Decisions

7. Risk Management:

Introduction, How the Understanding of Risk Developed , Implications of Risk – Sudden Shifts in Value, The Multiple Dimensions of Risk, Risk in the Strategic Context, Being Real and Prepared, Case Study

8. Financial Market Supervision and Control :

Introduction, Financial Regulation – Solutions to Perceptions ofMarket Problems, The Simple Lesson about Strategic Change, Current National Models of Financial Supervision

9. Governance and Financial Market Economics:

Introduction, Financial Market Economics – Structural Variation , Research and Debate about Governance Effects onCapital Markets, Trade-offs in Supervision – Choices for Investors, Companies and Society, Corporate Supervision, Legal Context, A Lesson from the Economic Failures

10. External Reporting Need vs. Delivery:

Introduction, The Need for Accountability – Birth of a Profession, A Drive Towards Standardization, External Accountability Today – GAAP Financial Statements, Accounting and Reporting – Its Use and Purpose, Auditing the Financial Accounts, The Audit Committee – Overseer of the Auditors, The Many Kinds of Audit, Patterns in Frauds and Accounting Manipulations.

Text book(s)

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

Reference(s)

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

FIN 568: Restructuring Firms and Industries

Course Objective

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

Course Contents

1. Introduction to Mergers and Acquisitions:

Why Mergers and Acquisitions Happen, Merger and Acquisition Waves, Why It Is Important to Anticipate Merger Waves, Alternative Forms of Corporate Restructuring, Friendly versus Hostile Takeovers, Business Alliances as Alternatives to Mergers and Acquisitions, Participants in the Mergers and Acquisitions Process

2. The Corporate Takeover Market: Common Takeover Tactics, Antitakeover Defenses, and Corporate Governance:

Alternative Models of Corporate Governance, Factors That Affect Corporate Governance, Alternative Takeover Tactics in the Corporate Takeover Market, What makes the Aggressive Approach Successful? The Impact of Takeover Defenses on stakeholders Value

3. Developing Business and Acquisition Plans: Phases 1 and 2 of the Process:

A Planning-Based Approach to M&As, Phase 1: Building the Business Plan, Communications to Cut Costs and Buy Time as the Landline Market Shrinks, Phase 2: Building the Merger–Acquisition Implementation Plan, Case study

4. Integration: Mergers, Acquisitions, and Business Alliances:

The Role of Integration in Successful M&As, Viewing Integration as a Process, Integrating Business Alliances, Case Study

5. Merger and Acquisition valuation and modeling:

A Primer on Merger and Acquisition Cash-Flow Valuation, Applying Relative, Asset-Oriented, and Real-Option Valuation Methods to Mergers and Acquisitions, Applying Financial Modeling Techniques: To Value, Structure, and Negotiate Mergers and Acquisitions

6. Structuring the Deal: Payment and Legal Considerations:

The Deal-Structuring Process, Legal Form of the Selling Entity, Form of Payment or Total Consideration, Managing Risk and Closing the Gap on Price, Using Collar Arrangements to Preserve Shareholder Value, Tax and Accounting Considerations, Case study.

7. Alternative Business and restructuring strategies:

Joint Ventures, Partnerships, Strategic Alliances, and Licensing, Alternative Legal Forms of Business Alliances, Strategic and Operational Plans, Resolving Business Alliance Deal-Structuring Issues,

8. Alternative Exit and Restructuring, Strategies: Divestitures, Spin-Offs, Carve-Outs:

Commonly Stated Motives for Exiting Businesses, Divestitures, Spin-Offs, Equity Carve-Outs, Split-Offs and Split-Ups, Comparing Alternative Exit and Restructuring Strategies, Carve-Out, and Spin-Off Restructuring Strategies

9. Cross-Border Mergers and Acquisitions: Analysis and Valuation:

Distinguishing between Developed and Emerging Economies, Globally Integrated versus Segmented Capital Markets, Motives for International Expansion, Common

International Market Entry Strategies, Structuring Cross-Border Transactions, Financing, Planning and Implementing Cross-Border Transactions in Emerging Countries.

Text book(s)

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

Reference(s)

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

FIN 569: Entrepreneurial Finance

Course Objective

Entrepreneurial finance is all about making decisions under uncertainty, and the twin aims of the course are to learn how to make investment decisions in these situations and how to structure the terms of the investment in such a way as to cope with uncertainty and reduce conflicts of interest arising due to symmetries of information. The course will integrate both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in business start -up, venture capital, and private equity investment activities. The course presents frameworks and techniques that are needed to evaluate high -risk opportunities and structure appropriate investment transactions. It should be of interest to those who wish to work as entrepreneurs or as members of a venture capital or private equity investment company.

Course Contents

1. The Entrepreneurial Environment:

Introduction to Finance for Entrepreneurs, Developing the Business Idea.

2. Organizing and Operating Venture:

Organizing and Financing a New Venture., Preparing and Using Financial Statements, Evaluating Operating and Financial Performance.

2. Planning for the Future:

Managing Cash Flow, Types and Costs of Financial Capital, Securities Law Considerations When Obtaining Venture Financing.

4. Creating and Recognizing Venture Value:

Projecting Financial Statements. Valuing Early-Stage Ventures, Venture Capital Valuation Methods.

5. Structuring Financing for the Growing Venture:

Professional Venture Capital, Other Financing Alternatives, Security Structures and Determining Enterprise Values.

6. Exit and Turnaround Strategies:

Harvesting the Business Venture Investment, Financially Troubled Ventures: Turnaround Opportunities

7: Learn from the Best Practices of Successful Entrepreneurial Ventures:

Best Marketing Practices B. Best Financial Practices C. Best Management Practices D. Best Production or Operations Practices are also Important.

Text book(s)

J. Chris Leach, Ronald W. Melicher, Entrepreneurial Finance, 5th Edition.

Reference(s)

1. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur, 2nd Edition
2. Smith, Smith, and Bliss, Entrepreneurial Finance: Strategy, Valuation, and Deal Structure, Stanford University Press

FIN 570: Project Finance and Infrastructure Investment

Course Objective

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

Course Contents

1. Basics of Infrastructure and Project Finance:

Definitions, stakeholders, macroeconomic benefits, historical and projected requirements, Key role of government in building and maintaining infrastructure assets, Users versus free riders: Who pays for the cost of infrastructure? Key risks in largescale infrastructure projects, Fundamentals of project finance as a tool for risk management, Project finance capital providers.

2. Developing the Requisite Transactional Skill:

Project viability and evaluation, Financial modeling and returns analysis, Legal and financial structuring, Contract documentation and debt covenants, Rating agencies and project credit risk

3. Growing Reliance on the Private Sector:

Public sector constraints: politics, election cycles and fiscal budgetary considerations, Evolution of public-private partnerships, PPP/P3 project spectrum, key benefits and main drawbacks, Comparative government infrastructure policies and best practices, Case Study

4. Fortifying a Stationary Target:

Assessing political and sovereign risk over long-term investment/planning horizons, Governance and transparency, Providing value to host governments, Creeping versus outright expropriation, Infrastructure investments in emerging markets versus developed countries, Piercing noninvestment grade sovereign ratings ceilings

5. Environmental and Other Regulatory Considerations:

Fossil fuel versus renewable energy projects, Government energy policy and the impact of subsidies, National and supranational environmental and climate change regulations, Sustainability, social impact and human rights, Case Study

6. Market Recap and Outlook:

Infrastructure as a new and developing asset class, Recent market innovations, current bottlenecks and regulatory roadblocks and possible solutions, Repurposing the multi-lateral development banks and sovereign credit agencies, Credit enhancement and the role of the rating agencies

Text book(s)

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

Reference(s)

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

Major Courses of Marketing

MKT 561 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 Content

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)

Consumer Behavior, Leon G. Schiffman& Leslie Lazar Kanuk

Reference(s)

1. Consumer Behavior: Building Marketing Strategy, Hawkins, Motherbaugh & Mookerjee
2. Consumer Behavior, Leon G. Schiffman& S. Ramesh Kumar

MKT- 562: Marketing Communications

Course Objective

This course discusses about various tools of marketing communications; i.e. advertising, publicity, public relations, sales promotion, personal selling and direct marketing.

Course Content

1. An Introduction to Integrated Marketing Communications

What is marketing-integrated marketing communications-the promotional mix: the tools for IMC-promotional management-the IMC planning process

2. 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

3. 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

4. Broadcast Media

Broadcast media-radio-television-film and video-product placement-using broadcast advertising effectively

5. Direct Marketing

Direct marketing-direct selling-evaluating the effectiveness of direct marketing

6. The Internet and Interactive Media

Defining the internet-developing an internet program-the internet and integrated marketing communications-measuring effectiveness of the internet-advantages and disadvantages of internet

7. Sales Promotion

The scope and role of sales promotion-the growth of sales promotion-consumer oriented sales promotion-consumer oriented sales promotion techniques-trade oriented sales promotion-coordinating sales promotion-sales promotion abuse

8. Public Relations, Publicity, and Corporate Advertising

Public relations-the process of public relations-publicity-corporate advertising

9. Personal Selling

The scope of personal selling-the role of personal selling-advantages and disadvantages of personal selling-combining personal selling with other promotional tools-evaluating the personal selling effort

Textbook(s)

1. Belch, G. E., & Belch, M. A. (2018). *Advertising and promotion: an integrated marketing communications perspective* (6th ed.). New York, NY: McGraw-Hill Education.
2. Wells, W. D., Burnett, J., & Moriarty, S. (2012). *Advertising: principles and practice* (7th ed.). New Delhi: Pearson.

