

Student Handbook

(Program Instructions and Course Outline)

MBA PROGRAM

শুন্ম অব বিজনেস
SCHOOL OF BUSINESS

Creating Opportunities
for Next Generation
Business Leaders



Bangladesh Open University

STUDENT HANDBOOK: MBA Program

**SCHOOL OF BUSINESS
BANGLADESH OPEN UNIVERSITY
GAZIPUR-1705**

Phone: 9291106
PABX: +8809666730730
Ext. 133, 137, 662, 668

REVISED BY
Professor Dr. Md. Serazul Islam
Coordinator, MBA Program

PUBLISHED BY
Publishing, Printing and Distribution Division
Bangladesh Open University
Gazipur - 1705

October, 2019

**SCHOOL OF BUSINESS
BANGLADESH OPEN UNIVERSITY**

COVER DESIGN
Monirul Islam

DESKTOP PROCESSING
Mahbubul Alam
Ardhendu Sarkar

PRINTED BY

**Free copy to every enrolled student of the MBA Program
of the School of Business, BOU**

CONTENTS

		Page
1.	Message from the Dean _____	1
2.	Bangladesh Open University _____	3
3.	Conventional System and Distance Education System _____	3
4.	School of Business _____	3
5.	Faculties, Officers and Staff of the School of Business _____	4
6.	Academic Programs of the School of Business _____	7
7.	Master of Business Administration (MBA) Program of the School _____	10
	(a) Credit Hours of MBA Program _____	10
	(b) Fee Structure for the MBA Program _____	10
	(c) Total Number of Semesters to Complete MBA Program _____	11
8.	Registration _____	11
	(a) Program Registration Duration _____	11
	(b) DE-NOVO Registration _____	11
	(c) Cancellation of Program Registration _____	11
	(d) Activities to be Considered as Adoption of Unfair Means by a Student _____	11
	(e) Student Identification Number _____	11
	(f) Course Registration in each Semester _____	12
9.	Academic Year and Semesters _____	12
10.	Instructional Materials _____	13
11.	Tutorial Services _____	13
12.	Student Evaluation _____	14
	(a) Evaluation Procedure _____	14
	(b) Attendance and Class Performance _____	14
	(c) Assignments _____	14
	(d) Specimen of Cover Page for Assignment _____	15
	(e) Semester-end Examination _____	15
	(f) Calculation of Grade Point _____	15
	(g) Formula for Calculation of GPA _____	16
	(h) Requirements to have the MBA Degree _____	16
	(i) About Redo Examination _____	16
	(j) About 'F' Grade in a Course _____	16
	(k) About Retaken Course _____	17
13.	Administration of the Program _____	17
	(a) Semester Wise Course Offering _____	18
	(b) Registration in the Courses of the Next Semester _____	18
	(c) Submission of Filled-up Examination Registration Form _____	18
	(d) Admit Card for Semester-end (Final) Examination _____	18
	(e) Admit Card for Viva-Voce Examination _____	18
14.	Guidelines for Master Paper of the MBA Program _____	18
	(a) Types of Research for Master Paper _____	19
	(b) Master Paper Proposal _____	19
	(c) Submission and Approval of the Master Paper Proposal _____	19
	(d) Structure of Master Paper _____	19
	(e) Master Paper and Viva-voce _____	20
15.	Courses of the MBA Program _____	21
16.	Assignment Acknowledge Form _____	23
17.	Specimen of Cover Page for Assignment _____	24
18.	Tutor Evaluation Form _____	25
19.	Examination Registration Form _____	26
20.	Admit Card for Semester-end (Final) Examination Form _____	27
21.	Registration Form for viva-voce _____	28
22.	Student Data Bank (Confidential and Compulsory): _____	29
23.	Student's Complaint Form _____	30
24.	Address of Regional Centers (RCs), BOU _____	31
25.	Detailed Course Outline (Syllabus) of the Courses _____	32
26.	What To Do During Each Semester? _____	54

MESSAGE FROM THE DEAN



Dear Learners

Welcome to our Master of Business Administration (MBA) Program. The School of Business of Bangladesh Open University (BOU) offers a challenging curriculum, which provides the opportunities for academic achievement, personal growth and professional development. We aim to equip our students with the personal learning and business skills that will enable them to grasp career opportunities in management and face business challenges with confidence. The School has launched this MBA program in August 1998. Since launching, this MBA program is successfully meeting the needs of today's students towards the management challenges and responsibilities of future.

You would be glad to know that the School of Business of BOU is offering MBA Program with major in five (5) specialized disciplines (Marketing, Human Resource Management, Accounting and Information Systems, Finance & Banking, and International Development Economics) from 141- Semester.

As a student of our MBA program, you are receiving this handbook only once after getting yourself admitted into the program and you need this handbook throughout the program. Therefore, you are advised to keep this handbook in a safe place. In this handbook, the detail outline of the courses of the MBA program of the School has been furnished along with the necessary instructions relating to this program. By going through this handbook, you will get a clear idea about the academic activities relating to our MBA program and also about the important things you will have to do in different semesters. The School suggests you to read this handbook carefully before starting your studies.

At the beginning of each semester, you will receive a **Semester Calendar**. Important deadlines for relevant activities will be mentioned in this Semester Calendar and such dates and schedules will not be changed except in unavoidable circumstances. You are advised to be careful enough to complete all the necessary activities related to the program on time. It will be very unfortunate if you fail to follow the program schedule, because we are totally incapacitated to allow you any kind of flexibility on such issues.

Dear students, MBA is a prestigious program. Quality assurance in this program is very crucial. We are trying our level best to provide you with quality materials and services so that you can receive best business education. Your valuable suggestions will help us to improve and update the MBA program continuously. For any query relating to our MBA program, you may write us without any hesitation to the following address (with duly stamped return envelop):

Dean
School of Business
Bangladesh Open University
Gazipur – 1705, Bangladesh

You must remember that open and distance education is based on self-learning approach. There is no traditional classroom teaching in this system; however, we provide a limited number of tutorial services at the specific Study Centers on specific Fridays. Tutorial session plays a crucial role in the learning system. To optimize your learning outcome and/or to have satisfactory score in the exam, you must attend the tutorial sessions and appear at the class test(s) to be held by the respective course teacher. You are also asked to go through the text materials supplied/prescribed by the School and then come to your Study Center (SC) to discuss the unclear/difficult parts of the lessons with the tutor as well as the fellow students in groups. As a distant learner you are required to follow the schedule of the School as provided in the Semester Calendar. The School is managing its programs throughout the country. Any change in the specified schedule is

difficult and expensive to communicate every stakeholder. In addition to some strict rules for a distant learner, **you can enjoy some flexibility in the following grounds:**

- ◆ You can select your own place and suitable time for study;
- ◆ You can attend the tutorial sessions at any specified Study Center of the School.
- ◆ You can register in minimum two and maximum six courses that are offered in a semester;
- ◆ You can appear at the semester-end examination at any examination center of the School through duly submitted Examination Registration Form;
- ◆ You can re-appear at the Semester-end Examination for additional two times in the subsequent available semesters for each registered course through duly submitted Examination Registration Form along with redo Examination fee.

However, you **may not have any flexibility** in the following areas:

- ◆ You must **submit your Assignments** for the registered courses in the current semester;
- ◆ You have to submit your Assignments on or before the specified due dates to your respective **Study Center Coordinator**;
- ◆ You have to submit the completed **Examination Registration Form** in due time to appear at the semester-end final examination; and
- ◆ On reasonable ground, you may apply for transfer from one Study Center to another Study centers; however, you cannot apply for transfer before successfully completing the courses of the first and the second levels of the program.

You may ask for any kind of cooperation from us at any time. Your patience, good behavior, and sincerity will reflect the image of the MBA program and the university as a whole.

You will get different **FORMS**, from page # 23 to page # 30 of this handbook. Do not use those forms directly in this book. You have to **Use the photocopy** of those forms considering the necessity of those forms for various purposes from time to time. However, on submission of your assignments, you have to take the signature of the concerned SC Coordinator on the **Assignment Acknowledgement Form** provided (use photocopy) in this handbook (page#23)

I wish you every success in your studies and hope that your study-time in BOU will be productive and enjoyable.

Thanking you.

(Prof. Mostafa Azad Kamal)

Dean

School of Business

Bangladesh Open University

Gazipur – 1705, Bangladesh.

Phone: 88-02-9291106 (off.)

E-mail: mostafa_azad@yahoo.com

BANGLADESH OPEN UNIVERSITY (BOU)

Bangladesh Open University (BOU) has been established on October 20, 1992 by an act of the Parliament with the objective of transforming the country's vast human resources into an educated and trained work force by extending them a wide range of academic programs, both formal and non-formal. BOU's programs are aimed at everyone, particularly working people and those socially disadvantaged groups who cannot enroll in conventional on-campus universities. The Academic Body of the University consists of six Schools and each School is an inter-disciplinary body of academics. Several administrative divisions are there to support the academic programs of the University. There are twelve Regional Centers (RCs) and eighty Sub-Regional Centers (SRCs) of BOU working throughout the country to reach at the doorstep of the students at different regions through a wide variety of distance education programs. BOU extends learning opportunities to people across the country. It allows you to choose home as your campus and integrate learning into adaptable and self-determined schedule. It is hoped that the commitment of BOU to distance learning will provide you the opportunities for academic achievement, personal growth and professional development. You may visit at www.bou.edu.bd to know more about BOU.

CONVENTIONAL SYSTEM AND DISTANCE EDUCATION SYSTEM

Conventional system and Open & Distance Learning (ODL) system are two different approaches to reach the student. In conventional education system, students are being educated in an on-campus environment where teachers deliver their lectures as per regular class schedule in a face-to-face interaction. That is a teacher-centered approach and students enjoy little or no flexibility in the class and examination schedules. In conventional system, institutions are closely controlling and monitoring their students. Such students have to go to the campus on every working day and attend classes regularly. They have to be regular students and probably have to depend on others to support them. Students can enjoy frequent face-to-face interaction with teachers but they have to complete specific courses in a specific time period.

In open and distance education system, students are not required to attend the class regularly. This off-campus system facilitates them to learn at their home/work place through providing them with specially designed learning materials. Audio and video programs will help them to understand the difficult sections of their text. In near future, from BOU they will also be able to get the facilities of teleconferencing, e-mail, Internet etc. In this multi-media based education system, they will be able to use their own time and commitment. They can also enjoy the benefits of tutorial services where they come to solve their problems they face while studying their learning materials and/or while preparing their assignments. Attendance in such tutorial classes is optional. At the same time, this system has much more flexibility than the conventional system to accommodate them within their own time, place and pace to learn. **Only students' self-learning attitude will definitely ensure their benefits in this system.**

SCHOOL OF BUSINESS

The School of Business is one of the six Schools of BOU. The main objective of its programs is to create educated and skilled manpower throughout the country by making business education available to a large number of populations. Initially the School launched its programs for the first time in January 1995.

FACULTIES OF THE SCHOOL

The School has qualified and trained faculties who plan and organize the details of the offered programs. The faculties are committed to guide and take responsibility to maintain the standard of education offered by the School. The Faculty consists of the following members who have brilliant academic career to their credit and have also both extensive and intensive training on the Open and Distance Learning at home and abroad:

Professors:



Dr. M. Ekramul Hoque, M.Com. –Management (DU), PhD (Bangladesh)
Phone: 09666730730/664, 8962776 (Res); 01711179956 (Cell)
E-mail: ekramdean@yahoo.com



Dr. Qazi Mohammad Galib Ahsan, M.Com. – Accounting (DU), PhD (India), Post-Doc (UK)
Phone: 09666730730/665, 9185266 (Res), 01729224499 (Cell)
E-mail: ggalib@bou.edu.bd, dean_sob_bou@yahoo.com



Dr. Md. Mayenul Islam, MBS – Management (IU), PhD (Bangladesh)
Phone: 09666730730/666, 01711955537 (Cell)
E-mail: islammayenul@yahoo.com



Mr. Mostafa Azad Kamal, MSS – Economics (CU), MA - Int. & Dev. Economics (Belgium)
Phone: 09666730730/662, 01911319248 (Cell)
E-mail: mostafa_azad@hotmail.com



Dr. Md. Serazul Islam, MBA – Accounting (IU), PhD (Bangladesh)
Phone: 09666730730/668, 01712937189 (Cell)
E-mail: islamserazul@yahoo.com

Associate Professors:



Dr. Mohammad Zahir Raihan, MBA – Finance (CU), MPhil (Bangladesh) PhD (Malaysia)
Phone: 09666730730/669, 01716233708 (Cell)
E-mail: raihan_bou@yahoo.com



Dr. Shaheen Ahmed, M. Com. – Management (DU), PhD (Malaysia)
Phone: 09666730730/792, 01911251181 (Cell)
E-mail: shaheenmahmed@yahoo.com

Assistant Professors:

Mr. Md. Tarikul Islam, MBA-Marketing (DU)
Phone: 09666730730/670, 01720581050 (Cell)
E-mail: tarikuldu05@yahoo.com



Mr. Md. Kayes Bin Rahaman, MBA-Finance (RU)
Phone: 09666730730/671, 01717671496 (Cell)
E-mail: kbrahaman@gmail.com



Ms. Adiba Anis, MBA-Marketing (DU) [Study Leave]
Phone: 09666730730/672, 01818644137 (Cell)
E-mail: adiba10mkt@gmail.com



Mr. Md. Mahfuzur Rahman, MSS, Economics (RU)
Phone: 09666730730/133, 01721380509 (Cell)
E-mail: masum2069@yahoo.com



Ms. Asma Akter Shelly, MBA-Finance (DU)
Phone: 09666730730/134, 01712054623 (Cell)
E-mail: shellyasma26@gmail.com

Lecturers:

Ms. Romana Kader, MBA-Management (DU)
Phone: 09666730730/135, 01913705671 (Cell)
E-mail: romana.hrm@gmail.com



Ms. Mollika Ghosh, MBA-Marketing (DU)
Phone: 09666730730/135, 01799781487 (Cell)
E-mail: mollikag.du@gmail.com



Ariful Islam, MBA-Accounting and Information Systems(DU)
Phone: 09666730730/135, 01911553988 (Cell)
E-mail: maverick9036@gmail.com

Officers and Office Staff

The School has a set well-qualified officers and staff as under who provide strong support to the administrative functions relating to the academic programs offered by the School of Business.

Officers:

				
Taslima Khanam Deputy Director	Md. Abdul Matin Assistant Director	Md Humayun Kabir Admin. Officer	Shereena Akther Admin. Officer	Shahidur Rahman Admin. Officer

Office Staff:

Ardhendu Sarkar, Computer Operator
Ms. Nazma Akter, Lower Divisional Assistant
Md. Moniruzzaman Khan, Lower Divisional Assistant
Md. Gias Uddin, Office Assistant
Md. Sazzadul Bari, Office Assistant
Md. Kayes Miah, Cleaner
Md. Riyad Hossain, Office Assistant
Rony Mia, Office Assistant



ACADEMIC PROGRAMS OF THE SCHOOL OF BUSINESS

Certificate in Management (CIM) Program

The Certificate in Management (CIM) has been launched in 1995. This program has been designed to increase the skill of desk level managers. If anyone is interested to increase his/her efficiency in management and wants to succeed at the workplace, s/he may get admission into this program. The minimum entry requirement for this program is HSC or its equivalent. It is an 18 credit-hour program consisting of 6 (six) compulsory courses. It can be completed in two semesters (one year) to the minimum.

Bachelor of Business Administration (BBA) Program

The Bachelor of Business Administration (BBA) program has been launched by the School in the year 2007. The objective of the program is to augment the business education of the learners covering wide range of theoretical concepts and principles relating to the business activities. The minimum entry requirement for this program is HSC or its equivalent certificate. Students are enrolled into the program only once in a year through an Admission Test. This is a 120 credit-hour program consisting of 39 courses, and viva-voce examination. The program can be completed in 8 semesters (4 years) to the minimum by registering in 4 courses in the first semester and 5 courses in each of the following 7 semesters. The major disciplines of this program comprise of (i) Accounting and Information Systems (ii) Students who complete the BBA Program of BOU with minimum CGPA 2.75 will be eligible for direct admission into the 3rd Level of the MBA Program run by the School. Students who complete the BBA Program of BOU with minimum CGPA 2.50 will be eligible for direct admission into the 4th Level of the MBA (Evening) Program run by the School.

Post-Graduate Diploma in Management (PGDM) Program

Initially the School has launched the Graduate Diploma in Management (GDM) program in 1995 and later the GDM program has been restructured into the Post Graduate Diploma in Management (PGDM) program. The PGDM program has been designed to increase the skill of mid-level managers. Successful completion of this program will help the learners to be a competent manager to analyze information in taking decisions. It will also increase your skill and ability in performing managerial activities. The minimum entry requirement for this program is a bachelor degree or its equivalent degree from any recognized University. It is a 30 credit-hour program consisting of 14 courses (4 foundations and 10 compulsory) to be completed by a non-commerce graduate, whereas a commerce graduate has to complete only 10 compulsory courses. A non-commerce graduate can complete this program in at least 3 (three) semesters (one and a half years), whereas it requires at least 2 (two) semesters (one year) for a commerce graduate. The other important features of this program are as follows:

- Students who have completed the PGDM/MGD program from the School of Business, BOU, with at least 2.75 CGPA will get direct entrance into the Second Level of the MBA program and s/he will get exemption from all the 4 (four) courses of the first level.
- Students who will complete PGDM program with CGPA 2.50 to 2.74 will get direct admission into the 1st level of the MBA program of the School.
- Moreover, students who will complete PGDM program with CGPA 2.00 to 2.49 may apply for admission into the MBA program under open competition and they will get additional 2 points to complete in the MBA admission process.
- In all the above cases students must have to collect and submit the Admission Form and face Viva-Voce as well.