MKT-563: BRAND MANAGEMENT

Course Objective

The purpose is to introduce MBA students to important considerations in the understanding, crafting, measuring and management of brand strategies. The course objectives are to: 1) increase understanding of the key issues in crafting and evaluating brand strategies; 2) provide theories, models, and other analytic tools to make better branding decisions; and 3) create a forum to apply these principles.

Course Content

1. Introduction to Strategic Branding

What is a brand, why do brands matter? Can anything be branded? Branding challenges and opportunities, brand equity concept, strategic brand management process etc.)

2. The Brand as a Relationship:

Customer-Based Brand Equity (sources of brand equity, building a strong brand, customer based brand equity pyramid etc.)

3. Branding with Intention:

Core Values & Brand Promise (identifying establishing brand positioning, segmentation criteria, nature of competition, points of parity and difference, defining and communicating the competitive frame of reference etc)

4. Connecting with Customers: Brand Positioning

Importance of Positioning in Marketing, Steps to Achieve Successful Market Positioning, Examining Existing or Intended Position in the Marketplace: Analyzing Competitors, Deciding on Positioning Strategy.

5. **Designing the Brand:**

Brand Elements(criteria for choosing brand element, tactics for brand elements, brand naming guidelines and procedures: logo, symbol. characters, classic slogan, jingles & packaging etc.,

6. **Designing the Brand:**

Marketing Programs

7. **Designing the Brand:**

Brand Communications

8. **Designing the Brand:**

Secondary Associations

9. **Measuring the Brand:**

Sources of Brand Equity (What is brand equity? How is brand equity built? How is brand equity measured? How is brand equity managed? What is brand architecture? What is customer equity? Measuring equity based on **As a financial asset, price differentials, consumer favorability and preferences, consumer perception)**

10. **Measuring the Brand:**

Outcomes of Brand Equity (Differentiation: the defining characteristics of the brand and its distinctiveness relative to competitors, **Relevance**: the appropriateness and connection of the brand to a given consumer, **Esteem**: consumers' respect for and attraction to the brand, **Knowledge**: consumers' awareness of the brand and understanding of what it represents. comparative methods (marketing based, conjoint analysis, holistic approach, residual approach, valuation approaches etc.)

Textbook(s)

Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 4th Edition, ISBN 10: 0-13-266425-9

Reference(s)

1. Brand management: The Indian Context, Moorthi Y.L.R., 1999, DMA Escorts, Mumbai.
2. Brand Management: Text and cases, Harsh V. Verma, 2nd edition, Excel Books, New Delhi.

MKT 564: Strategic Marketing Management

Course Objective

This course examines the underlying logic and processes for designing and implementing market-driven strategies.

Course Content

1. New Challenges for Market-Driven Strategy:

Market driven strategy-corporate, business, and marketing strategy-challenges of a new era for strategic marketing

2. Markets and Competitive Space:

Markets and strategies-matching needs with product benefits-defining and analyzing product-markets-describing and analyzing end users-analyzing competition-market size estimation-developing a strategic vision about the future

3. Strategic Market Segmentation:

Levels and types of market segmentation-market driven strategy and segmentation-activities and decisions in market segmentation-defining the market to be segmented-identifying market segments-forming market segments-finer segmentation strategies-selecting the segmentation strategy

4. Strategic Customer Management: Systems, Ethics, and Social Responsibility:

Pivotal role of customer relationship management-developing a CRM strategy-value creation process-CRM and strategic marketing-ethics and social responsibility in strategic marketing

5. Capabilities for Learning about Customers and Markets

Market driven strategy, market sensing, and learning processes-marketing information and knowledge resources-marketing intelligence and knowledge management-ethical issues in collecting and using information

6. Market Targeting and Strategic Positioning:

Market targeting strategy-targeting in different market environments-positioning strategy-developing the positioning strategy-determining positioning effectiveness

7. Strategic Relationships:

The rationale for inter organizational relationships-forms of organizational relationships-global relationship among organizations

8. Innovation and New Product Strategy:

Innovation as a customer driven process-new product planning-idea generation-screening, evaluating, and business analysis-product and process development-marketing strategy and market testing-commercialization-variations in generic new product planning process

Textbook(s)

Cravens, D. W., & Piercy, N. F. (n.d.). *Strategic Marketing* (10th ed.). Singapore: McGraw-Hill

MKT- 465: 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. Upon completion, students should be able to

demonstrate an understanding of the background, context, and career opportunities that exist within the hospitality industry.

Course Content

1. Introduction to Hospitality Management:

It will discuss about hospitality industry will cover 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:

In-depth study of operations of food and rooms divisions in the hospitality industry. Topics will include hiring, staff development, quality services, and ethics.

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:

The student will learn how to create value in tourism, who are the consumers of tourism and the impact of tourism on GDP. The student will visit a convention and visitors bureau and will prepare an impact project on an aspect on tourism on the local economy.

7. Topic/. 3 Hours 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)

8. 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.

9. 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.

10. 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.

11. Leadership in Hospitality Management:

Selected case studies affecting today's hospitality industry. Course emphasizes teamwork, hospitality sensitivity, critical reasoning and integration of skills.

12. 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

Textbook(s)

Marketing for Hospitality and Tourism (6th Edition) by Philip T. Kotler (Author), John T. Bowen (Author), James Makens Ph.D. (Author), Newyork.

Reference(s)

1. Sustainable Tourism: *Theory and practice*, 2007, David Weaver, Butterworth Heinemann Publications, Newyork
2. Management of Food and Beverage Operations. 3rd ed., NINEMEIER, J.D, The Educational Institute of the American Hotel and Motel Association, 2000,
3. Hospitality Strategic Management: Concepts and Cases 2nd Edition, by Cathy A. Enz, Newyork
4. The Lodging and Foodservice Industry, 6th ed, LATTIN, G. W, The Educational Institute of the American Hotel and Motel Association, 2005, Newyork.

MKT466: International Marketing

Course Objective

International marketing is a rapidly growing area within the disciplines of marketing and international business. Central to international marketing is the response of international rather than domestic buyers in the marketing environment, the types of decisions that are most feasible and the information required in decision making. 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. This course will enable students to learn analytical skills required to develop international marketing plans and develop the marketing mix elements in the international environment.

Course Content

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 into a seamless program that maximizes the impact on consumer and other end users, The Communication Process, Communication with foreign buyers: Planning and Preparing for Promotional Campaign, The budget and media preparation for program, Global Branding etc.

3. International trade vs International marketing(its similarities and differences & its implication for marketers)

4. International organizations(ILO,EU, APAC, NAFTA, OPEC, UN, ASEAN, SAARC etc)

5. Roles of International trading corporations and export management companies in different countries.

6. 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.

7. Intl. Product strategy

Different levels of product, product adaptation policy, standardization vs customization, revenue and cost analysis, international packaging options and standards

8. Intl. Pricing strategy

Sifferent pricing options, how to set pricing policy for different markets, how to use discounts, allowance and price cuts, predatory pricing, captive pricing bundle pricing,, by-product pricing, optional pricing, auction pricing etc)

9. Intl. Place strategy

Coverage strategy/options, Different channels of distribution: value added reseller, wholesaler, retailer, Telemarketing, website etc. physical distribution strategy, supply chain management for international market.

10. Intl. 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 **etc.**

11. 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

12. Country Report(detail feasibility report of a country):

This feasibility study examines the proposed entry of the business into a new overseas country. The report looks at the business, its vision for the future and how it operates in its current setting. The study will also include a market analysis and an in depth looks at the particular country's business market and find out best modes of entry. Environmental analysis: Political, economic, cultural, technological, environmental and legal environments of a country followed by SWOT Analysis.

13. Case Studies:

Several Case studies of firms involved in implementing international marketing strategies (Goodman Fielders: entry modes), Kelloggs(International Marketing strategy), Horlicks(Promotional strategy), Toy's & R's(Product strategy)

Textbook(s)

1. Cherunilam, F., International Business (or, International Marketing)(PHI: New Delhi)
2. Michael Czinkota, IlkkaRonkainen, International Marketing(8th Edition), Thomson Higher Education, Mason USA
3. Varsheny, R.L. and Bhattacharya, B. International Marketing Management (Sultan Chand: New Delhi)

Reference(s)

Global Marketing and Advertising: Understanding Cultural Paradoxes (3rd Edition) Marieke de Mooij, Sage Publications, (2010)

MKT-567: Marketing Research

Course Objective

This course will provide students with an in depth understanding of market research. Students will be involved in a practical application of market research via a group project which will focus on a real company situation. Students will write a research brief, determine the research methodology and conduct interviews and surveys as required.

Course Content

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. Exploratory Research Design:

Qualitative Research: Qualitative Vs. Quantitative Research, Focus Group, Depth Interview, Projective Techniques

6. Descriptive Research Design Survey and Observation:

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

9. Measurement and Scaling:

Non-comparative Scaling Techniques: Classification, Continuous Rating Scale, Itemized Rating Scales, Likert Scale, Semantic Differential Scale, Stapel Scale

10. Questionnaire & Form Design:

Questionnaire Design Process, Precoded Questionnaire, Reproduction of the Questionnaire, Pretesting

Textbook(s)

Joseph F. Hair, Jr., Mary F. Woflinbarger, David J. Ortinau, and Robert P. Bush, Essentials of Marketing Research, 2nd edition, McGraw-Hill, 2010. [HF5415.2 E5e 2010]

Reference(s)

1. Marketing Research: An Applied Orientation, 5/E, Naresh K. Malhotra
2. Aaker, David, V. Kumar and George Day (1995), Marketing Research, 8th edition, John Wiley & Sons.

MKT 568: Distribution Management

Course Objective

This course is concerned with management of physical movement of goods from the factory to the consumer through different distribution channels, involving transportation, warehousing, inventory, utilization, and information system, order processing and documentation.

Course Content

1. Concept of Physical Distribution:

Introduction-logistics-supply chain management-physical distribution

2. Channels of Distribution:

Introduction-distribution channels-channel structure-factors effecting choice of distribution channels

3. Channel Management:

Introduction-functions of intermediaries

4. Transportation:

Introduction-scope of transportation-transportation management-transport mode selection-transport regulations-trends in modern transport-transport industry

5. Inventory Management:

Introduction-functions of inventories-types and classes of inventories-costs of inventories-inventory control-inventory control under conditions of uncertainty-selective inventory control

6. Warehousing:

Introduction-warehouse functions-basic concepts of warehouse

7. Order Processing:

Introduction-defining order processing-factors effecting order processing time-customer service

8. Unitization:

Introduction-functions of packaging-concept of unitization-costs of packaging-designing a package-packaging materials-choosing the right materials-containerization

9. Distribution Control and Performance Evaluation:

Introduction-distribution control-stages of control process

10. Organization for Physical Distribution:

Introduction-defining organization-need for physical distribution organization

Textbook(s)

Kapoor, S. K., & Kansal, P. (n.d.). *Basics of Distribution Management*. New Delhi: Prentice Hall of India.

MKT 569: Internet Marketing

Course Objective

This course provides the background and analytical skills to effectively manage Internet marketing and e-commerce strategies. The course covers a variety of topics including online advertising, search engine optimization, participation in social media, online listening and monitoring, and web & social media analytics.

Course Content

1. An introduction to Internet marketing

Introduction, What is Internet marketing, What benefits does the Internet provide for the market?

2. The Internet micro-environment

Introduction, Marketplace, Customers, Online buyer behavior, Competitors, Suppliers, Intermediaries

3. The Internet micro-environment

Introduction, Legal and ethical issues of Internet Usage, Technological factors, Economy factors, Political factors

4. Internet marketing Strategy

Introduction, An integrated Internet marketing strategy, A generic strategic approach, Strategic goal setting, strategy formulation

5. Internet and the marketing mix

Introduction, Product, Price, Place, Promotion,

6. Relation Marketing Using the Internet

Introduction, Key concepts of electronic customer relationship management (e-CRM), Customer lifecycle management, Approaches to implementing e-CRM

7. Delivering the online customer experience

Introduction, Initiation of the web site project, Researching site users' requirements, Designing the user experience, Development and testing of content

8. Interactive marketing communications

Introduction, Objectives and measurement for interactive marketing communications, Offline promotion techniques, Online Promotion techniques

9. Business-to-consumer Internet

Introduction, E-retailing, E-retail activities

Textbook(s)

Internet Marketing, Charles F. Hofacker

Reference(s)

1. Internet Marketing: Integrating Online and Offline Strategies, Mary Lou Roberts, Debra Zahay
2. Principles of Internet Marketing: New Tools and Methods for Web Developers, Jason I. Miletsky

MKT 570: Sales Management

Course Objective

The course examines the elements that enable a salesforce 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 salesforce structures, the use of technology to improve salesforce effectiveness, and issues concerning recruiting, selecting, training, motivating, compensating, and retaining salespeople.

Course Content

1. An overview of sales management, The Selling process, Doing business ethically,
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. The process buying and selling, An overview of selling and buying processes, The organizational buying process, selling activities, Relationship formation and selling
4. Environmental influences on sales programs and performance, The external environment, The organizational environment
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 accounts,
6. Demand estimation and sales Quotas, Importance of the sales forecast, Time series analysis, statistical demand analysis
7. Sales territories, The need for sales territories, Sales force size, Sales territory design,
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. 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. 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)

Sales Management, Jeff Tanner , Earl D. Honeycutt , Robert C. Erffmeyer

Reference(s)

1. Sales Management, K. P. Masani
2. Sales Management, Futrell, Charles (2001)

MKT 571: Special Topics in Marketing

Course Objective

The course will mainly focus on current topics in marketing. The project is conducted in the form of lectures, discussions, case analyses, work on semester projects, and student presentations. The aim of the seminar is to familiarize students with current topics in marketing, as well as introducing methodologies applicable in research and academic writing. Students must complete a seminar paper or research report as announced by the instructor at the beginning of the semester. This paper (or report) will be evaluated based on the contents, the research and methodology applied. Students are expected to be familiar with the APA style of academic writing and must have a working knowledge of computers and will have to use the Internet for their research.

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.

Major Courses of Human Resource Management

HRM 561: Talent Acquisition Management

Course Objectives

Recruitment and selection is now called talent acquisition management, as it is the talent that drives the organization forward.

So, talent acquisition has now become even more important than it was ever before. This course will provide a conceptual and operational understanding of all the key aspects of human resources staffing functions, including human resource planning, job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this course, students should be able to design and implement an effective and legally defensible staffing system tailored to ensure that organizations have adequate human resources to attain their operational and strategic goals.

Course 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 (Latest Edition).
2. Sumati Reddy, *Employee Recruitment: Best Practices and Applications*, ICFAI Books (Latest Edition).

Reference(s)

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

HRM 562: Industrial Relations and Compliance

Course Objectives

The course is designed to develop an understanding of students about the dynamics of industrial relations and compliance of labor laws in the workplace. The course equips participants with the latest theory and practice of industrial relations management and compliance issues. This course discusses the nature of industrial relations, issues of social compliance, appointment and conditions of employment, core labor standards-ILO, trade unions and collective bargaining process, causes, consequences, and resolutions of industrial disputes, grievance handling procedures, unfair labor practices, and pertinent labor laws.

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

- Understand the concept of compliance of labor laws.
- Identify the issues of social compliance.
- Recognize the nature, scope, importance, and challenges of industrial relations.
- Identify the key parties involved in industrial relations.
- Discern the trends of trade unions and collective bargaining process.
- Identify the causes, consequences, and resolutions of industrial disputes.

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, s of BLA 2006, amendments of BLA 2006, non-applicability of BLA 2006, Important provisions of BLA 2006.

3. Concept of Social Compliance:

Child labor, forced labor, discrimination, maternity benefits, working hours and leave, wages and benefits, health, safety and welfare and freedom of association.

4. 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.

5. 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, cancelation of registration of a trade union, trade unionism in Bangladesh.

6. Collective Bargaining Process:

Determination of Collective bargaining agent (CBA), powers and jurisdictions of CBA, steps involved in collective bargaining, unfair labor practices.

7. 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.

8. 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, emerging issues of compliance.

Textbook(s)

1. Nirmal Chandra Paul, *The Bangladesh Labor Code, 2006 & Other Related Laws*, Shams Publications (Latest Edition).
2. Iqbal Ahmed, *Industrial Relations and Labor Movement in Bangladesh*, IBA (Latest Edition).

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 563: Negotiations and Conflict Management

Course Objectives

This course provides a comprehensive introduction to concepts in negotiation, interpersonal effectiveness, and organizational conflict resolution. In addition to the

theories and exercises presented in class, students will practice negotiating with role-playing simulations that cover a range of topics. Various types of negotiations including integrative (win/win approach), distributive (win/lose approach) and various iterations of these two extremes will be explored. Upon successful completion of this course, students will be able to:

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

Course Contents

1. Negotiation and Conflict Management Analysis:

Definition of negotiation, The increasing importance of negotiation and conflict management, Sources of conflict in organizations, How and why conflict escalates and preventing conflict escalation, Conflict management strategies, Conflict meets negotiation, Understanding the two distinct negotiation behaviors, Assessing your own personal negotiation style, Negotiation as a mixed motive process.

2. Practical Negotiation Strategies:

Key practical strategies to use in negotiations, Value claiming distributive negotiation strategies, Batna, reserve point, target point, Opening offers, anchors, concessions, Value creating integrative negotiation strategies, Sharing information, diagnostic questions & unbundling issues, Package deals, multiple offers and post-settlement settlements, The four possible outcomes of a negotiation.