Commonwealth Executive MBA/MPA Program

The *Commonwealth Executive Master of Business Administration (CEMBA)* and *Commonwealth Executive Master of Public Administration (CEMPA)* programs have been launched by the School of Business in association with Commonwealth of Learning (COL) and in collaboration with Allama Iqbal Open University (AIU) Pakistan, Open University of Sri Lanka (OUSL), and other open universities of commonwealth countries. The Commonwealth Executive MBA/MPA program aims at complementing existing MBA/MPA program currently being offered by the Universities of the Commonwealth to meet the social and professional demands for management and public administration education at the post-graduate level. The CEMBA/CEMPA program at BOU is available as a two years course of study. This is a 90 credit-hour program. The program is designed in such a way that it may be completed in four semesters.

Master of Business Administration (MBA)-Evening Program

Since September 2015, the School of Business, Bangladesh Open University launched a new enriched Master of Business Administration Program (Evening) with a view to equip the students with corporate skills that will enable them to grasp career opportunities in management and face business challenges with confidence. The program is developed to help practicing professionals, managers, public-and-private-sector-officials etc. gaining a higher level of competency. Any graduates with minimum second class or CGPA 2.50 can apply for admission into this program. 4-year BBA graduates with minimum CGPA 2.50 can get themselves admitted into 4th level of this program.

The academic part of the new two-year 60-credit program is delivered over a 24-month period on a Trimester basis. Students have the opportunity to choose from four concentrations: Accounting and Information Systems, Human Resource Management, Marketing, and Finance & Banking.

Master of Philosophy (MPhil) Program

The MPhil program shall run for 2 years on full-time and 4 years on part-time basis. The maximum time to complete M.Phil program will be 4 years for full time and 6 years for part-time candidates subject to the approval of the CRC.

Eligibility for Admission

- A candidate having Bachelor (Honors) degree and Master degree in any academic discipline from a recognized university with two First Class/Division or GPA/CGPA 3 (out of 4) or equivalent. Or
- A candidate having at least Second Class with minimum 50% marks or CGPA/GPA 3.00 (out of 4.00) or equivalent in both 3-year/4-year Bachelor (Honours) degree and one-year Master and at least second division or GPA 4.00 (out of 5.00) or equivalent in both SSC & HSC and equivalent examinations. Or
- Candidates holding Bachelor (Honours) degree and Master degree serving at recognized research organizations/academic institutions/bodies having at least 2(two) years experience and one research article published in peer-reviewed journal.
- Foreign candidates shall also have the opportunity to enroll into this program upon satisfying the above requirements. In addition, the foreign candidates have to fulfill the following criteria:
 - Overall IELTS score minimum 5.5.
 - Candidates from English speaking countries need not to fulfill the Criterion 1.4.1. However, they will need to produce proper documents with the application.

- The RCC and CRC will have the right to waive the English language test scores where required subject to the recommendation of the RCC.

Doctor of Philosophy (PhD) Program

The Ph.D. program shall run for 3 years on full time and the 5 years on part-time basis. The maximum time to complete Ph.D. program will be 5 years for full time and 7 years for part-time candidates subject to approval of the CRC.

- A candidate having an MPhil degree/ MS degree/Master degree from abroad or equivalent and having at least second class with minimum 50% marks or CGPA/GPA 3.00 (out of 4.00) or equivalent in Bachelor (Honors) degree. The candidate shall also have at least second division or GPA 4.00 (out of 5.00) or equivalent in both SSC & HSC or equivalent examinations. Or
- A teacher of the BOU with 2 years teaching experience and at least two research articles published in peer-reviewed journal. Or
- A teacher of any university of Bangladesh with 3 years teaching experience who got Bachelor (Honors) degree and Master degree with minimum 50% marks or CGPA/GPA 3.00 (out of 4.00) or equivalent. The candidate shall also have at least two research articles published in peer - reviewed journals. Or
- A teacher of an affiliated college under National University of Bangladesh having at least five years of teaching experience in which four years in Bachelor and Master levels. The candidate also shall have at least second class with minimum 50% marks or CGPA/GPA 3.00 (out of 4.00) or equivalent in Bachelor (Honors) and Master degree and having at least second division or GPA 4.00 (out of 5.00) or equivalent in both SSC & HSC and equivalent examinations. The candidate shall have at least two articles published in peer-reviewed journals. Or
- A teacher/researcher of Medical College/Institute affiliated by a public university having FCPS/MD/MS/MPhil or equivalent with at least 2 years of teaching/research experience and having at least two research articles published in peer - reviewed journals. Or
- Research Officer serving at recognized research organizations/Institutions/bodies having at least 5 years of research experience and minimum two research articles published in peer reviewed journals. The candidate also shall have at least second class with minimum 50% marks or CGPA/GPA 3.00 (out of 4.00) or equivalent in Bachelor (Honours) and Master degree and having at least second division or GPA 4.00 (out of 5.00) or equivalent in both SSC & HSC and equivalent examinations. Or
- The employees of the BOU having at least 7years of experience at the University on the date they submit the application for admission and having academic qualification mentioned in clause 1.4 and minimum two research articles published in peer-reviewed journals.
- For some of the disciplines such as Agriculture, Engineering, etc. it may require specific eligibility criteria. General criteria for admission into PhD shall be considered if there are no specific eligibility criteria prescribed by the school for a particular discipline/area.
- Foreign candidates shall also have the opportunity to enroll into this program upon satisfying the above requirements. In addition, the foreign candidates have to fulfill the following criteria:
 - Overall IELTS score minimum 6.0.

- Candidates from English speaking countries will not need to fulfill criterion 1.9.1. However, they will need to produce proper documents with the application.
- RCC and CRC will have the right to waive the English language test scores where required.

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM

The School of Business of BOU offers the MBA program through Open system. The objectives of the program include making students aware of a thorough coverage of the theoretical concepts and principles; relating these theories and principles with the contemporary organizational environment; addressing and developing integrated thinking for practicing the dynamic decision making to balance between all types of organizational environment for achieving the goal. The minimum entry requirement for this program is a bachelor degree or its equivalent degree from any recognized University. It is a 60 credit-hour program consisting of 20 courses. One can complete this program in at least 4 (four) semesters (two years) from the date of his/her admission. Keeping in mind the competitive and challenging business world, the following disciplines are offered as Majors in MBA: Accounting and Information Systems; Finance and Banking; Human Resource Management; International and Development Economics; and Marketing.

Credit Hours of MBA Program

The number of courses and credit hours of the program are as follows:

Total number of courses (including master paper & viva-voce)		20 (twenty)
Credit per course		03 (three)
Total credit for Core Courses	(15×3)	45 credit hours
Total credit for Major Courses	(4×3)	12 credit hours
•Capstone Course (Business Research Methods)	(1/2×3)=1.5	3 credit hours
•Master Paper and Viva-Voce	(1/2×3)=1.5	3 credit hours
Total credit hours of the program		60 credit hours

Fee Structure of MBA Program

(May be Changed by the University Authority)

Compulsory Fees:	Amount in Taka
Prospectus and Application Form	Consult with the Concerned Officer of the Regional Center
Exam Fee for Current Semester	
Fee for Digital ID Card	
Course Registration Fee per Course	
Semester Registration Fee	
Academic Calendar Fee	
Mark Sheet Fee for Each Level	
Situational Fees:	Consult with the Concerned Officer of the Regional Center
Re-Examination/ Redo Fee (per course)*	
Program Transcript Fee	
Original Certificate Fee	
Provisional Certificate Fee	
Graduation Ceremony Fee	
Testimonial Fee	
Duplicate Student ID Card Fee	
Correction Fee	
Late Course Registration Fee (per course)	
Improvement Fee (per course)	
Late Re-Examination/ Redo Fee (per course)	
Study Centre Change Fee	

- * In order to reappear at the semester-end examination for those courses in subsequent semesters, students have to pay the redo (re-examination) registration fee. All students are required to submit **Examination Registration Form** to the respective RRCs specifically by mentioning their preferred examination center.

N. B: The university authority preserves the right to change the above fees and such new fees (if any) will be applicable for all the students.

Total Number of Semesters to Complete the MBA Program

As a regular student, you can complete the program in at least 4 semesters by registering in 5 courses in each semester (including Business Research Methods, Master Paper & Viva-Voce). However, you can take two courses to the minimum and six courses to the maximum in a semester subject to the offering of the courses by the School in that semester.

Program Duration: Minimum: 4 (four) semesters (two years)

Maximum: 10 (ten) semesters (five years)

REGISTRATION

Program Registration Duration

At the time of your admission into the MBA program of the School of Business, you will get the registration of the program. This MBA program registration shall remain valid for a period of next 5 years (i.e., for consecutive ten semesters) since your admission into the program.

If any student fails to complete the program within the maximum program duration (10 semesters), s/he has to take **De-Novo Registration** for completing the program.

'DE-NOVO' Registration

DE-NOVO registration policy facilitates students whose registration period has been expired without completing the degree requirements. Student completed at least 12 courses during the period of the first five years since his/her admission into the program will be eligible to apply for the DE-NOVO registration. Such eligible student has to apply to the Dean of the School for DE-NOVO registration within next 6 (six) months after the expiry of the said five years. Under DE-NOVO registration, which will extend the registration for a further period of two years (4 semesters), the applicant shall get registration as a new student and such students will be allowed exemption from the courses s/he has successfully completed so far.

Cancellation for Program Registration

Your registration into the MBA program shall remain valid during the program registration duration plus the de-novo registration period unless you fall under any of the following categories:

- cancellation or suspension of registration by BOU, or
- discontinuation (for consecutive four semesters), or
- adoption of unfair means.

If any student fails to complete the program successfully within the said program registration (including de-novo) duration, his/her registration with the BOU will be automatically cancelled.

In the event of any misconduct or breach of any regulations of BOU by any student, the University may take necessary disciplinary action against such student as per the BOU rules.

Activities to be Considered as Adoption of Unfair means by a Student

- (1) The following activities will be considered as adoption of unfair means:
 - (i) Copying from another student's assignment/script/paper;
 - (ii) Copying from writing on the desk, or palm of a hand, or from other incriminating documents;
 - (iii) Possession of any incriminating document whether used or not; and
 - (iv) Unruly behavior or misbehavior with the tutors and invigilators.
- (2) Adoption of unfair means shall result in the punishment of the students as per the Disciplinary Rules of BOU.

Student Identification Number

You will be given a specific Student Identification (SID) number at the time of registration into the program. The SID number shall be an 11-digit number. The student must use complete SID number for all purposes like assignments, examinations and other communication with BOU.

Course Registration in Each Semester

In due time of each semester, you have to complete the requirements for registration only for the courses you will take in the relevant semester. You can take six courses to the maximum in a semester subject to the offering of the courses by the School in that semester. If you want to continue in a semester, you are required to register in at least 2 (two) courses in a semester. However, if you think it's difficult to continue in a semester, you may take a break in that semester, and that must be communicated to the Dean, SOB.

ACADEMIC YEAR AND SEMESTERS

Academic Year and Semesters of the Program

The academic year of the program shall start from April of each calendar year and shall end in March of the next year. Tentative schedule of the activities in each academic year shall be divided into two semesters as follows (you may find little variation from this tentative schedule):

Yearly Semester	Duration	Registration	Tutorial	Final Exam
First semester (1 st Level & 3 rd Level)	April – September	April	May–August	September
Second semester (2 nd Level & 4 th Level)	October – March	October	November–February	March

During the four-month time of tutorial sessions, you have to go through your course materials and submit two assignments for every registered course on or before the due dates as specified in the pertinent **Semester Calendar**.

Please remember for the courses registered in a semester by you, the assignments of those registered courses are to be submitted in the particular semester. Otherwise you will get 'zero' for the assignments of those courses.

INSTRUCTIONAL MATERIALS

You are not required to communicate frequently to get all the information about the program. School will provide you a set of **instructional materials**, which will provide you the necessary information relating to the current and next semesters. You are requested to go through the instructional materials carefully.

Please don't hesitate to contact with the RC and/or School if it becomes difficult to understand any part of the instructional materials.

Components of Instructional Materials

At the time of your admission into the MBA program, you will get this Student Handbook. All registered students are requested to read and keep this student Handbook for further references. During the period of offering MBA program under the distance education system, the School will supply the following instructional materials to every registered student at the beginning of each semester:

- Semester Calendar
- Text Book(s) for the course(s) registered in the semester supplied/prescribed by BOU.
- Assignments for the courses registered in the semester

You have to collect above materials at the time of registration, if no other specific date is mentioned for the distribution of those materials.

In addition to the above instructional materials you are required to purchase the text book on your own accord as mentioned in the semester calendar.

After collecting the instructional materials, you should do the following things:

- Read the **Semester Calendar** carefully and memorize the deadline for different activities that you have to do during the semester. For example: Assignment submission dates, Exam. Registration date, Course registration date for the next semester and so on.
- Start reading the textbook provided for each registered course. If you face any problem while understanding the text, make a list of those problems. While reading your textbook, be sure that you are within the course outline as provided in this handbook. **The syllabuses for the courses are provided at the end of this handbook (see page 32- 53)**
- You have to complete the total syllabus in 12 weeks time. Therefore, divide the total syllabus by considering the total time you have before the final examination. Try to study at least one chapter of your text in a week for every 3- credit course you have taken in a semester.
- Read the assignment questions of each course and prepare the assignment paper. Make a list of the problems you may face in preparing the assignments.
- Participate in the tutorial classes to discuss and to get the solution to the problems you have faced and noted down while understanding the next and preparing the assignments.

TUTORIAL SERVICES

Study Centers and Tutors

Study Center is the academic contact point for you where you can receive tutorial services. The School makes arrangement for tutorial sessions for selected courses at different Study Centers throughout the country. You can get the name of those Study Centers from **Semester Calendar** along with the dates and time of the tutorial sessions at respective Study Centers. You can attend the tutorial sessions at any of the different Study Centers. Tutors are experienced enough to guide you in developing your study plan.

Tutorial Sessions

During the period in each semester fourteen (14) tutorial sessions for every course will be arranged **on specific Fridays** at the specified Study Centers. The schedule of the tutorial classes of different Study Centers will be given in the **Semester Calendar**, which can be collected from the respective RC at the beginning of each semester. Generally, tutorial classes of the School start at 8:00 am and continue up to

01:00 pm on specific Fridays. In few Study Centers, tutorial sessions are arranged from 2:30 pm to 7:30 pm on specific Fridays. **Regular attendance in the tutorial classes is now compulsory to have the attendance and class performance marks and to have the topics clear by the tutors.** As a registered student of the School, you will enjoy the facility of participating in any tutorial class at any Study Center designated for this MBA Program.

Unlike the regular classes/lectures in the conventional educational institutions tutorial classes in open and distance education system are different. Tutors in the tutorial classes are expected to solve the problems you face while you are going through the text materials of the MBA Program. The only way to make the tutorial classes more effective is to study ahead the suggested text materials of the program at your own place and time and then by preparing yourself ready with identified specific problems to be asked in the next tutorial class. Tutor may divide each course into fourteen sections to discuss in fourteen tutorial classes and you should follow the sequence in asking questions.

STUDENT EVALUATION

Evaluation Procedure

For the completion of a course you have to go through an evaluation procedure of the School. for each course you will be evaluated within 100 (hundred) marks, distributed as:

- ☞ Attendance and Class Performance (5+5) = 10 marks
- ☞ Two (2) Assignments (10+10) = 20 marks
- ☞ One (1) Semester-end Examination (5×14) = 70 marks

Attendance and Class Performance

For better understanding of the topic and for having a satisfactory mark in class test and final exam every enrolled student has to attend the tutorial class duly. If a student fails to attend the class test, s/he can contact her or his tutor within the semester but before final examination for holding another exam.

Assignments

Assignments are a part of evaluation system and it covers 20% marks of each course. During the semester, on or before the specified due dates, you must submit two (2) assignments for every course you have registered in that semester, even if you have decided not to appear at the semester-end final examination of that course(s). Otherwise, you will get 'zero' (0) in assignments for that course. The School will not allow the submission of assignments of registered courses after the current semester. Deadline dates for submission of assignments and other necessary details will be mentioned in the relevant **Semester Calendar**.

Please note: If it is proved that any student prepares and submits her/his assignments by copying, either partly or fully, from another student's assignments, the evaluator may mark 'zero (0)' to both the assignments and any necessary action may be taken against such students as per rules of BOU.

Assignments are set to judge the analytical competence of the learners about the specific area(s) of the course. You can collect necessary hints from your course materials and also from the respective tutor. However, you have to prepare your assignments by yourself and to submit those to the respective **Study Center (SC) Coordinator** of your Study Center.