3. Preparing, Power and Body Language:

Identifying underlying interests, Planning and preparing to negotiate, Internal & external preparation, synthesis and situation assessment, The four phases of negotiation, The sources of negotiating power, Communicating through body language, Interpreting body language and nonverbal behavior, Dealing with confrontational negotiators.

4. Mediation Techniques as a Powerful Negotiation Tool:

Packaging and presenting information to exert influence, Active listening and negotiation, Putting negotiation in context, The major dispute resolution processes, Negotiation, mediation, arbitration and litigation, Mediation as a facilitated negotiation, Techniques of the mediator, Practical mediation skills, Working in negotiation teams, Strategies for improving negotiating team effectiveness.

5. International, Cross Cultural and Deal Negotiations:

International and cross-cultural negotiations, Cultural value and negotiation norms, Advice for cross-cultural negotiations, Putting together a deal, The main considerations,

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

Textbook(s)

1. Roy Lewicki, David Saunders, Bruce Barry, John Minton. Essentials of Negotiation, Irwin, (Latest edition)

Reference(s)

1. Fisher, R. & Shapiro, D., *Beyond Reason: Using Emotions as You Negotiate*, Penguin Books (Latest Edition)
2. Lewicki, Saunders, D., Barry, B., *Negotiation: Readings, Exercises, and Cases*, Irwin (Latest Edition).
3. L. Goldman. *Settling for More: Mastering Negotiating Strategies and Techniques*, BNA Books (1991).
4. Brett, J. M., *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*, Jossey-Bass (Latest Edition).

HRM 564: Leadership Development

Course Objectives

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, and Applicability.

4. Process Approach to Leadership:

What it is, Advantage, Disadvantage, and Applicability.

5. Style Approach to Leadership:

What it is, Advantage, Disadvantage, and Applicability.

6. Skill Approach to Leadership:

What it is, Advantage, Disadvantage, and Applicability.

7. Situational Approach (SLII) to Leadership:

What it is, Advantage, Disadvantage, and Applicability.

8. Contingency Approach to Leadership:

What it is, Advantage, Disadvantage, and Applicability.

9. Path Goal Approach to Leadership:

What it is, Advantage, Disadvantage, and Applicability.

10. LMX Approach to Leadership:

What it is, Advantage, Disadvantage, and Applicability.

Textbook(s)

Peter G. Northouse, *Leadership: Theory and Practice*, SAGE Publications (Latest Edition).

Reference(s)

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

HRM 565: Human Capital/Resource Development

Course Objectives

The scholars as well as practitioners of Human Resource Management (HRM) are placing paramount importance on Employee Training and Development. Now employees are viewed as the most valuable resource of an organization as the perception about employees has been shifted from controlling of HR to the development of HR. Researchers on HRM are also continually updating various aspects of training Management right from need analysis to training methods and training evaluation. So a solid understanding of HRD issues has become an essential prerequisite for today's Human Resource Managers. This course will fulfill this objective.

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/ 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 (Latest Edition).

Reference(s)

1. P. Nick Blanchard and James W. Thacker, *Effective Training: Systems, Strategies and Practices*, Pearson Education (Latest Edition).
2. Roger Buckley and Jim Caple, *The Theory and Practice of Training*, Kogan Page (Latest Edition).

HRM 566: Strategic Human Resource Management

Course Objectives

This competency-based, paced course provides students with the understanding, knowledge, and skills to make strategic human resource management decisions. The course emphasizes practical activities, ranging from assessment of the global economic environment and organizational culture to the analysis of competencies and the implementation of human resource decisions. Students carry out a detailed strategic analysis of a human resource management issue in their organizations, and, in doing so learn how to effectively manage human resources in a way that contributes to improved performance, productivity, and morale.

A key focus is the need for the HR function to be able to measure and specify its actual contribution to achieving organizational change and success. This is a capstone subject in HRM and it is recommended students complete it at the end of their course.

Course Contents

1. The Concept of Strategic Human Resource Management:

Strategic HRM defined, Basis of strategic HRM, Principles of strategic HRM, Aims of strategic HRM, Concepts of strategic HRM, Perspectives on strategic HRM, The best-practice approach, The best-fit approach, Bundling, The reality of strategic HRM, Practical implications of strategic HRM theory.

2. Challenges in SHRM:

Impact of technology, ethical behavior, workforce demographic changes and diversity, globalization.

3. HR Strategies:

What are HR strategies? What is the purpose of HR strategies? Overall HR strategies, Specific HR strategies, Criteria for an effective HR strategy, How should HR strategies be developed? Developing HR strategies, Implementing HR strategies.

4. Strategic HRM in Action:

Formulating HR strategy, The content of HR strategies, Corporate issues, Achieving integration, What are the most characteristic features of strategic HRM in action?

5. Human Capital Management Strategy:

Aims of human capital management, The link between HCM and business strategy, Developing a human capital management strategy, Conclusions: the role of human capital management strategy.

6. High-performance Strategy:

High-performance work system defined, Characteristics of a high-performance work system, Components of an HPWS, Impact of high-performance work systems, developing a high-performance strategy.

7. Employee Resourcing Strategy:

The objective of employee resourcing strategy, The strategic HRM approach to resourcing, Integrating business and resourcing strategies, Bundling resourcing strategies and activities, The components of employee resourcing strategy, Human resource planning, Employee value proposition, Resourcing plans 161, Retention strategy, Flexibility strategy.

8. Talent Management Strategy:

Talent management defined, The process of talent management, Developing a talent management strategy.

9. Learning and Development Strategy:

Strategic human resource development (SHRD), Strategies for creating a learning culture, Organizational learning strategies, Learning organization strategy, Individual learning strategies.

10. Reward Strategy:

Reward strategy defined, Why have a reward strategy? Characteristics of reward strategies, The structure of reward strategy, The content of reward strategy, Guiding

principles, Developing reward strategy, Effective reward strategies, Reward strategy and line management capability.

11. Employee Relations Strategy:

Employee relations strategy defined, Concerns of employee relations strategy, Strategic directions, The background to employee relations strategies, The HRM approach to employee relations, Policy options, Formulating employee relations strategies, Partnership agreements, Employee voice strategies.

Textbook(s)

1. Michael Armstrong, *Strategic Human Resource Management: A Guide to Action*, Kogan Page (Latest Edition).
2. Jeffrey A. Mello, *Strategic Human Resource Management*, Cengage Learning (Latest Edition).

Reference(s)

Gary Dessler, *Human Resource Management*, Pearson (Latest Edition).

HRM 567: Human Resource Information Systems and HR Analytics

Course Objectives

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

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

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

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.

6. HR Analytics and Business Outcomes:

Measuring HR programs for business results linkages, How to measure linkage of HR programs to business outcomes, Industry examples of measuring HR programs impact.

7. Competing Through Workforce Analytics:

Traditional measures of organization structure, Becoming more competitive using organization structure, Organization shaping and employee growth, Look at headcount in officers.

8. Acquiring High-quality Talent:

Business levers of talent acquisition, Traditional measures of talent acquisition, Effectiveness measures, Emerging measures of talent acquisition, Talent acquisition for predictable joining and performance, Measuring and improving process capability.

9. Result-oriented Talent Development:

Measuring return on investments on talent development initiatives, Right metrics and measures for strategic alignment.

10. Talent Engagement and Retention:

Business levers of employee engagement, Traditional measures of engagement, Employee retention, Predictive modeling for attrition analysis.

11. Measuring and Managing Competencies:

Competency baselining, Usage of competency baselines, Leadership development, Using competencies in talent acquisition.

12. Optimizing Compensation and Benefits for High Performance:

Business levers of compensation and benefits, Organization structure and cost of management, Traditional measure of compensation, Portfolio management of benefits, Tailoring variables pay to performance based on data.

Textbook(s)

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

Reference(s)

Torres, T., *E-Human Resources Management*, ICI Global (Latest Edition).

HRM 568: Innovation, Organization Development and Change Management**Course Objectives**

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

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

Course Contents

1. Overview of change and OD, Challenges of managing change and OD, Historical overview and assumptions, Implications for managing change and OD.
2. The human relations, social, growth and development and complex-integrative assumptions about human performance in the work place, Od and reinventing the organization, The role of expectations, situational helplessness and locus of control, Personal characteristics and OD.
3. Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign, Change levers and organizational change and OD, The role of communication and information in change and OD, Greenfields and green fielding.
4. Planned, reactive and proactive change, Diagnostic and analytical tools, Organization renewal, planned change, OD and changing organizational culture, Strong and weak

organizational cultures and their implications for change, Stakeholder analysis, force field analysis and action research, Weisbard's six-box model.

5. Employee involvement, participative management and empowerment in od, Team building.
6. Process consulting and intervention, the recipients of change, resistance to change and overcoming resistance to change, Barriers to change, Overcoming barriers to change.
7. Technological change and socio-technical systems, Work and job redesign, cross-functional teams autonomous work groups and self-managing teams, T-groups, sensitivity groups and NTL,
8. Goal setting, Management by objectives (MBO), Survey feedback and appreciative inquiry, Six sigma, total quality management and other approaches to continuous quality, production and process improvement intervention, Technological change and changing work processes, SDG and change programs: fads, fancies and evolution, Radical change: reengineering and restructuring the organization, downsizing and dumb-sizing, Incremental change and OD.
9. System wide interventions and high-performance systems, Organizational transformation: strategic management, The frontiers of organizational structure, organizational learning and change: high reliability organizations and emerging forms.
10. Approaches to evaluating and assessing the effectiveness of OD, Change programs and organizational learning, Using organizational change levers to assess and diagnose change programs and evaluate the likelihood of successful and enduring change and OD.

Textbook(s)

1. Colin, R., *Change Management: The 5-Step Action Kit*, Kogan Page (Latest Edition).
2. Harvey, D & Brown, D. R., *An Experiential Approach to Organization Development*, Prentice-Hall (Latest Edition).

Reference(s)

1. Palmer, I., R. Dunford, & G. Akin. *Managing Organizational Change: A Multiple Perspectives Approach*, McGraw-Hill (Latest Edition)
2. French, W. L., Bell, C. H. & Zawacki, R. A., *Organization Development and Transformation: Managing Effective Change*, Irwin McGraw-Hill, (Latest Edition).
3. Weisbord, M. R., *Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century*, Jossey-Bass (Latest Edition).

HRM 569: Office Management & Communications

Course Objectives

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. Topics include: the functions of administrative office management, business organizations, interrelationship of effective communication, supervising office staffs, travel, logistics, ergonomics, etc.

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, photocopiers, 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. (Latest Edition).
2. S. P. Arora, *Office Organization and Management*, Vikas Publishing House Pvt. Limited (Latest Edition).

Reference(s)

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

HRM 570: Green Management Practices and Sustainable Development Goal (SDG)

Course Objectives

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

- Examine a company's current sustainability position to develop appropriate policy and strategy.
- Recommend corporate sustainability strategies that incorporate a company's competitive and profit objectives, government regulation and industry standards.
- Identify strategies for implementing and managing sustainability initiatives across an organization's functional areas.

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 behaviour 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 (Latest Edition).
2. Douglas Renwick, *Green Human Resource Management: Towards Environmental Sustainability In Action?* Routledge(Latest Edition).
3. Sonia Labatt and Rodney R. White, *Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products*. John Wiley & Sons (Latest Edition).

Reference(s)

1. John F. Wasik, *Green Marketing and Management: A Global Perspective*, Wiley-Blackwell (Latest Edition).
2. Forest Reinhardt, *Down to Earth: Applying Business Principles to Environmental Management*. Harvard Business School Press (Latest Edition).
3. Cary Krosinsky, Nick Robins, Stephen Viederman, *Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership*. John Wiley & Sons (Latest Edition).

HRM 571: Total Reward Management for High Performance Course Objectives

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. Attention is given to (1) the changing nature of compensation and benefits, (2) changing expectations of employees and competitive needs of employers and (3) evolving trends in performance and pay realignment to the strategic objectives of the organization. The course provides each student with an experiential opportunity to develop the managerial skills necessary to design and understand the performance-based compensation and benefit programs for an organization.

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.

7. Pay for Performance:

PPF plans, Review of performance appraisal.

8. Benefits Determination Process:

Value of benefits, Legally required benefits, Others benefits.

Textbook(s)

Milkovich, G.T. & Newman, J.M., *Compensation*, McGraw-Hill (Latest Edition).

Reference(s)

1. Armstrong, M. and Murlis, H., *Reward Management: A handbook of remuneration strategy and practice*, Kogan page (Latest Edition).

2. Timothy F. Carse and Jeffrey Slater, *The Payroll Toolkit*, Penn & Pearl Publishers (Latest Edition).

HRM 572: Cases in HRM

Course Objectives

Decision making for the future can be wisely done by reflecting on the past events. Therefore, case studies serve as an effective method of teaching. Case studies ignite discussions, provide detailed valuable information, develop problem-solving skills, and bring the students closer to the real world. Human Resource practitioners

face tough business problems and they have to partner with other strategically important areas in finding solutions to them. The goal of this course is to present a compilation of Human Resource Management case studies highlighting the contemporary practices in the major processes of HR Functions. These case studies will put forward experiential learning and will impel the interest of the students. After the successful completion of this course, students should be able to: develop and analyze cases in human resource management, deal with business problems and prospects, and take HR decisions properly in unforeseen situations.

Course Contents

1. A Review of Strategic Management.
2. An Overview in Strategic HRM.
3. Cases on Talent Acquisition.
4. Cases on HR Development.
5. Cases on Performance Management.
6. Cases on Compensation Management.
7. Cases on Employee Relations.
8. Special topics.

Textbook(s)

Sanjeev Bansal, JauaYadav and HargovindKakkar, *Case Studies in Human Resource Management*, I K International PVT Ltd. (Latest Edition).

Reference(s)

1. Jones, G. R., & Hill, C. W. L., *Theory of Strategic Management with cases*, South-Western (Latest Edition).
2. Gary Dessler&BijuVarkkey, *Human Resource Management*, Pearson (Latest Edition).

HRM 573: Advance Seminar in HRM

Course Objectives

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

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

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

Course Contents

1. Contemporary Trends and Challenges Of HRM.

2. Developing a Research Proposal.
3. Conducting Literature Survey.
4. Developing Conceptual Research Model- Writing Research Questions/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 Research Objectives/Questions/Hypotheses.
9. Reporting Research Findings, Implications, and Conclusion.
10. Presenting the Research Project Outcomes.

Textbook(s)

Valerie Anderson, *Research Methods in Human Resources Management*, CIPD, UK (Latest Edition).

Reference(s)

Gary Dessler, & Biju Varkkey (2016), *Human Resource Management*, Pearson, New Delhi.

Major Courses of Banking

BAN 561: Management of Commercial Banks

Course Objective

This course is designed to provide the students with tools and techniques to manage commercial banks. The content of the course included: performance evaluation of a bank, asset-liability management, management of various kinds of risks, such as interest rate risks, and also fund management and investment management.

Course Contents

1. Theory of financial intermediation:

Commercial banking and credit creation, Bank – A unique Financial Intermediary, Challenges of 21st century for Banking Industry, Industry situation in developed & developing Countries.

2. The Impact of Government Policy & Regulation on Banking:

Introduction, Banking Regulation, Impact of deregulation, The central banking system.

3. Financial statement of a bank:

Introduction, Over view of Bank's balance sheet & Income statement, Balance sheet-Asset, Liabilities, off balance sheet items, Problem of book value accounting, Components of income statement, Financial flows of stock, Comparative income statement ratios for bank of different sizes.

4. Measuring and evaluating bank performance:

Introduction, Evaluating Bank's Performance-Long Range objectives, Profitability ratios, Breakdown of ROE, Breakdown of ROA, Measuring Risk In banking, The impact of bank size on performance.

5. Asset liability management: Controlling Interest Sensitive Gap:

Introduction, Asset liability management strategy, Interest rate risk, Interest rate hedging, Interest sensitive gap management.

6. Asset liability management: The concept of Duration and Managing bank's Duration gap:

Introduction, The concept of duration, Duration to hedge against market risk, Limitation of Duration gap management.

7. Investment functions of a bank:

Introduction, Investment Instruments, Money market instruments-T-Bill, Federal Agency securities, Banker's Acceptance, Commercial paper, Federal fund sold, Reverse Repo, Capital market instrument overview, Factors affecting banker's choice over investment decision.

8. Deposit Pricing:

Principle Deposit types, Deposit pricing models- cost plus profit pricing, market penetration pricing, conditional pricing, market pricing, upscale target pricing, relationship pricing, Non deposit investment product in banking.

9. Loan Pricing:

Introduction, The cost plus loan pricing method, The price leadership model- the markup model, caps, cost-benefit loan pricing, customer profitability analysis.

10. Managing Equity capital position:

Role of bank's capital, Bank capital & risk, Types of bank's capital, Measuring the size of bank's capital, Optimum capital level, Implication of Basel Accord & Risk Management in Bank

11. Banking industry: snap shot of Bangladesh:

The organization and structure of bank and their industry and the impact of government policy and regulation in Bangladesh, Bank lending: policies and procedure in Bangladesh, Recent growth & future trend in Bangladesh.

Text book(s)

Commercial bank management by Peter S. Rose. Sixth edition.

Reference(s)

Financial Institutions and Markets (2nd Ed) Meir Kohn, Oxford University

BAN 562: Central Banking Systems and Regulations

Course Objective

The course deals with related legal and regulatory aspects that has a bearing on Banking Operations and are woven in to the units/s to make their relevance easily

understandable. Banking and Business laws in so far as they relate to day to day banking operations will also be covered at appropriate places. Case laws will be included, wherever appropriate. The candidates would be able to acquire knowledge in
a) the legal & regulatory framework of the banking system, and
b) and the various laws and enactments affecting day to day Banking operations.

Course Contents

1. The Roles of Banks in Financial Systems:

The Accelerating Integration of Banks and Markets and its Implications for Regulation, Risk Management in Banking, Banking, Diversification.

2. Central Banking:

The Role of Banks in the Transmission of Monetary Policy, Lender of Last Resort and Bank Closure Policy, Regulation and Supervision: An Ethical Perspective, Deposit Insurance, Risk-Based Regulatory Capital and Basel III, Market Discipline in Bank Supervision, Competition and Antitrust Policy in Banking, World Trade Organization Commitments vs. Reported Practices on Foreign Bank Entry and Regulation: A Cross-Country Analysis.