- ☞ **Important:** Use the relevant **ASSIGNMENT ACKNOWLEDGEMENT FORM** as provided on **page 23** of this handbook and collect the signature of the respective SC Coordinator on the relevant form at the time of submission of your assignments. **Use the photocopy of Assignment Acknowledgement Form separately for each level.**

If you submit your Assignments to anyone other than the respective Study Center Coordinator, the School will not take any responsibility for any problem in this regard.

Specimen of COVER PAGE for Assignment


You are given a specimen of cover page for assignment (see page 24). It is mandatory to use the photocopy of that specimen as the cover page for your assignments to be submitted. Assignments without having such cover page will not be evaluated.

Semester-end Final Examination

There will be a formal semester-end examination. During of the examinations of each course will be of three (3) hours and will consist of two parts.

- ☞ Part – A will consist of six (6) Broad/Essay type questions of which student has to answer any four (4) questions. [Marks: $4 \times 14 = 56$]
- ☞ Part – B will consist of one practical case followed by some questions. It is compulsory to answer the questions of the case. [Marks: 14]

At the end of each semester, you can appear at the semester-end final examination only for the courses offered in that semester. You have the chance to appear thrice as much as at the semester-end examination for a registered course; once in the current semester and twice as much as in the next four consecutive semesters (after paying exam. registration fee). In every case, you must submit the **final examination registration form** (use the photocopy of the form provided on page- 27) in due time according to the dates to be specified in the relevant Semester Calendar. If you want to avail the next chance to appear at the final examination, you are not required (or allowed) to submit **assignment** for the second time. School will preserve the assignment marks that have been obtained in the current semester. **A student can appear at the semester-end final examination for six courses to the maximum in a semester.**

 **NOTE: Total marks obtained by a student in each course will be converted into Grade Point (GP)**

Calculation of Grade Point (GP)

For every completed course, the marks obtained by a student in respective **assignments** and **semester-end examination** will be totaled and this total marks will be converted into Grade Point (GP) as per the following table:

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

40% to less than 45%	C- (C minus)	2.00
Less than 40%	F (Fail)	0.00

Student will get individual GP for every completed course. In case of completion of a number of courses, the 'Grade Point Average (GPA) of those completed courses will be calculated by using the following formula where the individual GP of every course and the respective credit of those courses will be taken into consideration:

Formula for Calculation of GPA

$$GPA = \frac{\sum(\text{credit of the course passed} \times \text{grade point earned})}{\sum(\text{credit of all courses completed})}$$

After each semester-end (final) examination, two Grade Point Average (GPAs) will be calculated for every student: **(1)** the GPA on the courses completed in that semester; and **(2)** a cumulative GPA considering all the courses completed so far by the student. His/her transcript for the semester will include *inter alia* the grade points s/he obtained in all the individual courses s/he has completed. Upon completion of the program, the 'Cumulative Grade Point Average' (CGPA) of a student will also be calculated by using the above formula.

Requirements to have the MBA Degree

Following are the requirements for obtaining the MBA degree of the School of Business, BOU:

- ☞ Successful completion of 60 credit hours.
- ☞ Obtain a minimum grade of C – (C minus) in each course
- ☞ Secure a minimum 'Cumulative Grade Point Average' (CGPA) of 2.00

About Redo Examination

Redo examination means Re-examination or re-appearing at the semester-end examination in the next available semester for improving the grade in the relevant course. Redo examination for any course is optional for the students who have got 'B – ', 'C+', 'C', or 'C – ' grade, whereas it is compulsory for the courses in which the student has got 'F' grade. If any student fails to appear at the semester-end final examination for any registered course in the current semester, s/he can also redo the course. However, a student can **redo a course** after paying necessary redo examination fee for a maximum of **two times** within the next four consecutive semesters after the semester in which the course has been registered by the student. If a student fails to improve his/her grade point after appearing in Redo examination, the previously secured grade point will be considered.

About 'F' Grade in a Course

Retake A Course: If any student gets 'F' grade in a course in the current semester, s/he has to redo the course within the next four consecutive semesters whereas s/he can appear at the semester-end examination for the course twice as much as only after paying necessary redo examination fee /re-examination fee. If any student fails to get at least 'C – ' (C minus) grade after availing (or without availing) of redo chances, s/he has to retake that course.

About Retaken Course

In the event of any retaken course, the student has to pay again the full fee for re-registration in that course. Since the passing of all courses individually is a degree requirement, the student with 'F' grade in a

course, after availing (or without availing) of redo chances, must retake that course in the semester when that course will be offered. A course can be retaken only once.

ADMINISTRATION OF THE PROGRAM

Semester Wise Course Offering

According to the set rules for the MBA program, following courses will be offered in the two semesters of each academic year.

In the odd semester of the academic year (Tentative Duration: April – September)	Courses of the 1 st and 3 rd levels of the program
In the even semester of the academic year (Tentative Duration: October – March)	Courses of the 2 nd and 4 th levels of the program

**** See page- 21-22 for the courses of different levels of the MBA Program**

Registration in the Courses of the Next Semester

The School sets some specific deadline for registration in the courses of the next semester and you are asked to complete the registration within that schedule, which will be given in the respective **Semester Calendar**. If you want to continue in a semester, you are required to register in at least 2 (two) courses in a semester. You can take 6 (six) courses to the maximum in a semester out of the courses offered in that semester.

You have to complete your registration requirement on or before the deadline (as per relevant Semester Calendar) in the courses to be offered in the next semester. You have the flexibility to select the courses from the list of courses to be offered in each semester.

Please Note: You are not required to wait for the result of the semester-end examination of the current semester for registration in the courses of the next semester.

However, if you think it becomes difficult on your part to continue in a semester, you may take a break in that semester. If you don't register in any course in due time, the School will not make any arrangement for you in that semester. Registration after the due date is not allowed.

Submission of Filled – up Examination Registration Form

- ⇒ **Important:** You are required to submit the **Examination Registration Form** to appear at the semester-end examination for the courses registered in the current semester.
- ⇒ In order to appear at the final examination of the courses registered in the previous semesters, it is also compulsory to fill-up **Examination Registration Form** and to submit the form (along with the re-examination fee) to the respective RC on or before the deadline as per relevant Semester Calendar.

The registration form has been attached with this handbook (see page-26) and you have to use the photocopy of that form. If you want to **change your examination center**, please make sure that it is mentioned in the box of Preferred Exam Center in the Examination Registration Form.

Admit Card for Semester-End Final Examination

Every student, who intends to appear at the semester-end final examination, is required to collect the *Admit Card* (See Page- 27) duly signed by the respective RC authority within the specified time as to be mentioned in the relevant Semester Calendar. **You must produce the Admit Card along with your ID card at the time of examination.**

Admit Card for Viva-Voce

Every student, who intends to appear at the viva-voce examination after completing 36 (thirty six) credits and submitting the Master Paper is required to collect the Admit Card (see page- 28 for details and page- 28 for viva-voce examination form).

GUIDELINES FOR PREPARING MASTER PAPER

Master paper is compulsory for the students of the MBA program with major offered by the School of Business (SOB), Bangladesh Open University. The main objective of the Master Paper is to help the students get oriented with the practical experience and apply multidisciplinary tools, techniques and concepts to solve organizational problems.

- ⇒ Students who have completed at least 36 (thirty six) credit and registered for the Business Research Methods (MBA 4316) can pursue the master paper.

- ⇒ A student is required to send **the Synopsis/ Master Paper Proposal**, duly signed by the **Supervisor** and counter signed by the **Study Center (SC) Coordinator**, to the **Dean, School of Business, BOU** on or before the deadline as to be mentioned in the relevant **Semester Calendar**.

Types of Research for Master Paper

The research must be business oriented and may be any one of the types:

- (a) Field study–empirical study;
- (b) Inter-organizational study-aimed at inter-organizational comparison/validation of theory/survey of management or development practices;
- (c) Case study–covering single organization/multifunctional area, problem formulation, analysis and recommendations.

Master Paper Proposal

Formulation of the Proposal: The research proposal should be prepared by the student in consultation with the research supervisor and should be submitted to the respective **Coordinator** of the concerned Study Center. The synopsis should clearly state the background, rationale, objectives, hypotheses (if any), methodology, plan of the study, etc. of the study along with the list of references.

Eligibility of Master Paper Supervisor: Any tutor of the program or faculty member of the School of Business, BOU or of any other recognized University is eligible to act as a Master Paper Supervisor.

- ⇒ In case a student fails to arrange a supervisor, s/he is advised to consult the respective Coordinator. If necessary, the matter should be taken up with the Dean, School of Business, BOU.

Submission and Approval of the Master Paper Proposal

- After selecting the supervisor and finalizing the topic through consultation with the supervisor, a student shall submit a copy of the proposal, signed by the supervisor, to the respective **Study Center (SC) Coordinator** after completing the required formalities mentioned earlier. The proposal must be submitted within specified time of each semester as to be provided in the relevant Semester Calendar.
- The **SC Coordinator** is requested to forward the Master Paper Proposals along with a list of students and their supervisors to the Dean, School of Business, BOU with specified time of each semester as to be provided in the relevant Semester Calendar.
- The School shall reject any incomplete research proposal. In such case, revised research proposal can be submitted in the same semester as per specific instructions.
- Students are requested to retain a copy of the proposal with them.

Structure of Master Paper

Formation: The length of the Master Paper should be within 15,000-20,000 words (excluding annexes). Each Master Paper must adequately explain the research methodology adopted and the rationale of the research. The research report must also contain the following.

- (a) Certificate of originality of the work (as signed by the researcher and counter signed by the respective supervisor);
- (b) An introduction;
- (c) Rationale of the study;
- (d) Objectives/Research questions of the study;

- (e) Literature review;
- (f) Methods of data collection, processing and analysis;
- (g) Findings and Analysis;
- (h) Summary, Conclusions and Recommendations;
- (i) Bibliography / References

Submission of the Master Paper: A copy of the master paper duly signed by the supervisor and the student is to be submitted through the concerned SC Coordinator to 'the Dean, School of Business, Bangladesh Open University' for evaluation.

Master Paper Submission and Viva-Voce

In order to obtain the MBA degree of the School, at the final stage, the student has to submit a Master Paper and to appear at the Viva-voce as per specified schedule. Necessary instructions relating to the Master Paper submission and the Viva-voce will be provided to the students in the relevant Semester Calendar.

- ⇒ **Important:** After completing at least 36 (thirty six) credits and submission of Master Paper, you can fill-up the Registration Form for Viva-Voce Examination.
- ⇒ You can use the photocopy of the **Registration Form for Viva-Voce** as provided on page 24 of this handbook.

COURSES OF THE MBA PROGRAM

Core, Capstone & Major Courses of MBA program

The MBA Program consists of Core, Capstone and Major courses. The Core courses aim at enabling the students to master the concepts of business tools and techniques of analysis as well as familiarize them with the current business environment. On the other hand, the capstone course helps the students address the dynamic nature of today's business world while conveying the essential elements of the business research process.

Following table will give you the titles of the core courses and capstone course of the MBA program by levels. The course code with respective credit of each course and the semester in which the courses will be offered are also mentioned in this table.

Course Structure			
Name of the Core Courses	Credit (Hours)	Course Code	Offering Semester
First Level			
Principles of Management	3	MBA 1301	April – Sept. (1st & 3rd Levels)
Principles of Marketing	3	MBA 1302	
Financial Accounting	3	MBA 1303	
Business Communication	3	MBA 1305	
Fundamentals of Financial Management	3	MBA 1306	
Second Level			
Business Mathematics	3	MBA 2305	Oct.-March (2nd & 4th Levels)
Business Statistics for Decision Making	3	MBA 2307	
Organizational Behavior	3	MBA 2308	
Human Resource Management	3	MBA 2309	
Managerial Economics	3	MBA 2310	
Third Level			
Management Accounting	3	MBA 3309	April-Sept. (1st & 3rd Levels)
Marketing Management	3	MBA 3310	
Strategic Management	3	MBA 3311	
Managerial Finance	3	MBA 3314	
Operations Management	3	MBA 3315	
Fourth Level –Major in Marketing			
E-Marketing	3	MBA 4318	October-March (2nd & 4th Levels)
Marketing for Non-Profit Organizations	3	MBA 4319	
Integrated Marketing Communication	3	MBA 4320	
Consumer Behavior	3	MBA 4321	
Business Research Methods (Capstone Course)	1.5	MBA 4316	
Master Paper and Viva-Voce	1.5		

Fourth Level –Major in Human Resource Management			
Compensation Management	3	MBA 4322	April-Sept. (2nd & 4th Levels)
International Human Resource Management	3	MBA 4323	
Career Management	3	MBA 4324	
Training & Development	3	MBA 4325	
Business Research Methods (Capstone Course) Master Paper and Viva-Voce	1.5 1.5	MBA 4316	
Fourth Level –Major in Accounting & Information Systems			
Corporate Financial Reporting and Analysis	3	MBA 4326	October-March (2nd & 4th Levels)
Strategic Management Accounting	3	MBA 4327	
Accounting Information Systems	3	MBA 4328	
Accounting for Governmental and Non-profit Organizations	3	MBA 4329	
Business Research Methods (Capstone Course) Master Paper and Viva-Voce	1.5 1.5	MBA 4316	
Fourth Level –Major in Finance & Banking			
Corporate Finance	3	MBA 4330	April-Sept. (2nd & 4th Levels)
Investment Analysis and Portfolio Management	3	MBA 4331	
Bank Management and Financial Services	3	MBA 4332	
Development of Financial Markets and Institutions	3	MBA 4333	
Business Research Methods (Capstone Course) Master Paper and Viva-Voce	1.5 1.5	MBA 4316	
Fourth Level –Major in International & Development Economics			
Economic Development and Planning	3	MBA 4334	Oct.-March (2nd & 4th Levels)
International Economics, Globalization and Policy	3	MBA 4335	
Money, Banking and Financial Markets	3	MBA 4336	
International Trade and Finance	3	MBA 4337	
Business Research Methods (Capstone Course) Master Paper and Viva-Voce	1.5 1.5	MBA 4316	

N.B.: The School of Business, Bangladesh Open University preserves all rights to change the courses and curriculum to keep pace with the changing requirements of local, regional and global educational and business environment under any circumstances.

Student's Copy

(Each student must preserve it carefully. If any Assignment is lost, no student's claim will be accepted without this slip.)

স্কুল অব বিজনেস
SCHOOL OF BUSINESS
Bangladesh Open University
MBA Program

Assignment Acknowledgement Form

Name:

ID: - 3 3 - -

Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____

Dean's COPY

(Please tear this portion off while submitting last assignment. The Coordinator must send this portion to the Dean, School of Business, BOU, with the package of Assignments.)

স্কুল অব বিজনেস
SCHOOL OF BUSINESS
Bangladesh Open University
MBA Program

Assignment Acknowledgement Form

Name:

ID: - 3 3 - -

Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____
Assignment #1	Assignment #2
Course Code: MBA _____ Received on or before _____	Course Code: MBA _____ Received on or before _____
Signature & Date _____ Reference No.: _____	Signature & Date _____ Reference No.: _____

Instructions to the Coordinator: The Study Center Coordinator is requested to:

- put his/her signature on this form (both sides) only if the assignments are submitted by the deadline.
- check if the course code, ID number etc. have been written correctly on the assignment cover page and on this form.
- keep the Dean's Copy portion of this form while receiving the last Assignment.
- send the Dean's Copy of this form to Dean, School of Business, BOU, Gazipur-1705.



শুন্ন অব বিজনেস
School of Business
Bangladesh Open University

ASSIGNMENT NO.:

1

2

(Please put ✓)

Program: Master of Business Administration (MBA)

Course Title:

Course Code:

MBA

--	--	--	--	--

Submission

--	--	--

Semester:

Level: (Please mention)

--	--

PERSONAL INFORMATION OF THE STUDENT

Name (In Capital Letters):

ID (In Numbers):

			-	3	3	-			-		
--	--	--	---	---	---	---	--	--	---	--	--

ID (In words):

			-	Three	Three	-			-		
--	--	--	---	-------	-------	---	--	--	---	--	--

Study Center (SC) where you are submitting your Assignments): _____

RC _____

Contact Address (Compulsory)	For Use of the Coordinator's Office (If the Assignment is submitted after deadline)
<p>Mailing Address:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Tel: _____</p> <p>Cell Phone: _____</p> <p>E-mail: _____</p>	<p>_____</p> <p>Signature of the Coordinator/ Authorized Person/Seal of the Late Submission</p> <p>Date: _____</p>

(Attach the photocopy of both sides of your ID card to the assignment just after this cover page)

স্কুল অব বিজনেস
SCHOOL OF BUSINESS
Bangladesh Open University (BOU)

TUTOR EVALUATION FORM (Confidential)
MBA Program

Name:	Student ID Number: <input style="width: 15px; height: 15px;" type="text"/> <input style="width: 15px; height: 15px;" type="text"/> 3 3 <input style="width: 15px; height: 15px;" type="text"/> <input style="width: 15px; height: 15px;" type="text"/> <input style="width: 15px; height: 15px;" type="text"/> <input style="width: 15px; height: 15px;" type="text"/>
RC:	Study Center:

Your Opinion about the Tutors of Your Registered Courses
Semester: _____ Level: _____

Course Code	Name of the Tutor	Assessment on Tutors' Performance (Give your opinion by using: A =Excellent; B = Very Good; C =Good; D = Not Good; E = Bad)				
		Skill of Presentation	Capacity to Understand Your Problems	Depth of Knowledge	Sincerity and Punctuality	Personality
MBA						
MBA						
MBA						
MBA						
MBA						
MBA						

Mailing Address:

Dean School of Business Bangladesh Open University Gazipur-1705, Bangladesh
--

- ** Please feel free to fill up this form and mail it immediately after the completion of tutorial session in each semester.
- ** Your evaluation through this form:
 - (a) will be treated as highly confidential; and
 - (b) help us improve tutorial services.

You Can Use the Photocopy of this Form.



SCHOOL OF BUSINESS
Bangladesh Open University
EXAMINATION REGISTRATION FORM
Semester-end Final Examination
MBA Program

Glue a photo here.
 Photo must be
 same as is used for
 Admit Card

For Dean's Office

Semester: _____ Level: ____ / ____

(Only for the courses registered in current or earlier semester)

Name:
SID Number: <input type="text"/> <input type="text"/> <input type="text"/> 3 3 <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
Regional Center:
Study Center:
Preferred Exam. Center:

Based on the records maintained in our RC, this student can appear at the Semester Final exam.

 Regional Director, BOU

General Information about the Examination:

#	Course Code						Course Title	Registration Semester
1	M	B	A					
2	M	B	A					
3	M	B	A					
4	M	B	A					
5	M	B	A					
6	M	B	A					

- It is mandatory to fill up the examination registration form **for the courses registered in the current and previous semester(s)** and to submit the same to the respective RC on or before the **deadline**. If you want to change your examination center, you mention in Preferred Examination Center above. **Please don't send this form directly to the School.**
- You can appear at the semester-end final examination only for the courses offered in this semester. You have the chance to appear thrice at the semester-end final examination for a registered course - once in the current semester (without paying any additional fee) and twice more in the next available two semesters after paying necessary re-examination fees. In latter case, you have to submit this examination registration form in due time.
- If any student registers a course in the current semester and gets 'F' grade in that course, s/he will have to redo the course within the next available two semesters where s/he can appear at the semester-end final examination for that course twice only after paying necessary redo examination/re-examination fee. If any student fails to get at least 'C-' grade after availing (or without availing) of such chance, s/he has to retake that course.

Note: You have to submit this Form to your RC on or before the deadline.

Disclaimer: BOU Authority reserves the right to amend or modify any information given above.



শুভ অথ বিজনেস
School of Business
Bangladesh Open University
MBA Program
ADMIT CARD
Semester-end Final Examination
Semester: _____

Name of the Examinee: _____

Signature & Seal of the RD

SID Number:

			3	3					
--	--	--	---	---	--	--	--	--	--

 RC: _____

Study Center: _____ Exam. Center: _____

Please write codes and titles of the courses you have registered for examination. Make sure the invigilator's signature against the course you have gone in for the exam.

Course Code				Course Title				Invigilator's Signature and Date
M	B	A						
M	B	A						
M	B	A						
M	B	A						
M	B	A						
M	B	A						

(It is mandatory for all the students to show the Admit Card while entering the exam hall. Without the Admit card, no student will be allowed to sit for the exam. So, please collect the Admit Card while submitting the Examination Registration Form)

■ Students may bring the following items in the exam hall if required:

- ◆ Graph Paper ◆ Calculator (to be used if invigilator permits)
- ◆ Statistical Tables ◆ Student ID Card

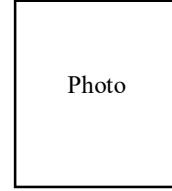
■ The following instructions must be maintained in the exam hall:

- ◆ The invigilator will get the full right to manage the students in the exam hall. Any negligence or incomppliance to the instructions of the invigilator will highly penalize the students. Any student found to do so shall be expelled from the course or the program.
- ◆ Mobile phones must be switched off and kept away from students' reach during the exam. If someone is found using the mobile phone during the exam, her/his script will be snatched or s/he shall be penalized as per the university rules.

Counter Signature of the Coordinator

Study Center

MBA Program
School of Business
Bangladesh Open University



REGISTRATION FORM FOR VIVA-VOCE

(Only for students who have completed at least 12 courses and submitted the Master Paper)

Semester: _____

Name:

SID Number :

			3	3						
--	--	--	---	---	--	--	--	--	--	--

Regional Center:

Study Center:

Major Subject:

Preferred Center for Viva-Voce:

Number of Courses Completed:

Number of Courses Appeared at the last Semester-end Examination

Topic of the Master Paper:

Supervisor of the Master Paper:

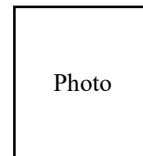
Date of Submission of the Master Paper:

Telephone Number:

Date and Signature of the Student

----- ✂ -----

শুধু অব বিজনেস
School of Business
Bangladesh Open University
MBA Program
ADMIT CARD FOR VIVA-VOCE



Name of the Examinee: _____ Signature & Seal of the RC

SID Number: _____ RC: _____

Study Center: _____ Preferred Examination Center: _____

(It is mandatory for all the students to collect the Admit Card to appear at the Viva-voce)

Send the filled up form to the respective Regional Resources Center (RC) [and a photocopy to the “Dean, School of Business, Bangladesh Open University, Gazipur-1705”] on or before the deadline as mentioned in the relevant Semester Calendar.

Use the Photocopy of this Form

শুধু অথ বিজনেস
SCHOOL OF BUSINESS
Bangladesh Open University
MBA PROGRAM
STUDENT DATA BANK
(Confidential and Compulsory)

NAME _____ (IN BLOCK LETTERS)

Date of Birth _____

Educational Background _____

Profession _____

Position _____

Mailing address _____

Phone: _____ **Fax:** _____ **E-mail:** _____

Student Identification (SID) Number:

				3	3						
--	--	--	--	---	---	--	--	--	--	--	--

Why have you become interested in BOU program? (Please write in brief)

What aspects of BOU did attract you most? _____

What do you want to know about BOU? _____

Dean Office:

Phone: 9291106

E-mail: deanoffice.sob@gmail.com

For General Information/Complaint/Query, submit the Information Form. You can get by scanning the QR Code shown on the right side.



Use the Photocopy of this Form



Received by BOU Office:	
_____	_____
Signature	Date

STUDENTS' COMPLAINT FORM

(For claiming marks in the Attendance & Class Performance, Assignment and or Theory reflected as missed or absent in the Mark sheet)

Put a tick (✓) mark and fill in where applicable

1. Complaint related to: Assignment Theory Attendance & Class Performance
2. Type of complaint/problem : _____

Course wise Complaint

Course Code	Course Title	Complaint on (Put tick (✓) mark only)			Decision on (To be filled-up by School of Business)			Remarks (To be filled-up by School of Business)
		Theory	Assignment		Theory	Assignment		
			#1	#2		A&CP	#1	
MBA								
MBA								
MBA								
MBA								
MBA								
MBA								

Complained By:

Student's Name: _____ Signature & Date: _____

ID Number:

				-	3	3	-							
--	--	--	--	---	---	---	---	--	--	--	--	--	--	--

Contact Number: _____

E-mail Address: _____

Exam Semester:

--	--	--

Enclosed:

- Photocopy of ID Card.
- Student's Copy (Original) of Assignment Acknowledgement Form (See Page#23 of Student Handbook)
- Photocopy of Level Mark Sheet.
- Photocopy of Admit Card (Attested by SC Coordinator).
- Other Documents (Specify) _____

 Signature of the Solver
 School of Business, BOU, Gazipur-1705

ADDRESSES OF REGIONAL CENTERS (RC), BOU

<p>◆ Dhaka RC 4/Ka, Colledge Area (Adjacent to Dhaka Teachers' Training College), Dhanmondi, Dhaka-1205 Phone : 8616065, 9673669</p>	<p><i>MBA Tutorial Facility is available</i></p>
<p>◆ Chattogram RC C.R.B. Road (to the west side of the stadium), Chattogram Phone : 031/619633</p>	<p><i>MBA Tutorial Facility is available</i></p>
<p>◆ Rajshahi RC Naohata, Poba, Rajshahi Phone : 0721/800008</p>	<p><i>MBA Tutorial Facility is available</i></p>
<p>◆ Jashore RC Jashore Uposhar (adjacent to the Dhaka Road), B.R.T.C. Campus, Jashore Phone : 0421/68526</p>	<p><i>MBA Tutorial Facility is available</i></p>
<p>◆ Faridpur RC (Opposite to River Research Institute), Harokandi, Barisal Road, Faridpur Phone : 0631/62081</p>	
<p>◆ Cumilla RC Dhaka-Chittagong Trank Road Noapara, Durgapur, Comilla Phone : 081/77557</p>	
<p>◆ Sylhet RC Pirijpur, South Surma, Sylhet Phone : 0821/719523</p>	<p><i>MBA Tutorial Facility is available</i></p>
<p>◆ Mymensingh RC Mashkanda, Mymensingh Phone : 091/65298</p>	
<p>◆ Rangpur RC R.K. Road (Central Bus Stand), Rangpur Phone : 0521/63593</p>	
<p>◆ Barishal RC Rupatoli, Barishal Phone : 0431/2176282</p>	
<p>◆ Bogura RC (East side of BADC Workshop, Banani) Biswa Road, Banani, Bogura-5800 Phone : 051/62794</p>	
<p>◆ Khulna RC Roshnibag, (West of Khulna University) Khulna-9208 Phone: 041/731795, 0172011905 (Mobile)</p>	<p><i>MBA Tutorial Facility is available</i></p>

DETAILED OUTLINE OF THE COURSES OF THE MBA PROGRAM

First Level Courses

Course Title: Principles of Management

Course Code: MBA 1301

Credit Hour: 3

1. **Introduction to Management:** Definition; nature and scope of Management; Purpose and Importance of Management Features/Characteristics of Management – Distinction between Management; Organization and Administration; Managing: Science of Art? The Elements of Science in Managing; Managerial Skills and the Organizational Hierarchy; Management Process.
2. **Historical Evolution of Management Thought:** Theories of Management and History Thereof; Classical School of Management Thought; Neo-Classical School of Management Thought; Modern School of Management Thought.
3. **Planning:** Planning; Meaning; Nature; Importance; Types and Steps; The Strategic Planning Process.
4. **Objectives:** Objectives: Definition and Nature of Objectives; Management by Objective (MBO).
5. **Decision Making:** Decision Making: Nature of Significance of Decision Making; Rationality in Decision Making; Types of Decisions; Decision Making Conditions; Decision Making; The Process and Managerial Practice; The Systems Approach and Decision Making.
6. **Organizing:** Nature; Purpose; Structure; Process and Logic of Organizing; Organizational Level and the Span of Management; Departmentation; Line; Staff and Functional Authority; Delegation of Authority; Centralization and Decentralization.
7. **Staffing:** Nature of Staffing Function; Human Resource Planning; Systems Approach to Staffing; Recruitment and Selection; Promote or Hire; Manager Selection; Training; Training Programs and Management Development Programs; Performance Appraisal (PA); Meaning and Importance; Types; Appropriate Method of Appraising Manager; Job Change; Promotion; Transfer; Demotion.
8. **Human Factors and Motivation:** Human Factors in Management; Motivation; Motivation Process; Motivators; Motivating and Satisfaction; Basic Assumptions about Motivation and the Nature of People; McGregor's Theory X and Theory – Y, Various Leading Theories of Motivation – Their Origin, Strengths and Weaknesses, Special Motivational Techniques.
9. **Leadership:** Definition and Nature of Leadership; Qualities/Ingredients of Leadership; Styles/Types of Leadership; Theories of Leadership.
10. **Committees and Group Decision Making:** Definition; Nature of Reasons for Using Committees; Plural Executive and Board of Directors; Making Committee Successful; Disadvantages and Misuses of Committees.
11. **Controlling:** Controlling Defined; Steps in the Control Process; Importance of control in Management; Designing Control System, Control as a Feedback System, Feed forward Control; Techniques of Future- Directed Control; Making Control Effective, Control Techniques – Budgetary and Non- Budgetary Control Devices.
12. **Comparative Management and Management in Some Selected Countries:** Comparative Management; Management in Japan, Management System of Germany; Management in Bangladesh.

Textbook:

Principles of Management, Md. Moinul Islam and Abdul Awal Khan, Bangladesh Open University.

Reference Book:

Management: A Global Perspective by Heinz Wehrich Harold Koontz: McGraw-Hill International Edition.

Course Title: Principles of Marketing

Course Code: MBA 1302

Credit Hour: 3

1. **Marketing in a Changing Environment:** Definition and Meaning of Marketing; Scope; Importance and Functions of Marketing; Marketing Management Philosophies.
2. **Strategic Planning and the Marketing Process:** Strategic Planning; The Marketing Process – Marketing's Role in the Organization; Managing the Marketing Effort.
3. **The Marketing Environment:** The Company's Micro Environment; The Company's Macro Environment.
4. **Measuring and Forecasting Demand:** Defining the Marketing and Measuring Current Market Demand; Forecasting Future Demand.
5. **Market Segmenting, Targeting and Positioning:** Market Segmentation: Meaning and Bases; Market Targeting; Market Positioning.
6. **Consumer Market and Consumer Buyer Behavior:** Factors Affecting Consumer Behavior and Types of Buying Decision Behavior; The Buyer Decision Process.
7. **Designing Products – Products, Brands, Packaging and Services:** Definition and Classification of Products; Individual Product Decisions; Product Line and Product Mix Decision: Product Life-Cycle and Marketing Strategies.
8. **Pricing Product – Pricing Considerations and Approaches:** Internal Factors Affecting Pricing Decisions; External Factors Affecting Pricing Decisions; General Approaches of Pricing.
9. **Placing Products–Distribution Channel and Logistic Management:** The Nature of Distribution Channels and Channel Behavior and Organization; Channel Design Decisions and Channel Management Decisions; Physical Distribution and Logistics Management.
10. **Placing Products–Retailing and Wholesaling:** Retailing – Its Nature; Types and Trends; Wholesaling: Nature and Types.
11. **Promoting Products – Advertising, Sales Promotion; Public Relation and Personal Selling:** Advertising – Its Nature and Role; Sales Promotion and Public Relations; Personal Selling: Its Role and Nature.

12. **Marketing Services, Organizations, Persons, Places and Ideas:** Service Marketing – Nature; Characteristics and strategies; Marketing Organization; Person; Place and Idea.

Text Book:

Principles of Marketing, Abu Sayed Talukder and Md. Zakir Hossain Bhuiyan, Bangladesh Open University.

Reference Book:

Principles of Marketing, Philip Kotler and Gray Armstrong, Pearson, 13th Edition.

Course Title: **Financial Accounting**

Course Code: MBA 1303

Credit Hour: 3

1. **Financial Accounting – Basic Concepts and Process:** The Nature and Environment of Accounting; GAAP (Generally Accepted Accounting Principles) and Conceptual Framework of Accounting; Basic Accounting Equation; Fundamentals of the Recording Process.
2. **Accounting Process Journal to Trial Balance:** Journal: The Books of Original Entry; Special and General Journal, Ledger Accounts; Trial Balance; Adjusting Entries and Adjusted Trial Balance; Closing and Reversing Entries.
3. **Accounting for Merchandising Operations:** Merchandising Activities; Financial Statements; Measuring Merchandising Inventory; Preparing Financial Statements; Statement of Cash Flows.
4. **Accounting for Current Assets:** Current Assets – Accounts Receivable; Estimating Uncollectible Accounts Expenses; Writing off and Uncollectible Accounts Receivable; Inventories; Inventory Valuation Methods; Periodic Inventory System.
5. **Accounting for Fixed and Long Lived Assets:** Property; Plant and Equipment – Definition; Classification and Determination of Cost; Depreciation; Methods of Computing Depreciation; Disposal of Plant Assets; Accounting for Natural Resources and Intangible Assets.
6. **Partnership Accounts:** Principles of Partnership Business; Accounts of Partnership Firm – General Principles; Practical Problems on Partnership, Valuation and Treatment of Goodwill; Admission and Retirement of a Partner; Dissolution of Partnership.
7. **Accounting for Issue of Shares and Debenture:** Definition and Features of Company; Share Issue; Forfeiture of Share; Pro-rate Allotment of Share; Redemption of Preference Share, Bonus Shares; Debenture Issue; Redemption of Debenture.
8. **Final Accounts of Joint Stock Companies:** Final Accounts and their Components; Legal and Professional Guidelines Relevant to Financial Statement; Practical Problems.

Text Book :

Financial Accounting, Saroj Kumar Saha, Monjur Morshed Mahmud and A.T.M. Tofazzel Hossain, Bangladesh Open University.

Reference Book:

Accounting Principles, Jerry J. Weygandt, Donald E. Kieso, John Wiley Sons Inc., 10th Edition.