3. Regulations and Compliance:

Provisions of Bangladesh Bank Act, Banking Regulations, Banking Companies Act, 1991

4. Government and BB's powers :

Opening of new banks and branch licensing - Constitution of board of directors and their rights - Banks shareholders and their rights - CRR/SLR concepts - Cash/currency management - winding up - amalgamation and mergers - powers to control advances - selective credit control - monetary and credit policy - Audit and Inspection - supervision and control - board for financial supervision - its scope and role - disclosure of accounts and balance sheets - submission of returns to BB etc. Corporate Governance

5. Legal aspects of Banking Operations:

Case laws on responsibility of paying /collecting banker Indemnities/guarantees - scope and application - obligations of a banker - pre cautions and rights-laws relating to bill finance, LC and Deferred Payments - Laws relating to securities - valuation of securities - modes of charging securities - lien, pledge, mortgage, hypothecation etc. - registration of firms/companies - creation of charge and satisfaction of charge

6. Banking Related Laws:

Law of limitation Provisions of Bankers Book Evidence Act Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction tax Service Tax Asset Reconstruction Companies The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, and The Consumer Protection Act.

7. Commercial Laws with reference to Banking Operations:

Bangladesh Contract Act, 1872 (Indemnity, Guarantee, Bailment, Pledge and Agency etc.) The Sale of Goods Act, 1930 (Sale and Agreement to Sell, Definitions, Conditions and Warranties, Express and Implied, Right of unpaid Seller etc.) The Companies Act, 1994

Definition, features of company, Types of Companies, Memorandum, Articles of Association, Doctrines of Ultravires, indoor management and constructive notice, membership of company - acquisition - cessation, rights and duties of members and register of members. Prospects and directors. Bangladesh Partnership Act, 1932 Definition and types of partnership, relation of partners to one another - Relation of partners to third parties, Minor admitted to the benefits of Partnership, Dissolution of firm, Effect of non - registration Foreign Exchange Management Act .Prevention of Money Laundering Act, Right to Information Act Information Technology Act

8. International Differences in Banking Structures and Environments:

Banking in the United States, Banking in the European Union, Banking in Transition Countries, Banking in Latin America, Banking in Japan, Banking in Developing Nations of Asia: An Overview of Recent Changes in Ownership Structure.

Text book(s)

Michael Q. Andersn and R.J.Lievano, Quantitative management An Introduction Boston MA, Kent Publishing Company.

Reference(s)

1. David R. Anderson, D.J.Sweeny and Thomas A. Willims.An Introduction of Management Science. West Publishing Company, New York.
2. Frederick S. Hiller and Gerald J Liberman. Introduction to Operation research (Oakland California) Holder-Day Inc.
3. K. Roscoe Davis, Ratrick, J. Maknown and terry R.Rakes, Management Science-An Introduction (Eaglewood Cliffs N.J) Prentice Hall.
4. The Bank Companies Act, Md. Tariqul Islam Khan.
5. Bangladesh Bank Act, Bank Companies Acts, Financial Institution Acts and Regulations, and Companies Act, 1994.
6. Efrain Turban and jack Meredith, Fundamentals of Management Science, Homewood IL 60430, Boston, MA 02116; Richard D Irwin Inc.

BAN 563: Comparative Banking Systems

Course Objective

The course aims at highlighting comparative financial system & the allocation mechanism in light of market imperfections. An optimal financial system relies on both financial markets and financial intermediaries. In the United States and the United Kingdom competitive markets dominate the financial landscape, whereas in France, Germany, and Japan banks have traditionally played the most important role. The course also aims at differentiating the traditional banking system with Islamic banking model to equip the students with modern knowledge and skills in the field of banking studies.

Course Contents

1. Bank Runs:

The Diamond-Dibvig Set, How to prevent bank runs

2. The Role of Informed Financial Intermediaries:

The Hölmstrom-Tirole Setup, The role of net wealth, The Debt Overhang problem, The dark side of deposit insurance

3. Competition and Bank Risk:

The Allen and Gale setup, The Boyd and De Nicolo critique

4. Bank Capital Regulation:

Risk Insensitive Capital Regulation, Risk Sensitive Capital Regulation

5. Macro prudential Regulation:

Countercyclical Capital Requirements, Current developments on macro prudential policies

6. Capital Structure pattern:

Difference between Anglo-Saxon Economy & Others Bank based Economy, Advantages & Disadvantages, Future trend & Growth.

7. Introduction to Islamic Economics and Finance:

Islamic Economics, Islamic Finance, History & development of Islamic Finance, Recent financial Crisis & Islamic Finance.

8. Challenge of Banking Industry & Growth of other financial intermediary:

Snap shot of recent market share, Why Bank is a unique financial intermediary, Reason of recent decline in market share in OECD countries, Why bank fails, Regulation to prevent failure, New Product line to survive.

9. Pension Fund & Islamic Finance product:

Fastest growing fund?: The reason of Growth, The challenges of social Security plan, The necessity of social security plan & capital market product, The mergence Islamic finance product, Recent trend & growth.

10. Major financial crisis & Financial system:

1930's US stock market crash, 1990's Russian Crisis, 1997'S Asian Crisis, 2007's US Mortgage Market Crisis-reasons, remedies, future plan of action.

Text book(s)

Comparing Financial Systems by Franklin Allen and Douglas Gale, MIT press

Reference(s)

1. Handbook of Islamic Banking by M. Kabir Hassan, Professor, University of New Orleans, US and Mervyn K. Lewis, Emeritus Professor of the University of South Australia, Adelaide, and Emeritus Fellow of the Academy of the Social Sciences in Australia, Canberra
2. Frank J. Fabozzi, Franco Modigliani, Frank J. Jones, Michael G. Ferri, Foundations of Financial Markets & Institutions. (Latest edition), Pearson Education Asia.
3. Stephen Valdez. 2015. An Introduction to Global Financial Markets. Fourth Edition. Palgrave Macmillan.
4. Davis, P. E., and Steil, B. 2015, Institutional Investors. MIT Press.
5. Dr. Kabir Hassan, Banking and finance in Bangladesh. .
6. Hennie Van Greuning. & Sonja Brajovic Bratanovic. (Second edition), Analyzing and managing banking risk.
7. Donald H. Chew, Jr., The new corporate finance. Second edition.

BAN 564: Merchant Banking & Investment Banking

Course Objective

This course focuses into the structure, management and practices of investment banking (IB) & Merchant Banking from macro point of view to micro operations.

It looks into the business practices of private equity, hedge funds and trading operations.

It examines the role of each in facilitating investment, the deployment of capital and the changing face of risk-taking activities.

Course Contents

1. Investment Banking:

Introduction, Industry Structure; Investment Banking Process and IPOs

2. IPOs:

Sources of Capital, IPO & RPO, Flow Chart or Procedure of public issue, IPO pricing methods, Lock IN , IPO allocation, offer price determination.

3. The investment banker's perspective of the Equity Business:

Equity underwriting, IPO's and followon issues, secondary trading and business synergies, The role of venture capital and private equity firms—their evolution, structure, participants and investment objectives.

4. The IB Business of Debt /Fixed Income:

The investment banker's perspective on the fixed-income business, The spectrum of debt alternatives, Issuance approaches and procedures, Secondary trading and business synergies, Shelf registrations and other regulatory considerations , The business of asset securitizations , The role of the credit rating agencies High-yield debt and financial leverage, Leveraged recapitalizations.

5. Secondary Market making:

The evolution of trading, Brokers, traders and the sales(advisory) desk, Market -makers, hedge funds and speculators ,Types of trading— customer and proprietary trading, The role of hedge funds — trading style, Liquidity and the secondary markets, speculation, arbitrage and market manipulation.

6. Other Activities:

Merchant banking, Difference between Merchant Banking and Investment Banking, Advisory Investment Management, and Merchant Banking Rules.

7. The Business of Mergers and Acquisitions:

The M&A value chain, The theory and practice of M&A, Equity separations, Private-equity driven deals, The valuation, pricing, and fee structure of M&A deals, Financing and exit strategies.

8. Fundamental & Technical analysis:

An Overview, Dividend discount Model, Price ratio model, support level, resistance level, stock price indicator, point and figure chart, candlestick chart, major stock market crisis.

9. Investment and Merchant Banks in Bangladesh:

History, No. Firms & their operations, Role in capital market, Future trend.

Text book(s)

The Business of Investment Banking: A Comprehensive Overview written by K. Thomas Liaw (third edition, Wiley 2012).

Reference(s)

Merchant Banking, Principles And Practice by H. R. Machiraju.

BAN 565 E-Banking & E-Commerce

Course Objective

This course addresses the most pressing online financial services topics, including: Competitive products and markets for Internet-based home and corporate banking, The rise of online brokerage houses, Smart Cards and their expanding role in Web commerce, Digital trust in financial services, International progress in implementing online banking Complete with case studies of online successes and failures etc. This course also presents e-commerce and e-banking implementation experience and critical perspectives from decision makers, executives, researchers, and technology leaders in some of the world's largest and most innovative financial organizations.