Course Title: **Business Communication**

Course Code: MBA 1305

Credit Hour: 3

1. **Fundamentals of Business Communication:** Introduction, Definition, Nature, the Communication Situation, Importance, Scope, Principles, Functions, Barriers and Process of Business Communication.
2. **Fundamentals of Business Writing:** Adaptation and the Selection of Words, Construction of Clear Sentences and Paragraphs, Writing for Effect.
3. **Objective of Communication:** Information, Advice, Order, Suggestion, Persuasion, Education, Warning, Raising Morale, Motivation, Conveying Good; Neutral and Bad Messages.
4. **Classification and Methods of Communication:** Oral, Written, Digital, Non-Verbal, Audio-Visual, Visual, Silent, Face-to-face, Grapevine, Consensus, Downward, Upward, Vertical, Horizontal, Formal, Informal, Etc.
5. **Understanding Communication Cycle:** Sender, Receiver, Message, Coding and Decoding, Feedback, Acknowledgement, Common Understanding, and Ego State.
6. **Oral Communication:** Art of Speaking, Individual, Bilateral, Group, Meeting, How One Can Be A Good Speaker.
7. **Business & Job Letters:** Planning, Structure and Layout of a Letter, Strategies in the Job Search Process, Job Application, Constructing a Resume, Differentiating among Bio-Data-Curriculum Vita-Resume, Query, Claim, Order, Quotations, Tender, etc.
8. **Memo:** Definitions, Objectives, Types, Importance, Techniques & Functions of Memo.
9. **Conducting Meetings:** How to conduct a meeting, Notice for meeting with agenda, writing working paper and minutes, AGM
10. **Report Writing:** Definition, Importance of Reports, Oral and Written Reports, Types of Business Reports and Their Characteristics, Characteristics of a Good Business Report, Techniques of Writing Reports, Style Manual, Selecting a Suitable Type of Report.
11. **Job Interview:** Introduction, Kinds, Techniques of Participation.
12. **Techniques of Cross Cultural Communication:** Definition, Importance, Situation, Techniques, Tools for Cross-Cultural Communication.
13. **Technology Enabled Communication:** Definition, Types, Necessity, Tools, Communication in the Digital Age, Usage and Etiquettes of Digital Communication.

Text Book:

Basic Business Communication – Raymond Vincent Lesikar, John D. Pettit, Marie Elizabeth Flatley, Latest Edition.

Reference Books:

1. Excellence in Business Communication – J. V. Thill & C. L. Bovee
2. Business Communication – Betty R. Ficks & K. F. Gow
3. Essentials of Business Communication – Rajendra Pal & J. S. Korlahalli (New Delhi, S. Chand & Sons)

Course Title: Fundamentals of Financial Management

Course Code: MBA 1306

Credit Hour: 3

1. **An Overview of Financial Management:** Concept of Finance and Financial Management, Significance of Financial Management, Goal of Financial Management, Agency Relationship, Financial Decision Making, Business Ethics and Social Responsibilities.
2. **Time Value of Money:** Time Lines; Future Value; Present Value; The Power of Interest Rate and Time; Future Value of Annuity; Present Value of Annuity; Uneven Cash flow Sarcasm; Semiannual and other compounding periods; Amortization Loans;
3. **Risk and Rate of Return:** What is risk; Different types of Risk; Stand Alone Risk; Return, Expected Rate of Return; Risk Aversion and Required Rate of Return; Risk in a Portfolio Context; Relationship between Risk and Return; Diversifiable Risk and Market Risk; Estimating Market Risk Premium, Some Concepts about Beta and the CAPM.
4. **Working Capital Management:** Concept Working Capital Management; The Cash Conversion Cycle; Types of Working Capital Management Policy; Cash Management; Inventory Management; Receivables Management; Alternative Current Asset Financing Policies; Working Capital Planning, Advantage and Disadvantage of short term financing; Source of short term financing; Mode of Security.
5. **Cost of Capital:** Concept of cost of Capital; Significance of Cost of Capital; Factors Influencing Cost of Capital Determination; Methods of Determination of Cost of Capital.
6. **Capital Structure:** Concept of Capital Structure, Significance; Theory of Capital Structure; Capital Structure Decisions; Concept and Feature of Optimum Capital Structure; Determination of Optimum Capital Structure.
7. **Capital Market Financing:** Concept of Capital Market; Components and Function of Capital Market; Long – term Financing; Sources of Long – term Financing; Valuation of Long – Term Securities; Measurement of Returns from Long-Term Securities; Feature and Evaluation of Equity Financing and Preferred Stock Financing; Feature and types of Debt Financing.

Text Book:

Fundamentals of Financial Management, Jahurul Hoque and Begum Ismat Ara Huq, Bangladesh Open University.

Reference Books:

Principles of Managerial Finance, by Lawrence J. Gitman and Chand J. Zutter, Prentice-Hall, 13th edition .

Second Level Courses

Course Title: Business Mathematics

Course Code: MBA 2306

Credit Hour : 3

1. **Theory of Set:** Meaning; Methods and Types of Set; Venn Diagrams; Addition; Subtraction, and Complement of Sets; Difference and Product of Sets; Applications of Set Theory to Solve; Business Problems.
2. **Logarithm:** Nature and Basic Laws of Logarithm; Natural Logarithm and Antilogarithm.
3. **Mathematics of Finance:** Interest; Depreciation; Present Value and Future Value of Money, Annuity.
4. **Permutation and Combination:** Permutation; Combinations.
5. **Equations:** Equation and Identity; Inequality; Degree of an Equation; Graphical Equation; Quadratic Equation; Application of Equation in Business Problems.
6. **Coordinate Geometry and the Straight Line:** Coordinate Geometry; The Straight Line; General Form of the Equation of a Straight Line.
7. **Functions, Limit and Continuity of a Function:** Functions; Limit; Continuity.
8. **Differentiation and Its Uses in Business Problems:** Differentiation, Differentiation of Multivariate Functions; Optimization with Lagrangian Multipliers and Cobb-Douglas Production Functions; Business Applications of Differentiation.
9. **Maxima and Minima:** Optimization of Single Variable Function; Optimization of Multivariate Functions; Constrained Optimization with Lagrangian Multipliers.
10. **Integral Calculus:** Indefinite Integral; Methods of Integration; Definition Integral; Applications of Integration in Business.
11. **Matrix Algebra:** Matrix: An Introduction; Matrix Operation; Determinant; Matrix Inversion; Application of Matrices in Business.
12. **Application to Economics and Business:** Uses of Different Functions in Business and Economics; Elasticity, Consumer's Surplus and Producers' Surplus

Text Book:

Business Mathematics, M.A. Taher and Mohammad Shamim Uddin khan, Bangladesh Open University.

Reference Book:

Business Mathematics, VK Kapoor ,DC Sanchiti, Sultan Chand & Sons.

Course Title: Business Statistics for Decision Making

Course Code: MBA 2307

Credit Hour: 3

- 1. Business Statistics and Collection & Presentation of Data:** Statistics Defined; Statistical Data; Statistical Methods; Collection of Data; Sources of Data; Secondary Data; Primary Data; Internal Data; Designing a Questionnaire; Pre-testing the Questionnaire; Classification of Data; Frequency Distribution; Tabulation of Data; Types of Diagrams; Graphical Presentation.
- 2. Measures of Central Tendency and Variation:** Objectives of Averaging; Characteristics of a Good Average; Arithmetic Mean; Geometric Mean; Harmonic Mean; Weighted Arithmetic Mean; Median; Mode; Significance of Measuring Variation; Properties of a Good Measure of Variation; Absolute and Relative Measures of Variation; Range; Quartile Deviation; The Average Deviation; The Standard Deviation; Coefficient of Variation.
- 3. Correlation and Regression Analysis:** Significance of the Study of Correlation; Types of Correlation; Methods of Studying Correlation; Interpreting the Coefficient of Correlation; Coefficient of Determination; Regression Analysis; Difference between Correlation and Regression Analysis; Regression Lines; Regression Equations; Regression Coefficients; Properties of the Regression Coefficient; Partial Correlation; Multiple Correlation; Multiple Regression.
- 4. Business Forecasting and Time Series Analysis:** Needs of Forecasting; Methods of Forecasting; Time Series Analysis; Components of Time Series; Trend; Straight Line Trend – Methods of Measurement; Non-Linear Trend; Trend Free Line; Seasonal Variation; Cyclical Variation; Irregular Variation;
- 5. Probability and Probability Distribution:** Random Experiment; Events; Probability Laws; Dependent and Independent Events; Random Variable; Probability Function; Expected Value and Variance; Binomial Distribution; Mean and Variances of Binomial Distribution; Poisson Distribution; Mean and Variance of Poisson Distribution; Normal Distribution; Properties of the Normal Distribution; Applications of the Normal Distribution.
- 6. Sampling and Sampling Distribution:** Purpose of Sampling; Principles of Sampling; Methods of Sampling; Size of Sample; Merits and Limitations of Sampling; Sampling and Non-sampling Errors; Sampling Distribution; Central Limit Theorem; The Universe Distribution; The Sample Distribution; Sampling Distribution of the Mean; Sampling Distribution of the Difference between Two Means; Sampling Distribution of Properties; Sampling Distribution of the Difference of Two Properties.
- 7. Test of Hypothesis:** Procedure of Hypothesis Testing; Type – I and Type – II Errors; One-tailed and two-tailed Tests. Tests of Hypothesis Concerning Large Samples; Testing Hypothesis about Population Mean; Testing Hypothesis about the Difference between Two Means; Testing Hypothesis about a Population Proportion; Testing Hypothesis about the Difference between Two Proportions; Properties of t-Distribution; Test of Hypothesis Concerning the Population Mean, Difference between two Means, Difference between two Means with Dependent Samples, and Co-efficient of Correlation; The T-Distribution.
- 8. Chi-Square Test:** The Chi-Square Distribution; Chi-Square Test; Conditions for the Application of χ^2 ; Use of the Chi-Square Table; Test of Independence; Test of Goodness of Fit; Test of Homogeneity; Cautions while Applying χ^2 Test.
- 9. Analysis of Variance:** Assumption in Analysis of Variance; One-way Classification Model; Two-way Classification Model; Miscellaneous Illustrations.

Text Book:

Business Statistics, S.P.Gupta and M.P.Gupta, Sultan Chand & Sons, Latest Edition.

Reference Book:

Business Statistics, Robert A. Donnelly, Jr., Pearson Publications.

Course Title: Organizational Behavior

Course Code: MBA 2308

Credit Hour : 3

- 1. Introduction:** Definition; contributing disciplines to OB field; Challenges and opportunities of OB; Developing an OB model.
- 2. Foundations of Individual Behavior:** Foundation of Individual Behavior: Biographical characteristics; Ability; Definition of learning; Classical conditioning; Theory of learning;
- 3. Values, Attitudes and Job Satisfaction:** Values, Attitudes and Job Satisfaction: Definition of values; Importance and types of values; Values across cultures; Definition of attitudes; components and types of attitudes; Measuring A-B relationship; Measuring job satisfaction; Effects of JS on employee performance; job satisfaction and customers satisfaction.
- 4. Personality:** Personality and Emotions: Meaning of personality; personality determinants; The Big Five model; Major personality attributes influencing OB; Meaning of emotion; Felt vs. displayed emotion; emotion dimensions.
- 5. Perception and Individual Decision Making:** Perceptions: Definition; factors of perception; Frequently used shortcuts in judging others; perception and individual decision making; Decision made in organization; Ethical decision making.
- 6. Motivation:** Definition; Contemporary theories of motivation; Job redesign; Approaches to job redesign; Job redesign and scheduling program.
- 7. Group Behavior and Work Team:** Definition and classification of group; Why do people join in group; Stages of group development; Group structure; Group decision making. Why team popular; Differences between team and group; Types of team; Creating effective team; Turning individual into team players.
- 8. Leadership:** Definition; Trait theory; Behavioral Theories; Contingency Theories; Contemporary Issues in leadership: Trait-foundation of leadership; Inspirational approaches to leadership.
- 9. Conflict and Negotiation:** Definition of conflict; functional and dysfunctional conflict; Conflict process; Conflict resolution and conflict stimulation techniques; Meaning of negotiation; Bargaining strategies; Issues in negotiation.
- 10. Power and Politics:** Definition of power; Bases of power; Power tactics; Definition of politics; The reality of politics; Factors of political behavior; Impression management; Impression management techniques.
- 11. Organizational Change and Stress Management:** Definition; Forces for change; Sources of resistance to change; Overcoming resistance to change; Meaning of stress; Sources of stress; Consequences of stress; Managing stress.
- 12. Organizational Culture:** Definition; Characteristics of organizational culture; Types and function of organizational culture; How employee learn culture; Creating an ethical organizational culture; Creating a customer responsive culture.

Text Book:

Organizational Behavior, Stephen P Robbins, Prentice-Hall of India, 13th edition.

Reference Book:

Organizational Behavior at Work, Keith Davis, Tata-McGraw Hill, 12th Edition.

Course Title: **Human Resource Management**

Course Code: MBA 2309

Credit Hour: 3

1. **Strategic Implications of a Dynamic HRM:** Introduction; Understanding Cultural Environments; The Changing World of Technology; Workforce Diversity; The Labor Supply; Continuous Improvement Programs; Employee Involvement.
2. **Fundamentals of HRM:** Why is HRM Important to an Organization?; How External Influences Affect HRM; Staffing Function Activities; Translating HRM Functions into Practice; Employee Relations; HRM in an Entrepreneurial Enterprise; HRM in a Global Village; HR and Corporate Ethics.
3. **Human Resource Planning and Job Analysis:** Ethical Issues in HRM: Competitive Intelligence; Assessing Current Human Resources; Job Analysis; Structured Job Analyses Techniques; Purpose of Job Analysis; The Multifaceted Nature of Job Analysis; Job Analysis and the Changing World of Work.
4. **Recruiting:** Factors that Affect Recruiting Efforts; Constraints on Recruiting Efforts; Recruiting Sources; The Internal Search; External Searches; Cyberspace Recruiting; Recruitment Alternatives; Meeting the Organization.
5. **Foundations of Selection:** The Selection Process; Initial Screening; Employment Tests; Comprehensive Interviews; Background Investigation; Conditional Job Offers; Medical/Physical Examination; Selection for Self-Managed Teams; Key Elements for Successful Predictors; Selection from a Global Perspective.
6. **Socializing, Orienting, and Developing Employees:** Socialization; Assumptions of Employee Socialization; The Socialization Process; The Purpose of New-Employee Orientation; Employee Training; Employee Development; Organization Development; OD Methods; International Training and Development Issues.
7. **Managing Careers:** What Is a Career? Individual versus Organizational Perspective; Career Development versus Employee; Traditional Career Stages; Career Choices and Preferences; Enhancing Your Career.
8. **Establishing the Performance Management System:** Performance Management Systems; Difficulties in Performance Management Systems; Performance Management and EEO; Appraisal Methods; Factors That Can Distort Appraisals; Creating More Effective Performance Management Systems; International Performance Appraisal.
9. **Establishing Rewards and Pay Plans:** Intrinsic versus Extrinsic Rewards; Financial versus Non-financial Rewards; Performance-Based versus Membership-Based Rewards; Compensation Administration; Job Evaluation and the Pay Structure; Establishing the Pay Structure; Incentive Compensation Plans; Paying for Performance; Team-Based Compensation Programs; International Compensation.
10. **Employee Benefits:** Costs of Providing Employee Benefits; Contemporary Benefits Offerings; Legally Required Benefits; Voluntary Benefits; Retirement Benefits; Paid Time off; Survivor Benefits; An Integrative Perspective on Employee Benefits.

Text Book:

Human Resource Management by David A. DeCENZO and Stephen P. Robbins, John Wiley & Sons Pte Ltd., 10th edition,

Reference Book:

Human Resource Management, Gary Dessler, Prentice-Hall of India Private Limited, New Delhi, 10th edition.

Course: Title: **Managerial Economics**

Course Code: MBA 2310

Credit Hour : 3

1. **Introduction:** What is Economics? Basic Economics Questions and their solutions in alternative economic systems. Microeconomics and Macroeconomics. Decision sciences. Management decision problems. Managerial Economics – Basic concepts, scope, main topics and role. Difference between managerial economics and regular economics. Relationship of managerial economics with other disciplines. Need for studying managerial economics.
2. **Demand & Supply Analysis: Demand Theories:** What is demand? What are the determinants of demand? The relationship between quantity demanded and the price of the commodity. The law of demand. Diminishing marginal utility and law of demand. Demand schedule and demand curve. Consumer surplus. Change in demand and change in quantity demanded. Movement along the demand curve and shift of the demand curve.
Supply theories: What is supply? Determinants of supply. The relationship between quantity supplied and price of the commodity. Law of supply. The law of diminishing returns as a driving force behind the law of supply. Supply schedule and supply curve. Change in supply vs. change in quantity supplied. Movement along the supply curve and shift of the supply curve. Producer surplus.
3. **Elasticities: Elasticity of Demand:** Elasticity of demand and its determinants. Different elasticity measures. Practical Applications of elasticity of demand. **Elasticity of Supply:** Different measures of Elasticity of supply, Practical Applications of elasticity of supply.
4. **Market Equilibrium:** Equilibrium quantity and price determination. Effects of the changes in the determining factors of supply and demand on the equilibrium quantity and price. Effects of different factors (price ceiling, price floor, subsidy, taxes, etc.) on equilibrium price and quantity. Binding the market (price floors, price ceilings) Demand price, supply price and equilibrium price.
Quantitative analysis: Determination of equilibrium/market price and quantity.

5. **Production, Costs & Revenue:** Factors of production. Production function. Costs of production. Explicit costs, implicit/hidden/opportunity costs, accounting cost and economic cost. MC, AC, AVC and AFC. Total revenue (TR), Average revenue (AR) and Marginal revenue (MR). Cost, revenue functions and profit functions.
6. **Optimal Decision Making By Firms:** What is firm? How it differs from industry? Objectives of the firm - profit maximization and strategies. Techniques of profit maximization – free and constrained optimization. Decision of the firm under various market conditions/structures.
7. **Market Structures and Firm's Decision:** What is market? Different types of market structures. Characteristics of different market structures. Output and price decisions of a firm under perfect competition. Price and output decisions by a firm under imperfectly competitive market structures.
Government and market: market inefficiency, market failure, imperfect information, externality, concept of public good, government response.
8. **Macroeconomic Environment for Business: National income accounts:** Circular flow of national income: closed economy models and open economy models, leakages and injections, Measures of national output: GDP and Other measures, Nominal vs Real GDP, GDP deflator, Problems of national income counting, How to avoid the problems with NI accounting.
Money and Inflation: Historical perspective- barter system and its difficulties, evolution of money; Definitions: Narrow and broad money (M1, M2, M3); Functions of money, forms of money; Creation and control of money supply; Money supply and demand; Monetary policy and its effects on output; Quantity theory of money; Inflation – definition, types and causes. Deflation; IS – LM model. Money multiplier.
Fiscal and Monetary policy: Aggregate demand, Aggregate supply, Unemployment, Fiscal policy and monetary policy. Applications of fiscal and monetary policies. Phillips curve – short run and long run.

Textbook:

1. Microeconomics, *Muhammad Sirajul Haque & Mostafa Azad Kamal*, BOU

Reference book:

1. N. Gregory Mankiw, *Essentials of Economics*, South-Western Cengage Learning, USA., 6th edition.
2. D.N. Dwivedi, *Managerial Economics*, Vikas Publishing House, India, 1997.

Third Level Courses

Course Title: **Strategic Management**

Course Code: MBA 3311

Credit Hour: 3

1. **Strategic Management:** Concepts and Process: Strategic Management: Concepts and Process; Issues in Strategic Management: An Overview; Establishing Company's Vision and Mission; Setting Objectives and Formulating Strategies.
2. **Strategic Analysis of Organizations:** Environmental Analysis; An Overview; The Industry Environment; Microenvironment of Business Organizations; Environmental Influences and Responding to Environment.
3. **Industry Analysis:** Concept of Industry Analysis and Competition; Methods of Industry Analysis.
4. **Company Situation Analysis:** Analysis of Internal Environment of a Company; Analytical Techniques of Situation Analysis – I; Analytical Techniques of Situation Analysis – II; SWOT Analysis.
5. **Formulation of Competitive Strategies:** Competitive Strategy; Competitive Advantage and Distinctive Competency; Generic Competitive Strategies; Low-Cost Strategy; Generic Competitive Strategies; Differentiation Strategy; Generic Competitive Strategies; Best-cost Strategy; Generic Competitive Strategies; Market-Niche Strategy (Focus Strategy).
6. **Non-Generic Competitive Strategies:** Cooperative Strategies; Strategic Alliance and Joint Venture; Merger; Acquisition and Vertical Integration Strategies; Unbundling; Outsourcing; Growth and Harvesting Strategies; Offensive and Defensive Strategies and Timing of Strategic Moves.
7. **Matching Strategy to Industry and Company Situations:** Matching Strategy to Industry Situations-I: Emerging and Maturing Industries; Matching Strategy to Industry Situations-II: Declining and Fragmented Industries; Matching Strategy to Company Situations; Commandments for Formulating Winning Strategies and Strategic Action Plan.
8. **Strategy Formulation in Diversified Companies:** Diversification of Business; Nature; Necessity and Approaches; Unrelated Diversification of Business; Diversification Strategies [Strategies to Diversify a Company]; Strategic Alliance as a Diversification Strategy; Post Diversification Strategies [Strategies of a company after diversification]; Evaluating the Strategies of Diversified Companies.
9. **Strategy Implementation:** Strategy Implementation; The Basic Issues; Strategy Implementation Tasks; Exerting Strategic Leadership; Building a Capable Organization and Linking Budget to Strategy; Strategy Implementation Tasks; Creating Strategy-Supportive Culture; Instituting Best Practices and Establishing Mechanisms for Continuous Improvement; Strategy Implementation Tasks; Installing Support Systems; Designing Reward Systems; Building Strategy- Supportive Corporate Culture and Designing Control Systems.
10. **Strategy Evaluation:** Strategy Evaluation: Meaning; Nature and Characteristics; Components of an Effective Evaluation System/ Strategy- Evaluation Framework.

Text Book:

Strategic Management, M. A. Mannan, Bangladesh Open University.

Reference Book: Strategic Management: A Competitive Advantage Approach, Concepts and Cases, *Fred R. David, Forest R. David:* Pearson, Latest Edition.

Course Title: Management Accounting

Course Code: MBA 3309

Credit Hour: 3

1. **Management Accounting - A Perspective:** Management and Organization; Accounting and its Branches; Role of Management Accounting
2. **Cost Terms, Concepts and Classifications:** The Concept of Cost and General Cost Classification; Other General Cost Classification
3. **System Design - Process Costing:** Process Costing: Introduction; Determining Equivalent Production; The Production Report
4. **Cost Behavior - Analysis and Use:** Types of Cost Behavior Patterns; Analysis of Mixed Costs; The contribution Format of Income Statement
5. **Cost-Volume-Profit Relationships:** Basics of Cost-Volume-Profit Relationships; Break-Even Analysis; Margin of Safety and Sales Mix
6. **Segment Reporting and the Contribution Approach to Costing:** Decentralized Organizations; Segment Reporting and the Contribution Approach; Transfer Pricing; IAS Relating to Segment Reporting
7. **Profit Planning:** The Basic Framework of Budgeting; The Master Budget: A Planning Tool; Comprehensive Budgeting; Understanding the Zero Base Budgeting
8. **Standard Costing:** Understanding the Standard Costing; Recording under a Standard Costing System; Cost Variances and their Analysis; Revenue Variance & their Analysis; Special Issues of Variance Analysis
9. **Management Control in Decentralized Organizations:** Decentralization and Responsibility Accounting; Return on Investment (ROI) and Residual Income (RI); Economic Value-Added (EVA) and Balanced Scorecard (BSC)
10. **Statement of Changes in Financial Position (SCFP):** Cash Flow Statement, Concept, Objectives, Limitations, Methods and differences with Fund Flow Statement.

Text Book:

Managerial Accounting: *Prof. Santi Narayan Ghosh & Prof. Dr. Qazi Mohammad Galib Ahsan*, Bangladesh Open University.

Reference Books:

1. Managerial Accounting: *R.H. Garrison et al.*, McGraw-Hill, 14th Edition.
2. Introduction to Management Accounting: *C. T. Horngren et al.*, Pearson, 14th Edition

Course Title: Marketing Management

Course Code: MBA 3313

Credit Hour : 3

1. **Understanding Marketing Management:** Marketing Primary Discussion; Defining Marketing Management; The Company Orientation Toward the Marketplace (Marketing Management Philosophies); Rapid Adoption of Marketing Management (Application of Marketing Management)
2. **Market Oriented Strategic Planning:** Strategic Planning – Introductory Discussion; Corporate and Division Strategic Planning; Business Strategic Planning; The Marketing Process; Product Planning; The Nature of Contents of a Marketing Plan.
3. **Managing Marketing Information and Measuring Market Demand:** Marketing Information and Intelligence System; Marketing Research System; Demand Forecasting and Demand Measurement.
4. **Analyzing Industries and Competitors:** Analyzing Competitors – Necessity and Concepts Identifying; Competitors Strategies; Objectives and Assessing Their Strengths and Weaknesses; Estimating Competitors; Research Patterns and Selecting Competitors to Attack and Avoid.
5. **Differentiating and Positioning the Market Offering:** Tools for Competitive Differentiating; Developing and Positioning Strategy.
6. **New Product Development:** Challenges and Organization of New Product Development; Managing the New Product Development Process; The Consumer Adoption Process.
7. **Managing Life-Cycle Strategies:** Stages and Shapes of Product Life-Cycle; Marketing Strategies Throughout the Product Life-Cycle; Market Evolution.
8. **Competitive Marketing Strategies:** Market Leader Strategies; Market Challenger Strategies; Market Follower and Nicher Strategies.
9. **Managing Product Lines; Brands and Packaging:** Product and its Classification; Product Mix and Product Line Decision; Brand Decision; Packaging and Leveling Decisions.
10. **Designing Pricing Strategies and Programs:** Setting the Price; Adapting the Price; Initiating and Responding to price changes.
11. **Designing and Managing Integrating Marketing Communication:** Marketing Communication – An Overview; Developing and Managing Effective Marketing Communication.
12. **Organizing, Implementing, and Evaluating the Marketing Activities:** Organizing and Implementing the Marketing Activities; Evaluating and Controlling Marketing Activities.
13. **Social Responsibility of Marketing:** Social Criticisms of Marketing; Consumerism and Ethics in Marketing.

Text Book:

Marketing Management, Md. Ashraful Islam Chowdhury, Bangladesh Open University.

Reference Book:

Marketing Management, Philip Kotler, Kevin Lane Keller, Prentice Hall, 13th Edition.

Course Title: Managerial Finance

Course Code: MBA 3314

Credit Hour: 3

1. **Goals and Functions of Finance:** Creation of value, Agency problem, social responsibility, Functions of Finance, Business Ethics.
2. **Financial Statements and Analysis:** The stockholder's Report; Using Financial Ratios; Liquidity Ratios; Activity Ratios; Debt Ratios; Profitability Ratios; Market Ratios; A Complete Ratio Analysis, Du-Pont Analysis, Trend Analysis, Common Size Analysis, Percentage change analysis, Uses and Limitations of Ratio Analysis.
3. **Capital Budgeting Cash flow:** Capital Budgeting Decision Process; The Relative Cash flow; Finding the Initial Cash flow; Finding Operating Cash flow; Finding Terminal Cash flow.
4. **Capital Budgeting Techniques:** Overview of capital budgeting, Importance of Capital Budgeting, Generating Ideas for Capital Projects, Project Classifications, Pay Back Period; Net Present Value; Internal rate of Return; Comparing NPV and IRR Techniques, Multiple IRR.
5. **Risk in Capital Budgeting Techniques:** Introduction to Risk in Capital Budgeting, Behavioral Approaches for dealing with risk, Risk adjusted discount rate, Capital Budgeting refinements.
6. **Cost of Capital:** An overview of cost of capital; The Cost of Long Term Debt; The Cost of Preferred Stock; The Cost of Common Stock; The Weighted Average Cost of Capital; The Marginal Cost of Investment Decision, Adjusting cost of Capital for risk.
7. **Capital Structure and Leverage:** Leverage; Breakeven Analysis, Types of Leverage, The effect of Financial Leverage, The Firm's Capital Structure; The EBIT – EPS Approach to Capital Structure; Choosing the optimal capital structure, Capital Structure and the cost of equity capital.
8. **Dividend Policy:** Dividend Fundamentals; The relevance of Dividend Policy; Factors affecting Dividend Policy; Types of Dividend Policy; Forms of Dividends, stock repurchase: an alternative to cash dividends.

Text Book:

1. Principles of Managerial Finance ,Lawrence J. Gitman & Chand J. Zutter, 13th edition

Reference Books:

1. Financial Management Theory and Practice by Eugene F. Brigham & Michael C. Ehrhardt, 12th edition
2. Fundamentals of Financial Management by James C. Van Horne & John M Wachowicz. JR, 6th edition,

Course Title: Operations Management

Course Code: MBA 3315

Credit Hour: 3

1. **Introduction: The Concept of Product:** Goods & Service; The Operation System; The Production System and its Environment; Historical Development of Operations Management; Recent Issues of the Operations Management; The Operations Objectives; The Operations Issues; Role of Operations Manager; Skilled required of the Operations Managers.
2. **Competitiveness and Operations Strategy:** Distinctive Competencies; Four Distinctive Competencies/Competitive Priorities; Traditional view of Competitiveness; Modern view of Competitiveness; Importance of Competitiveness in Operations Strategy; Corporate and Operation Strategies; Different Strategies for Different Operations; Operations Strategy Framework; Operations Function Positioning Decisions; Environmental Scanning; Productivity; Quality; Technology and its Adaptation; Reverse Technology Life Cycle in Developing Economies.
3. **Forecasting:** Forecast and its Implications; Subjects of Forecasts; Factors affecting Product Demand Forecast; Status of Economy; The Product Life Cycle and Forecasting; Uses of Forecasting; Need for Judgment in Forecasting; Steps in Forecasting; Forecasting Time Horizons; Features of Short, Medium and Long Range Forecasting; Characteristics of Different Ranges of Forecasting; Forecasting Error; Different Forecasting Approaches; The Qualitative Methods of Forecasting; The Quantitative Methods of Forecasting; Calculation of Seasonal Co-efficient.
4. **Performance Measurement:** Various Kind of Performance Measurement; Why Performance Measurement is an Important Tool; Performance Measurement Techniques; Ignoring Formal Work Measurement; Historical Data Approach; Direct Time Study; Predetermined Time Study; Benchmarking; Types of Benchmarking; Benchmarking Process; Role of Management in Benchmarking; Prerequisite of Benchmarking; Obstacles to Successful Benchmarking; Key Factors to Remember about Benchmarking.
5. **Manufacture Product Design and Process Selection:** Quality of Product; Production Design; The Phases of Production Design, Research and Development in the Product Development Process; Strategies for New Product Development and Introduction; Stages of Product Development Process; The Process Flow Design; Process Selection; Continuous and semi-continuous Processing; Intermittent Processing; Types of Process; Matching the Product and the Process; Automation; Benefits of CAD/CAM.
6. **Service Product Design and Process Selection:** What is Service? The Nature of Service; Difference between Manufactured Goods and Services; Quality of Services; An Operational Classification of Services; Designing Service Organizations; Seven Characteristics of a Well Designed Service System; New Service Development Process; The Service Delivery System Related Issues; Service Blueprinting; Service Fail-Safing Using Poka-Yokes; Success Factors for Service Technologies.
7. **Waiting Line Management:** Theories on Customer Satisfaction; Factors Affecting Customer Satisfaction; Customer's Response to Delay; Delay Management; Characteristics of the Queuing System; The Managerial Problems in Waiting Line; The Basic Poisson – Exponential Model Management Decision.
8. **Capacity Planning:** What is Capacity? Measuring Capacity; Measures of System Effectiveness; Capacity Planning; Capacity Planning Activities; Importance of Capacity Planning; Capacity Requirement; Determinants of Effective Capacity; Capacity Strategy.
9. **Facility Location:** Plant Location Decisions; Objective of Location Decisions; The Need for Location Decisions; Importance of Location Decisions; Location Principles; Effects of Location on Revenue and Costs; Reasons for Location Change; Regional Factors for Selecting Factory Location; The Major Factors in Regional Analysis; Steps and Procedures for Facility Location Decision; General Procedures for Facility Location Planning; Evaluating Location Alternatives.

10. **Facility Layout:** Objectives of a Good Layout; Types of Layout; Steps of Process Layout; Layout Design of Some Special Service Design; Quantitative Techniques Used in Process Layout; Factors Considered in Product Layout Design, Designing Hybrid Layout; Major Characteristics of Hybrid Layout.
11. **Inventory Control:** What is Inventory; Types of Inventory; Why Inventory; Inventory Control; Advantages of Inventory Control; A-B-C Classification; Exceptions to A-B-C Classification; Economic Order Quantity Models; The Basic EOQ Model; Economic Order Quantity (EOQ) Relevant Cost Determination; What is Just-in-Time (JIT) Inventory System; Features of JIT; Building Blocks of JIT; The JIT Goal; The Seven Wastes; Benefits of JIT System; Drawbacks of JIT System; The Instances of Failure; Comparison of JIT and Traditional Approaches; JIT in Bangladesh.

Text Book:

Operations Management, M.Ziaul Huq Mamun and Ali Ahsan, Bangladesh Open University. .

Reference Book:

Fundamentals of Operations Management. Clase. Aquilano & Davis, Tata McGraw Hill Publishing, 5th edition.

Fourth Level Courses (Major Courses)

MAJOR IN MARKETING

Course Title: **E-Marketing**

Course Code: **MBA 4318**

Credit Hour: **3**

1. **Convergence:** What Is E-Marketing? How Does E-Marketing Relate to E-Business? What Is the Internet ?E- Marketing Past. Present. and Future.
2. **Strategic E-Marketing :** Strategic Planning. From Strategy to Electronic Strategy. From Business Models to E- Business Models . E-Business Models. The Balanced Scorecard .Four perspectives. Applying the Balanced Scorecard to E- Business and E-Marketing
3. **The E-Marketing plan :**Creating an E-Marketing Plan . A Seven –Step E- Marketing Plan .
4. **Marketing Knowledge:** Marketing Knowledge Management. The Electronic Marketing information System .Other technology – Enabled Approaches. Marketing Databases and Data Warehouses . Data Analysis and Distribution .
5. **Segmentation and Targeting Strategies:** Three Markets. Market Segmentation Bases.
6. **Differentiation and positioning Strategies:** Differentiation Dimensions. Differentiation Strategies. Bases and Strategies for Positioning
7. **E-Marketing Management:** Creating Customer value Online. Product Benefits. E-Marketing Enhanced Product Development.
8. **Price:** Buyer and seller Perspectives. Pricing Strategies.
9. **E-Marketing communication:** Integrated Marketing Communication (IMC).Internet Advertising. Marketing Public Relations (MPR). Sales Promotion Offers Direct Marketing. Which Media and Vehicles to Buy.