Course Contents

1. Introduction:

What is E-Banking? Evolution of E-Banking, Why is E-Banking Important, E-Marketing

2. Delivery of Retail Banking Services:

Introduction, History of Retail Banking, Structure of Retail Banking, Role of ICT in Banking, Other Important Factors Driving Changes in the Banking Industry

3. An Overview of E-Banking :

Introduction, Models for Electronic Services Delivery, From E-Commerce to E-Banking, Future of E-Banking

4. E-Banking Technologies:

Introduction, The Internet Mobile Banking Technologies, Backend Systems Middleware, Website Development Issues, E-Banking Systems as a Whole

5. A Managerial View of E-Banking:

Introduction, Management Challenges, Treading the Organizational Maze, Managing Relationships with Customers, Managing External Relationships Marketing and Sales Regulations Management,

6. Human Involvement and E-Banking:

Introduction, Human Involvement, Information Systems as Social Systems, Scoping E-Banking Management: The Critical Assessment of System, Boundaries

7. Key to Success: Cases and Practical Solutions :

Introduction, Finding the Root Causes: Key Techniques, How was it done: Real Success Stories, Planning for Innovation and Sustainable Growth

8. E-Banking Project Management:

Introduction, Project Management Overview, Project Planning, Setting Success Criteria, A Systems Approach to Project Management, Managing Human Issues

9. Strategy Development for E-Banking:

Introduction, Corporate Strategy as Plans for Patterns, Strategy Development Tools: Strategic Alignment, Competitive Advantage, Stitching it together

10. E-Banking: A Fuller Picture:

Introduction, Reasons for Implementing E-Banking, Benefits of E-Banking, Barriers to E-Banking, Technical Issues in E-Banking, Tools for Managing E-Banking, Social Issues, Project Management Issues, Stitching it Together: Recommendations

Text book(s)

Banking and Finance on the Internet by Mary J. Cronin.

Reference(s)

1. Kalakota, Ravi and Andrew B. Whinston. 1997. Electronic Commerce: A Manager's Guide. Addison Wesley Longman, Inc.
2. Bonnett, Kendra. 2000. An IBM Guide to Doing Business on the Internet. U.S.A.: McGraw-Hill.

BAN 566: Credit Risk Management

Course Objective

Risk Management in Banking is aimed at students who wish to build upon their previous knowledge of risk by critically evaluating the risk management process within a contemporary banking context. Given that those studying the module could be future leaders in the banking industry, the content of this module takes a very practical approach; ensuring students develop a good underpinning and an inquisitive approach to risk management. A wide range of data and real life case studies are used to help demonstrate practical issues and considerations for a modern banking industry.

Course Contents

1. Bank Business and Capital:

Banking business, Interest income, Fees and commissions, Trading income, Costs, Capital markets, Scope of banking activities, Capital, Banking and trading books, Financial statements and ratios, The balance sheet, Profit and loss report,

2. The Money Markets:

Introduction, Securities quoted on a yield basis, Money market deposits, Certificates of deposit, CD yields, Securities quoted on a discount basis, Treasury bills, Banker's acceptances, Eligible banker's acceptance, Commercial paper, Commercial paper programs, Commercial paper yields, Asset-backed commercial paper, Repo, Definition, The classic repo, Examples of classic repo, The sell/buyback, Examples of sell/buyback Repo collateral, Legal treatment, Margin, Variation margin, Currencies using money market year base of 365 days 65

3. The Yield Curve:

Importance of the yield curve, Using the yield curve, Yield-to-maturity yield curve, Analyzing and interpreting the yield curve, Theories of the yield curve, The zero-coupon yield curve, Example calculation illustrations, Forward rate calculation for money market term Understanding forward rates,

4. Introduction To Trading & Hedging:

Trading approach, The yield curve and interest rate expectations, Credit intermediation by the repo desk, Specials trading, Matched book trading, Interest-rate-hedging tools ,Interest rate futures, Forward rate agreements, FRA mechanics, Overnight interest rate swaps, Credit risk hedging, Understanding credit risk, Credit rating rationale Credit limit setting and rationale, Loan origination process standards,

5. Asset and Liability Management:

Basic concepts, Liquidity gap, Managing liquidity, The liquidity ratio, The liquidity portfolio

6. Asset & Liability Management:

Introduction, Basic concepts, Interest rate risk and source, The banking book ,The ALM desk ,Traditional ALM, Developments in ALM, Liquidity and interest rate risk, The liquidity gap, Gap risk and limits, Liquidity management, Interest rate gap, Portfolio-modified duration gap ,Critique of the traditional approach, The cost of funding, Securitization, The securitization process, Benefits of securitization, Generic ALM policy for different-sized banks, NPV and value-at-risk,

7. Asset & Liability Management:

The ALCO,ALCO policy, ALCO reporting

8. Bank Liquidity & Risk Management:

The liquidity policy statement, Principles of bank liquidity risk management, Measuring bank liquidity risk: key metrics, Internal funding rate policy

9. A Sustainable Bank Business Model:

Capital, Liquidity &Leverage, The new bank business model, Liquidity risk management, The liquid asset buffer, Conclusions and recommendations,

10. Bank Regulatory Capital:

Banking regulatory capital requirements,Capital adequacy requirements,A primer on Basel III,Impact on specific sectors

Text book(s)

Choudhry, M. (2011) An Introduction to Banking: Liquidity Risk and Asset-Liability Management. Wiley-Blackwell.1st edition

Reference(s)

1. Crouhy, M., Galai, D. and Mark, R. (2013) The Essentials of Risk Management. McGraw Hill.2ndedition. Further reading
2. Bagchi, S. K. "Credit Risk Management." Jaico Publishing House, Mumbai.
3. Rose, Peter. "Commercial Bank Management" 5th Edition, Texas A & M University College Station.
4. Core Risk Manuals - Bangladesh Bank.

5. Saunders, A. and Cornett, M. M. (2011) Financial Institutions Management: A Risk
6. Woods, M. (2011) Risk Management in Organizations: An Integrated Case Study Approach. Routledge. 1st edition.
7. Hull, J. (2012) Risk Management and Financial Institutions. Wiley. 3rd edition.

BAN 567: International Financial Management

Course Objective

This course is designed to acquaint students with tools and techniques used to manage the finance function of a multinational Corporation (MNC). Topics included in this course are: financial environment, in which an MNC operates, exchange rate determination, measurement and management of various exchange rate exposures, international capital budgeting, management of short-term assets and liabilities of an MNC.

Course Contents

1. Multinational Enterprise and Multinational Financial Management:

The rise of Multinational Corporation, The internationalization of business & finance, Theory & practice of multinational financial management.

2. The Determination of Exchange Rates:

Setting the equilibrium exchange rate, Expectation & The Asset market model of exchange rate, The fundamentals of central bank intervention, The International Monetary System.

3. Parity Conditions in International Finance and Currency Forecasting:

Arbitrage & the law of one price, Purchasing power parity, The Fisher effect, The interest rate parity, The currency forecasting.

4. The Balance of Payments and International Economic Linkages:

Balance of payment categories, International flow of capital, goods & services, Coping with the current account deficit,

5. Country Risk Analysis:

Measuring political risk, Economic & political factor & under country risk,

6. Currency Futures and Options Markets:

Future contract, Currency option, Future & option prices.

7. Swaps and Interest Rate Derivatives:

Interest rate & Currency Swaps, Interest rate forwards & futures, Structured Notes, Credit default swap.

8. Measuring and Managing Translation and Transaction Exposure:

Alternative measure of foreign exchange exposure, Alternative currency translation method, Transaction Exposure, Designing a hedging strategy, Managing a translation exposure, Managing transaction exposure.

9. Measuring and Managing Economic Exposure:

Foreign Exchange risk & Economic exposure, The Economic consequences of exchange rate, Identifying Economic exposure, Calculating Economic exposure, An operational measure of exchange rate, Managing operating exposure.

10. The Cost of Capital for Foreign Investments:

The cost of equity capital, The WACC of foreign Projects, The discount rate for foreign investment, The cost of debt capital, Establishing worldwide capital structure, Valuing low cost financing opportunity.

11. Corporate Strategy and Foreign Direct Investment:

Theory of Multinational Corporation, The strategy of multinational enterprise, Designing a global expansion strategy,

12. Capital Budgeting & Financial system of the Multinational Corporation:

Basics of capital budgeting, Issues in Foreign Investment analysis, Growth option and project appraisal, political risk analysis, Financing Foreign Trade , Current Asset Management and Short-Term Financing , Managing the Multinational Financial System.

Text book(s)

A.C. Shapiro (2013) multinational financial management, 10th edition, John Wiley & Sons, Inc.

Reference(s)

Jeff Madura, International financial management, 13th edition, Southwestern, Thomson learning

BAN 568 Investment & Portfolio Management

Course Objective

After completion of this course, students are expected to be able to know, the overview of security analysis and portfolio management, the relationship between risk and return of individual securities and portfolio, the valuation of various securities including stocks, bonds, and financial derivatives, the strategies associated with portfolio management, the process of evaluation of portfolio performance.