Text Book:

1. E-Marketing: *Judy Strauss, Adel El-Ansary, Raymond Frost*, Prentice-Hall-, 4th Edition.

Reference Book:

1. Principles of Marketing: *Philip Kotler, Gary Armstrong*, Prentice-Hall-, 11th Edition.

Course Title: **Marketing for Non-profit Organizations**

Course Code: **MBA 4319**

Credit Hour: **3**

1. **The Growth and Development of Nonprofit Marketing:** Why study Nonprofit Marketing; Evolution of Nonprofit Organizations; Importance of the Nonprofit Sector; The Nonprofit Sector Around the World; The Three Sectors; The Uniqueness of Nonprofit Marketing; Variations Within the Sector; Ethical Challenges in the Nonprofit Sector.
2. **Developing a Target Audience-Centered Mindset:** The Evolution of the Marketing Mindset; Target Audience-Centered Organizations; Detecting an Organization- Centered Orientation; Characteristics of Target Audience- Centered Marketing Management.
3. **Strategic Marketing Planning:** Organizational Marketing Planning; Analyzing Organizational Mission, Objectives, and Goals; Analyzing Organizational Culture; SWOT Analysis; Portfolio Planning; Core Marketing Strategy; Campaign Marketing planning; Marketing Evaluation and Control.
4. **Understanding Target Audience Behavior:** The Central Role of Exchange and Value Propositions; Levels of Understanding of Target Audience Behavior; Individual Behaviors; Highly Complex decisions.
4. **Segmentation, Targeting, and Positioning:** Segmentation; Targeting; Positioning.
5. **Branding:** Is Branding a Good Thing; Brands and Nonprofits; Building a Brand; Branding Details, Campaign Branding.
6. **Value Propositions: Managing the Organization's Offerings:** The Value Proposition; Product Marketing; Services Marketing.
7. **Developing and launching New offerings:** A Process for Developing New Offerings; Offer Life Cycle.
8. **Managing Perceived Costs:** The Nature and Role of Costs; Cost Management; Setting Money Prices; Choosing a Pricing Strategy.
9. **Generating Funds:** Financial Resources; Fundraising; Fundraising in the Twenty-First Century; Understanding Sources of Funds; Types of Individual Fundraising; Revenue From Sales and Services.
10. **Working With the Private Sector:** Advertising Agency Partnerships; Other Marketing Alliances With the Private Sector.
11. **Organizing for Implementation:** Introducing Marketing- Pushing or Pulling? Marketing's Position in the Organization; Marketing Marketing; Managing Multinational Nonprofits; Multi-Site Organizations; Organizational Design; Implementing a Target Audience Orientation.

12. **Marketing Evaluation, Monitoring, and Control:** Monitoring and Control of Campaigns; Comprehensive Monitoring Systems; Evaluation: Problems and Suggestions.

Text Book:

1. Strategic Marketing for Nonprofit Organizations: *Alan R. Andreasen, Philip Kotler*, Publisher: Pearson Education, 7th Edition.

Reference Book:

1. Principles of Marketing: *Philip Kotler, Gary Armstrong*, Prentice-Hall-, Latest Edition.

Course Title: **Integrated Marketing Communication**

Course Code: MBA 4320

Credit Hour: 3

1. **The IMC Foundation:** IMC, Communication & IMC Programs, Integrated Marketing Communications, An Integrated IMC Plan, IMC Components, The Value of IMC Plans, Globally Integrated Marketing Communications.
2. **Corporate Image and Brand Management:** Corporate Image, Promoting the Desired Image, Corporate Name, Corporate Logos, Branding, Brand Equity, Brand Extensions & Flanker Brands, Co-Branding, Private Brands, Packaging, Labels, Positioning.
3. **Buyer Behaviors:** , Consumer Purchasing Process, Information Search, Evolution of Alternatives, Trends in the International Buying Environment, Business-to-Business Buyer Behavior, Factors Affecting Members of Business Buying Centers, Types of B-2-B Sales, The B-2-B Buying Process, Trends in the B-2-B Buying Environment, Dual Channel Marketing.
4. **Promotions Opportunity Analysis:** Promotions Opportunity Analysis, Communication Market Analysis, Establishing Marketing Communications Objectives, Establishing Communications Budget, Types of Budget, Budgeting Expenditures, Preparing Promotional Strategies, Market Segmentation, Market Segmentation by Consumer Groups, B-2-B Segmentation, Implications for IMC Programs.
5. **IMC Advertising Tools:** Advertising Management, Marketing Power, Overview, of Advertising Management, Advertising & the IMC Process, Choosing & Advertising Agency, Advertising Planning & Research, The Roles of Advertising Account Executives, The Roles of Creative, Advertising Campaign Management, Communication Market Analysis, Advertising Goals, The Advertising Budget, Media Selection, The Creative Brief.
6. **Advertising Design: Theoretical Frameworks & Types of Appeals:** The Creative Brief, Advertising Theory, Types of Advertising Appeals, The Structure of an Advertisement.
7. **Advertising Design: Message Strategies & Executional Frameworks:** Message Strategies, Executional Frameworks, Sources & Spokespersons, Creating an Advertisement, Advertising Effectiveness.
8. **Advertising Media Selection:** Media Strategy, Media Planning, Advertising Objectives, Achieving Advertising Objectives, Media Selection, Media Mix, Media Selection in B-2-B Markets, Media Selection in International Markets.
9. **IMC Promotional Tools: Trade Promotions:** The Nature of Trade Promotions, Types of Trade Promotions, Objectives of Trade Promotions, Concerns in Using Trade Promotions.
10. **Consumer Promotions:** Types of Consumer Promotional Tools, Planning for Consumer Promotions, B-2-B Programs, International Consumer Promotions Programs.
11. **Personal Selling: Database Marketing & Customer Relationship Management:** Personal Selling, Retail Sales, Retail Sales Presentations, B-2-B Personal Selling, Managing the B-2-B Selling Process, New Trends in B-2-B Personal Selling, Personal Selling in International Markets, Database Marketing, Direct Marketing, Permission Marketing, Frequency Programs, Customer Relationship Management.
12. **Public Relations, Sponsorship Programs, & Regulations:** Public Relations, PR Functions, Identifying Stakeholders, Assessing Corporate Reputation, Auditing Corporate Social Responsibility, Creating Positive Image-building Activities, Preventing or Reducing Image Damages, Sponsorships & Event Marketing, Marketing Communications Regulations, Industry Regulation of Negative Marketing.
13. **IMC Integration Tools: Internet Marketing:** Marketing Functions on the Internet, E-Commerce, Types of C-Commerce, IMC & the Internet, Marketing Activities on the Internet.
14. **IMC for Small Businesses & Entrepreneurial Ventures:** Types of Ventures, Major Challenges, Starting a Company, Finding Customers, Advertising Small Businesses, Making Customers Advocates.
15. **Evaluating an Integrated Marketing Program:** Matching Methods with IMC Objectives, Message Evaluations, Evaluation Criteria, Behavioral Evaluations, Evaluating PR Activities, Evaluating the Overall IMC Program.

Text Book:

1. Integrated Advertising, Promotion, & Marketing Communications – Kenneth E. Clow & Donald Baack, Latest Edition.

Reference Books:

1. Canadian Advertising in Action – Keith J. Tuckwell, *Pearson*, 9th Edition.
2. Advertising & Promotion: Integrated Marketing Communication – George E. Belch & Michael A. Belch, *McGraw Hill*, 7th Edition.
3. Advertising: Principles, Problems and Cases – Charles J. Dirksen, Arthur Kroeger, Francesco M. Nicosia, *Irwing* .
4. Integrated Marketing Communications, T. Duncan, & H. Ouwersloot, *McGraw-Hill*.

Course Title: Consumer Behavior

Course Code: MBA 4321

Credit Hour: 3

1. **Consumer Behavior – Overview:** Theories and Models: Defining Consumer Behavior; Why Study; Consumer Behavior; Applying Consumer Behavior Knowledge; Consumer Decision Making; An Overview of Consumer Behavior; Psychological; Sociological; Anthropological and Economic Concept Pertinent to Consumption; Theories and Models; Theory Building Theoretical Origins of Consumer Behavior Using Models in Consumer Behavior Research; Different Models of Consumer Behavior.
2. **Culture – Components and Its Marketing Implications:** Culture; Components of Culture; Useful Concepts of Cultural Analysis; Cross-Cultural Research and Multinational Marketing; Subcultures – Nature of Subculture; Different Types of Subcultures and Their Marketing Implications.
3. **Social Organization:** Social Organizations and Reference Groups: Socialization; Reference Groups Norms and Conformity; Social Change; How Social Trends Affect Consumption.
4. **Social Class:** Social Class; Social Stratification; Research Models of Social Class; Social Class and Buying Behavior.
5. **Family:** Nature of Family; Influences on Family Design Making; Using Family Concepts in Marketing.
6. **Nature and Determinants:** The Nature and Significance of Individual Influence; Individual Determinants of Consumer Behavior.
7. **Learning:** Defining Learning; Learning Theories; Behavior Modification in Psychology and Marketing; Retention of Advertising Messages; Habit Information and Brand Loyalty.
8. **Perception:** Definition of Perception; Theories of Perception; Models of Perception; Factors Determining Perception; Features of Perception Affecting Consumer Behavior.
9. **Motivation and Personality:** Defining Motivation & Personality; Motivation Theories; Motivation Research Methods; The Concepts of Personality; Personality Theories; Personality in Consumer Behavior Research.
10. **Attitudes:** Meaning of Attitudes; Influence of Attitudes; Understanding Attitude; Attitude Organization; Models of Attitude; Functions of Attitude; How Attitudes are Measured; Attitude Change; Cognitive Dissonance Theory; Multi-Attribute Theory.
11. **Consumer's Decision Process:** Problem Recognition; Search and Evaluation; Purchasing Processes; Post-Purchase Behavior.

Text Book:

Consumer Behavior, Md. Ashraful Islam Chowdhury, Bangladesh Open University.

Reference Book:

Consumer Behavior, Leon G. Schiffman and Leslie Lazar Kanuk, Pearson, 10th Edition.

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hours: 3

1. **Introduction to Business Research:** The Nature of Business Research; Managerial Value of Business Research; Importance of Business Research; Business Research in the Twenty-First Century; Information, Data, and Intelligence; Information, Data and Intelligence; The Characteristics of Valuable Information; Research Concepts, Constructs; Propositions, Variables, and Hypotheses; Types of Business Research; Stages in the Research Process; Organizational Structure of Business Research; Ethical Issues in Business Research.
2. **Beginning Stages of the Research Process:** Importance of Starting with a Good Problem Definition; The Problem-Definition Process; The Research Proposal; Qualitative “versus” Quantitative Research; Common Techniques Used in Qualitative Research; Advantages of Secondary Data; Disadvantage of Secondary Data; Sources of Secondary Data.
3. **Research Methods for Collecting Primary Data:** Using Surveys; Errors in Survey Research; Classifying Survey Research Methods; Total Quality Management and Customer Satisfaction Surveys; Personal Interviews; Telephone Interviews; Self-Administered Questionnaires; Self-Administered Questionnaires Using other Forms of Distribution; Selecting the Appropriate Survey Research Design; Pre testing; Observation in Business Research; Observation of Human Behavior.
4. **Measurement and Scaling Concepts:** Measurement Concepts, Operational Definitions, Variables, and Constructs; Levels of Scale Measurement; Three Criteria for Good Measurement; Techniques for Measuring Attitudes; Attitude Rating Scales; Ranking; Questionnaire Quality and Design: Basic Considerations; Guidelines for Constructing Questions.
5. **Sampling and Fieldwork:** Sampling Terminology; Practical Sampling Concepts; Random Sampling and Non-sampling Errors; Probability versus Non-probability Sampling; Appropriate Sample Design; Normal Distribution; Population Distribution, Sample Distribution, and Sampling Distribution; Determining Sample Size; Nature of Fieldwork; In-house Training for Inexperienced Interviewers; Principles of Good Interviewing.
6. **Data Analysis and Presentation:** Stages of Data Analysis; Editing; Coding; Data System; The Nature of Descriptive Analysis; Tabulation; Cross-Tabulation; Data Transformation; Calculation of Rank Order;
7. **Hypothesis Testing:** Meaning and Testing Procedure of Hypothesis; Choosing the Appropriate Statistical Technique; Independent Samples t-Test; Chi-Square Test for Goodness of Fit; The t-Test for Comparing Two Means; The Z-Test for Comparing Two Proportions; ANOVA; The F-Test; Simple Correlation Coefficient; The Regression Equation; Multivariate Data Analysis; Multiple Regression Analysis; ANOVA (n-Way) and MANOVA; Discriminate Analysis; Factor Analysis; Cluster Analysis.
8. **Communicating Research Results:** Introduction; Insights from the Communications Model; Report Format; Effective Use of Graphic Aids; The Oral Presentation; Comprehensive Cases with Computerized Data Based.

Text Book:

1. Business Research Methods. W.G. Zikmand, B.J. Babin, J.C. Carr & M. Griffin, South-Western. 8th Edition.

Reference Books:

1. Business Research Methods. Thomson, South-Western, 8th Edition.

2. Business Research Methods. D. R. Cooper & P.S. Schindler, Irwin McGraw-Hill. 7th Edition.

MAJOR IN HUMAN RESOURCE MANAGEMENT

Course Title: **Compensation Management**

Course Code: MBA 4322

Credit Hour : 3

1. **Introduction to Compensation:** Meaning of Compensation, Importance of Compensation, Components of Compensation, Factors influencing employee Compensation.
2. **Compensation Management:** Meaning of Compensation Management, Objectives of Compensation Management, Four Compensation Policies, Compensation Management Process, Challenges.
3. **Defining Internal Alignment:** Internal alignment, What Shapes Internal Structure, Strategic choice in designing internal structures.
4. **Job Analysis:** Meaning, Purposes, Procedures and Methods of job analysis, judging job analysis.
5. **Job Evaluation:** Meaning of Job Evaluation, Major decisions of Job Evaluation, Methods of Job Evaluation
6. **External Competitiveness:** Defining Competitiveness; what shapes external competitiveness? Labor market factors, Modifications to the demand side, Modifications to the supply side, Product market factors and ability to pay, Organization factors, Relevant markets, Competitive pay policy alternatives.
7. **Designing Pay Level, Mix and Pay Structure:** Purpose of a Survey? Select relevant market competitors, Design the survey, Interpreting survey results. Balancing internal and external pressures: Adjusting the pay structure.
8. **Pay for Performance Plan:** What is a Pay for Performance, Specific pay for Performance Plans: Short Term; Team Incentive Plans, Long-Term Plans.
9. **Performance Appraisals:** Definition of Performance appraisals, the steps to be followed for effective appraisals program, Methods of performance appraisal, Process of performance appraisal. The pitfalls/limitations of performance appraisal
10. **International Pay System:** Global Workplace Comparisons, Global wage Comparisons, Expatriate Pay, Elements of Expatriate Pay, Balance Sheet Approach.

Text Book:

Compensation by *George T. Milkovich and Jerry M. Newman*, Tata McGraw-Hill Education Private Limited, 9th Edition.

Reference Book:

1. Compensation Management as a *Knowledge Based World* – *Richard I Henderson*
2. Human Resource Management – *K Aswathappa*, Tata McGraw-Hill Education Private Limited.

Course Title: **International Human Resource Management**

Course Code: MBA 4323

Credit Hour : 3

1. **Introduction:** Definition of International HRM; Differences between Domestic and International HRM, Variables that moderate differences between domestic & International HRM.
2. **The Organizational Context:** Introduction; The Path to global Status; Control Mechanisms.
3. **The Context of Cross-Border Alliances and SMEs:** Introduction to cross-border alliances; Cross-border mergers and acquisitions; International equity joint ventures; International SMEs.
4. **Staffing International Operations for Sustained Global Growth:** Approaches to Staffing; Transferring Staff for International Business Activities; The Roles of an Expatriate; The Roles of non-expatriates; The Role of Inpatriates; Return on Investment of International Assignments; The Role of the Corporate HR Function in MNEs.
5. **Recruiting and Selecting Staff for International Assignment:** Introduction; Issues in Staff Selection; Factors Moderating Performance; Selection Criteria; Dual Career Couples; Are Female Expatriates Different?
6. **International Training and Development:** The Role of Expatriate Training; Components of Effective Pre-Departure Training Programs; The Effectiveness of Pre-Departure Training; Developing Staff Through International Assignments; Trends in International Training and Development.
7. **International Compensation:** Objectives of International Compensation; Key Components of an International Compensation Program; Approaches to International Compensation.
8. **Re-entry and Career Issues:** The Repatriation Process; Individual Reactions to Re-entry; Multinational Responses; Designing a Repatriation Program.
9. **International HRM in the Host-Country Context:** Standardization and Localization of HRM Practices; Factors Driving Standardization; Factors Driving Localization; Code of Conduct – Monitoring HRM Practices in the Host Country; Managing Human Resources in Off shoring Countries.
10. **International Industrial Relations:** Key Issues in International Industrial Relations; Trade Unions and International Industrial Relations; The Response of Trade Unions to Multinationals.
11. **Performance Management:** Multinational Performance Management; Performance Management of International Employees; Performance Appraisal of International Employees.