Course Contents

1. Understanding the Background for Adopting Investment Strategies:

Definition of Investment; Why do people Invest? Nature of Investment - Real and Financial Asset, Marketable and Non Marketable Securities; Importance of studying Investment – Personal versus Profession; Investment Decision Process; Forms of Investment Strategies; Why should we learn Modern Investment Theories? Asset Allocation Decision – Individual Investor’s Life Cycle, Portfolio Management Process, Need for a Policy Statement, Input to the Policy Statement, Importance of Asset Allocation.

2. Measuring Risk and Return of Investment:

Holding Period Return; Holding Period Yield; Mean Historical Return for Single and Portfolio of Investments; Expected Rate of Return, Risk of Expected Rate of Return (Standard Deviation, Variance, and Coefficient of Variation); Risk Measure for Historical Return; Determinants of Required Rate of Return of Investment - Real Risk Free Rate,

Nominal Risk Free Rate and Factors affecting it, Risk Premium, Risk Premium and Portfolio Theory, Fundamental and Systematic Risk.

3. Overview of Securities Markets and Investment Theories:

What is a Market? Characteristics of Good Market, Primary Capital Market, Secondary Capital Market, Over-the-counter Market, Third Market, Fourth Market; Investment Banking; Process of Security Underwriting; Mutual Fund; Security Market Indicator Series – Uses of Market Index, Differentiating Factors in constructing Market Indexes; Efficient Capital Markets- Why should Capital Markets be Efficient, Alternative Efficient Market Hypothesis; Markowitz Portfolio Theory; The Capital Asset Pricing Model; Arbitrage Pricing Theory.

4. Valuation Principles and Practices:

Three-step Valuation Process; The Components of Market Analysis; Why do Industry Analysis? Technical Analysis; Stock and Bond Valuation.

5. Equity Portfolio Management Strategies:

Passive versus Active Management; An Overview of Passive Equity Portfolio Management Strategies: Index Portfolio Construction Techniques, Tracking Error, Methods of Index Portfolio Investing; An Overview of Passive Equity Portfolio Management Strategies: Fundamental Strategies, Technical Strategies, Anomalies and Attributes, Miscellaneous Issues; Value versus Growth Investing.

6. Bond Portfolio Management Strategies:

Bond Characteristics, Rates of Return on Bonds, Passive versus Active Strategies, A Global Fixed-Income Investment Strategy, Core-Plus Bond Portfolio Management, Matched-Funding Technique, Contingent Immunization Procedures.

7. Evaluation of Portfolio Performance:

Framework for evaluating Portfolio Performance, Return and Risk Consideration, Risk-adjusted Measures of Performance, Problems with Portfolio Measurement, Other issues in Performance Evaluation.

Text book(s)

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

Reference(s)

1. Investments: Analysis and Management - Charles P. Jones
2. Portfolio and Investment Selection: Theory and Practice - Haim Levy and Marshall Sarnat
3. Modern Portfolio Theory and Investment Analysis - Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann

BAN 569 Social Responsibility and Ethics in Banking

Course Objective

This course will aim to enhance awareness and increase understanding of the nature of business in global business environment, increasing awareness of the challenges of business social responsibility, develops critical thinking skills via the application of concepts and theories to business cases.

Course Contents

1. Defining Corporate Social Responsibility:

Introduction, Definitions of CSR, Effects of organizational activity, The principles of CSR

2. Stakeholders and Social Contract:

The prominence of CSR, Changing emphasis in companies, Sustainability, Environmental issues and their effects and implications, Externalizing cost, The social contract

3. Ethics, CSR and Corporate Behavior:

Why ethics, Ethical philosophies, Corporate behavior; CSR, Ethics and Corporate behavior

4. Corporate Citizenship:

Social Responsibility, Responsiveness and Performance:

The CSR concept, Arguments against and for CSR, Corporate social responsiveness, Corporate social performance, Corporate citizenship, Business's interest in corporate citizenship, Social performance and financial performance relationship, Socially responsible or ethical investing

5. The Stakeholder Approach to Business, Society and Ethics:

Origins of stakeholder concept, Who are business's stakeholders? Strategic, multifiduciary and synthesis approaches, Three values of stakeholder model, Key questions in stakeholder management, Effective stakeholder management, developing a stakeholder culture, Stakeholder management capability, The stakeholder corporation, Principles of stakeholder management, Strategic steps towards successful stakeholder management

6. CSR in Not for Profit Organizations:

Distinguishing features of sector, Types of NFP organization, Motivation of NFP's, Implications for managers, Available resources, Sources of charity

7. Business Ethics Fundamentals:

The public's opinion of Business Ethics, Business ethics: What does it really mean? Ethics, economics and law: A Venn model, Important ethics questions, Three models of management ethics, Making moral management actionable, Developing moral judgment, Elements of moral judgment

8. Consumer Stakeholders: Information Issues and Response

The consumer movement, Product information issues, The federal trade commission, Self-regulation in advertising

9. Consumer Stakeholders: Product and service Issues:

Two central issues: Quality and safety, Consumer product safety commission, Food and drug administration, Business's response to consumer stakeholders, Total quality management programs

10. The Natural Environment as Stakeholder:

The sustainability imperative, A brief introduction to the nature, The impact of business upon natural environment, Responsibility for environmentalists, The role of government in environmental issues, Other environmental stakeholders, Business environmentalism, The future of business: Greening and/or growing?

11. Business and Community Stakeholders:

Community involvement, Corporate philanthropy or business giving, The loss of jobs

12. Employee Stakeholders and Workplace Issues:

The new social contract, The employee right movement, The right not to be friend without cause, The right to due process and fair treatment, Freedom of speech in the workplace

Text book(s)

Business and Society: Ethics and Stakeholder Management, 5thed by Carroll and Buchholtz

Reference(s)

David Crowther&Guler Aras, Corporate Social Responsibility

BAN 570: Rural Banking & SME Financing

Course Objective

The course is particularly important as rural banking and SMEs play a major role in creating jobs and generating income for low income people; they foster economic growth, social stability, and contribute to the development of a dynamic private sector. This course will deal with mechanisms of rural Credit Market and the Emergence of Micro Finance; discuss the Micro Finance Program of Bangladesh; focus on Rural Banking for Rural Development; Characteristics of Rural Economy of Bangladesh; The role of Agricultural Banks, Grameen Bank, NCBs and PCBs in rural financial market development, Role of Central Bank in the Provision of Rural Credit.

Course Contents

1. Introduction to SME:

Introduction: The Actuality and the Potential of SMEs in Developing Economies, What Is an SME? Why Are SMEs Appropriate for Bank Financing

2. Credit Analysis:

An Outline of the Credit Application, Analysis, and Approval Process: The Centrality of Credit Analysis, Streamlining and Templatizing the Credit Analysis Process

3. Monitoring, Report, Collection:

Monitoring SME Loan Income/Performance Monitoring of Credit/Marketing Officers; Reports, Repayment Monitoring, and Collections; Setting Up an SME Unit—Is It a Good Idea?

4. Recent trends in SME and Entrepreneurship finance :

Business environment and macroeconomic context , Lending to SMEs, Credit conditions for SMEs, Equity financing, Asset-based finance and crowdfunding activities, Payment delays, bankruptcies and non-performing loans, Government policy responses in 2014-15

5. The role of business angel investments in SME finance:

Business angels have an important role to play in the financial ecosystem for SMEs, Trends and developments in angel activities, Policy initiatives for angel investment, A need to strengthen the evidence base on business angel investing

Text book(s)

Financing SMEs and Entrepreneurs 2016: An OECD Scoreboard, by OECD, OECD Publishing, Paris.

Reference(s)

A Guide to SME Financing by David Munro, Springer

MBA: 670a Thesis Report

A dissertation is a compulsory requirement for the successful completion of an MBA degree. Writing a dissertation is one of the most creative challenges of this program. It offers students the opportunity to prove that they have the ability to implement the knowledge they have acquired throughout their studies in Business Administration and to carry out in-depth research into a topic of their choice related to the aims of the program, under the guidance of a supervisor. The objective of the dissertation are to:

- a) put into practice theories and concepts learned on the program;
- b) provide an opportunity to study a particular topic in depth;
- c) show evidence of independent investigation;
- d) combine relevant theories and suggest alternatives;
- e) enable interaction with practitioners (where appropriate to the chosen topic);
- f) show evidence of ability to plan and manage a project within deadlines

MBA: 670b Defense of the Thesis Report

Students are required to appear for viva-voce examination on dissertation report and relevant subjects. The purpose of the Viva-Voce is to establish, through an oral examination that the report is of sufficient high standard to merit the award of the degree.

MBA: 671a Internship

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

1. To provide students with opportunities to apply the concepts learnt in the classroom to real-life situations
2. To sensitize students to the variations of a work place by assigning time-bound projects in a company
3. To provide students a platform to network which will be useful to further their career prospects

MBA: 671b Defense of the Internship Report

Students are required to appear for Viva-Voce examination on internship report. The purpose of the Viva-Voce is to establish, through an oral examination that the report is of sufficient high standard to merit the award of the degree.

MBA: 690 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.....