Text Book:

International Human Resource Management: Managing People in a Multinational Context, Peter J. Dowling, Marion Festing and Allen D. Engle, sr., South-Western College Publishing, USA, 5th Edition.

Reference Book:

International Human Resource Management, Anne-Will Harzing and Joris Van Ruysseveldt, Second Edition, SAGE Publications, London.

Course Title: Career Management

Course Code: MBA 4324

Credit Hours: 3

1. **Introduction to the Study of Career:** Definitions of Career Concepts: What is a Career? Career Management; Career Development; Need to Understand Career Management: Individual Perspective; Organizational Perspective; Overview of the Career Management Model; Theory and Research on the Career Management Process: Career Exploration; Types of Career Exploration; Awareness; Effect of Career Exploration on Career Management; Career Management as an Ongoing Process; Indicators of Effective Career Management.
2. **Application of the Career Management Model: A Guide to Career Exploration:** Types of Career Exploration; Self-Exploration; Techniques for Effective Self-Exploration; Organization-Sponsored Self-Exploration Programs.
3. **Application of the Career Management Model: Goals, Strategies and Appraisal:** Career Goal Setting; Implications of Goal Setting for Organizations and their Employees; Career Strategies; Career Appraisal.
4. **Career Development: An Overview:** Adult Life Development; Stages of Career Development.
5. **Occupational Choice: Preparation for Work:** Theories of Occupational Choice; Guidelines for Effective Occupational Decision Making.
6. **Organizational Entry:** Theories of Organizational Choice; Role of Expectations in Organizational Entry; Organizational Actions during the Entry Process; Individual Actions during the Entry Process.
7. **Early Career: Establishment and Achievement:** Establishment Period; Organizational Actions During Establishment; Individual Actions During Establishment; Achievement Period; Organizational Actions During Achievement; Individual Actions During Achievement.
8. **Middle and Late Career Issues:** Middle Career Years; Remaining Productive: Growth, Maintenance or Stagnation? Organizational Actions during Mid career; Late Career, Organizational Actions during Late Career; Individual Actions during Later Career.
9. **Intersection of Work and Family Roles: Implications for Career Management:** Model of Work-Family Conflict; Work-Family Integration; Two-Career Family; Quality of Life in Two-Career Families; Organizational Responses to Work-Family Issues; Changing the Organization's Work-Family Culture; Career Management and the Quality of Life.
10. **Organizational Career Management Systems:** Overview of Career Management Practices in Organizations: Anticipatory Socialization Via Internships and Apprenticeships, Realistic Recruitment, Employee Orientation Programs, Individual Learning and Development, Job Challenge and On-the Job Experiences, Performance Feedback and Coaching, Mentoring and Supportive Alliances, Dual Promotion Ladders, Dealing with the Career Plateau, Late-Career Activities, Redeployment and Outplacement Programs, Pre-retirement Programs.

Text Book:

Career Management, Jeffrey H. Greenhaus, Gerard A. Callanan & Veronica M. Godshalk, Third Edition, Harcourt, Inc. New York

Reference Book:

Career Dynamics: Matching Individual and Organizational Needs, H. Schein, Addison-Wesley Publishing Company, London.

Course Title: Training and Development

Course Code: MBA 4325

Credit Hour : 3

1. **Introduction to Employee Training and Development** What is Training? Designing Effective Training, The Forces Influencing Working and Learning.
2. **Strategic Training:** The Evolution of Training's Role, The Strategic Training and Development process, Organizational Characteristics that Influence Training, Training Needs in Different Strategies, Models of Organizing the Training Department, Marketing the Training Function.
3. **Needs Assessment:** Why Is Needs Assessment Necessary? Who Should Participate in Needs Assessment? Methods Used in Needs Assessment, the Needs Assessment Process, Competency Models, Scope of Needs Assessment.
4. **Learning: Theories and Program Design:** What Is Learning? What Is Learned? Learning Theories, The Learning Process, Instructional Emphasis for Learning Outcomes, Considerations in Designing Effective Training Programs.
5. **Transfer of Training:** Training Design, Work Environment Characteristics that Influence Transfer of Training, Organizational Environments that Encourage Transfer.
6. **Training Evaluation:** Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes are Good, Evaluation Practices, Evaluation Designs, Determining Return on Investment.
7. **Traditional Training Methods:** Introduction, Presentation Methods, Hands-on Methods, Group Building Methods, Choosing a Training Method.
8. **E-Learning and Use of Technology in Training:** Technology's Influence on Training and Learning, Multimedia Training, Computer-Based Training, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Choosing New Technology Training Methods.
9. **Employee Development:** Development, The Development Planning Process, Company Strategies for Providing Development.
10. **Special Issues in Training and Employee Development:** Training Issues Resulting from the External Environment, Training Issues Related to Internal Needs of the Company.

Text Book:

Employee Training and Development. Raymond A. Noe, McGraw Hill Publishing Ltd., 4th Edition.

Reference Book:

Effective Training: System, Strategies and Practice; P. Nick Blanchard, James W Thacker, Pearson Education.

Course Title: **Business Research Methods**

Course Code: MBA 4316

Credit Hours: 3

1. **Introduction to Business Research:** The Nature of Business Research; Managerial Value of Business Research; Importance of Business Research; Business Research in the Twenty-First Century; Information, Data, and Intelligence; Information, Data and Intelligence; The Characteristics of Valuable Information; Research Concepts, Constructs; Propositions, Variables, and Hypotheses; Types of Business Research; Stages in the Research Process; Organizational Structure of Business Research; Ethical Issues in Business Research.
2. **Beginning Stages of the Research Process:** Importance of Starting with a Good Problem Definition; The Problem-Definition Process; The Research Proposal; Qualitative “versus” Quantitative Research; Common Techniques Used in Qualitative Research; Advantages of Secondary Data; Disadvantage of Secondary Data; Sources of Secondary Data.
3. **Research Methods for Collecting Primary Data:** Using Surveys; Errors in Survey Research; Classifying Survey Research Methods; Total Quality Management and Customer Satisfaction Surveys; Personal Interviews; Telephone Interviews; Self-Administered Questionnaires; Self-Administered Questionnaires Using other Forms of Distribution; Selecting the Appropriate Survey Research Design; Pre testing; Observation in Business Research; Observation of Human Behavior.
4. **Measurement and Scaling Concepts:** Measurement Concepts, Operational Definitions, Variables, and Constructs; Levels of Scale Measurement; Three Criteria for Good Measurement; Techniques for Measuring Attitudes; Attitude Rating Scales; Ranking; Questionnaire Quality and Design: Basic Considerations; Guidelines for Constructing Questions.
5. **Sampling and Fieldwork:** Sampling Terminology; Practical Sampling Concepts; Random Sampling and Non-sampling Errors; Probability versus Non-probability Sampling; Appropriate Sample Design; Normal Distribution; Population Distribution, Sample Distribution, and Sampling Distribution; Determining Sample Size; Nature of Fieldwork; In-house Training for Inexperienced Interviewers; Principles of Good Interviewing.
6. **Data Analysis and Presentation:** Stages of Data Analysis; Editing; Coding; Data System; The Nature of Descriptive Analysis; Tabulation; Cross-Tabulation; Data Transformation; Calculation of Rank Order;
7. **Hypothesis Testing:** Meaning and Testing Procedure of Hypothesis; Choosing the Appropriate Statistical Technique; Independent Samples t-Test; Chi-Square Test for Goodness of Fit; The t-Test for Comparing Two Means; The Z-Test for Comparing Two Proportions; ANOVA; The F-Test; Simple Correlation Coefficient; The Regression Equation; Multivariate Data Analysis; Multiple Regression Analysis; ANOVA (n-Way) and MANOVA; Discriminate Analysis; Factor Analysis; Cluster Analysis.
8. **Communicating Research Results:** Introduction; Insights from the Communications Model; Report Format; Effective Use of Graphic Aids; The Oral Presentation; Comprehensive Cases with Computerized Data Based.

Text Book:

1. *Business Research Methods.* W.G. Zikmand, B.J. Babin, J.C. Carr & M. Griffin, South-Western. 8th Edition.

Reference Books:

1. *Business Research Methods.* Thomson, South-Western, 8th Edition.
2. *Business Research Methods.* D. R. Cooper & P.S. Schindler, Irwin McGraw-Hill. 7th Edition.

MAJOR IN ACCOUNTING AND INFORMATION SYSTEMS

Course Title: **Corporate Financial Reporting and Analysis**

Course Code: MBA 4326

Credit Hours: 3

1. **Corporate Financial Reporting and Analysis Environment:** Introduction; Basic Issues; Tax Accounting; Management Accounting; Financial Reporting Decisions; Financial Analysis.
2. **Corporate Financial Reporting Fundamentals:** Basic Accounting Concepts & Conventions; Statement Analysis ; Statement Objectives; Statement of Financial Position; Owners' Equity; Income Statement; Changes in Owners' Equity; Basic Structure of the statement of Cash Flows; Computing Cash Flow from Operations; Computing Cash Flow from Investing and Financing Activities; Financial Analysis Using the Cash Flow Statement.
3. **Basic Financial Statement Analysis Techniques:** Financial Ratio Analysis; Growth Analysis; Basis of Comparison; Efficient Markets; Quality of Earnings; Concept; Financial and Operating Considerations.
4. **Measurement and Analysis of Income:** Revenue Recognition; Revenue Recognition Methods; Non monetary Transactions; Accounting for Bad Debts; Extraordinary and Unusual Items, Discontinued Operations, and Accounting Changes; Basic and Diluted Earnings per Share.
5. **Asset and Expense Reporting and Analysis:** Tax Expense Components; Different Approaches; Balance Sheet and Comprehensive Approaches of Income Taxes; Financial Analysis; Capitalization Criteria; Cost Basis; Expenditures Subsequent to Acquisition and Use; Maintenance and Repairs; Betterments, Improvements, and Additions; Alternative Measurement Proposals; Depreciation; Computing Depreciation; Depreciation Methods; Accounting for Depreciation; Asset Impairments; Analysis of Fixed Assets; Measures of Inflation; Business Considerations in Inflation; Inventory Pricing; Periodic and Perpetual Inventory Systems; Inventory Analysis; Business Combinations ; Purchase Method.
6. **Long – Term Financial Commitment Reporting and Analysis:** Characteristics of Long – Term Debt; Valuation; Bond Ratings; Rating Considerations; Issuer's Accounting; Derivative Financial Instruments; Disclosure Standards; Financial Analysis and Decision Models; Leasing Practice; Lease Accounting; Sale and Leaseback; Financial Analysis.
7. **Stockholder's Equity Reporting and Analysis:** Stockholders' Equity; Dividends; Stock-Based Compensation; Other Accounts; Stockholders' Equity Analysis.
8. **Special Reporting and Analysis Issues:** Foreign Activities; Exchange Rates; Foreign Currency Transactions; Consolidated Statements; FASB Statement No 52; Measurement and Motivation; Statement Analysis; Interim Period Reports; Contingencies; Accounts Receivable and Warranty Obligations; Contingency Gains; Environmental Remediation Costs; Financial Analysis; International Accounting Standards.

Textbook: *Corporate Financial Reporting & Analysis*. D.F Hawkins, IRWIN/McGraw-Hill, 4th Edition.

Reference Books: *Corporate Financial Reporting: Test and Cases*. E. Richard Brownlee, Kenneth R. Ferris, Mark E. Haskins, Third Edition.

Course Title: **Strategic Management Accounting**

Course Code: MBA 4327

Credit Hour: 3

1. **Strategic Management Accounting:** Definition; Role of Strategic Management Accounting (SMA); Business Performance Factors and their Influence on Management and Management Accounting; Context of Traditional Tools and Methods of Management Accounting; Relationship between Management Accounting and Strategic Management Accounting Tools; SWOT Analysis, Value Chain Analysis; Six Sigma; Portfolio Analysis.
2. **Cost-Volume-Profit Relationships:** The Basics of Cost-Volume-Profit (CVP) Analysis, Target Profit and Break-Even Analysis; CVP Considerations in Choosing a Cost Structure; Structuring Sales Commissions; Sales Mix; Assumptions of CVP Analysis.
3. **Variable Costing: A Tool for Management:** Overview of Absorption and Variable Costing; Reconciliation of Variable Costing with Absorption; Costing Income; Choosing a Costing Method.
4. **Activity-Based Costing: A Tool to Aid Decision Making:** Activity-Based Costing: An Overview; How Costs are Treated Under Activity-Bases Costing; Designing an Activity-Based Costing (ABC) System; The Mechanics of Activity-Based Costing; Comparison of Traditional and ABC Product Costs; Targeting Process Improvements; Activity-Based Costing and External Reports; The Limitations of Activity-Based Costing.
5. **Segment Reporting, Decentralization and the Balanced Scorecard:** Decentralization in Organizations; Responsibility Accounting; Decentralization and Segment Reporting; Hindrances to Proper Cost Assignment; Evaluating Investment Center Performance-Return on Investment; Residual Income; Balanced Scorecard; Transfer Pricing.
6. **Relevant Costs for Decision Making:** Cost Concepts for Decision Making; Adding and Dropping Product Lines and Other Segment; The Make or Buy Decision; Opportunity Cost; Special Orders; Utilization of a Constrained Resource; Joint Product Costs and the Contribution Approach; Activity-Based Costing and Relevant Costs.
7. **Capital Budgeting Decisions:** Capital Budgeting-Planning Investments; Discounted Cash Flows Method; Discounted Cash Flow Method; Expanding the Net Present Value Method; Uncertain Cash Flows; Preference Decisions-The Ranking of Investment Projects; Other Approaches to Capital Budgeting Decisions; Post-audit of Investment Projects.
8. **Pricing Products and Services:** Introduction; The Economists' Approach to Pricing; The Absorption Costing Approach to Cost-Plus Pricing; Target Costing.
9. **Profitability Analysis:** Introduction; Absolute Profitability; Relative Profitability; Volume Trade-Off Decisions; Managerial Implications.

Text Book:

Managerial Accounting. R. H. Garrison, E. W. Noreen & P. C. Brewer- Mcgraw-Hill International Edition-15th Edition

Reference Books:

1. *Cost Management: Strategies for Management Decisions*. R. H. Hilton; M.H. Maher; and F.H. Selto. Latest Edition.
2. *Advanced Management Accounting*. R. S. Kaplan & A. A. Atkinson, Pearson Education Asia, 3rd Edition.
3. *Introduction to Management Accounting*. C. T. Horngren, et al. Prentice Hall India, 14th Edition.

Course Title: **Accounting Information Systems**

Course Code: MBA 4328

Credit Hour: 3

1. **The Information System: An Accountant's Perspective:** The Information Environment; Organizational Structure; The Evolution of Information System Models; The Role of Accountant as Users & System Designers.
2. **Introduction to Transaction Processing:** An Overview of Transaction Processing; Accounting Records; Computer Based Accounting Systems.
3. **Ethics, Fraud and Internal Control:** Ethical Issues in Business; Fraud and Accountants; Internal Control Concepts and Techniques.
4. **The Revenue Cycle:** The Conceptual System; Physical Systems; Manual Systems; Computer-Based Accounting Systems.
5. **The Expenditure Cycle:** The Conceptual Purchase & Cash Disbursement System; Physical Systems; Computer-Based Purchase and Cash Disbursements Applications; The Conceptual Payroll System; The Physical Payroll System; Computer-Based Payroll Systems; The Conceptual Fixed Asset System; The Physical Fixed Asset System.
6. **Financial Reporting and Management Reporting Systems:** Data Coding Schemes; The General Ledger System; The Financial Reporting System; Controlling the FRS; The Management Reporting System; Factors that Influence the MRS.
7. **Database Management Systems:** Overview of the Flat-File vs. Database Approach; Elements of the Database Environment; Users; The Relational Database Model; Designing Relational Database: Identify Entities.
8. **The REA Approach to Business Process:** The REA Approach; Database Applications; Developing an REA Model; REA Models Versus ER Diagrams.
9. **Managing the Systems Development Life Cycle:** The System Development Life Cycle; Project Initiation; Systems Analysis; Conceptualization of Alternative Designs; Systems Evaluation and Selection.
10. **Controlling Computer Based Information Systems:** Effects of CBIS on Traditional Control Activities; Operating System Controls; Data Management Controls; Organizational Structure Controls; Systems Maintenance Controls; Internet and Intranet Controls; Electronic Data Interchange Controls, Personal Computer Controls.

Text Book:

Accounting Information Systems: *James A. Hall*, Lehigh University, Thomson, Latest Edition.

Reference Books:

1. Accounting Information Systems. M. B. Romney and P. J. Steinbart. Prentice Hall. 12th Edition.
2. Accounting Information Systems: *E.L. Summers, Houghton*, Mifflin Company, USA
3. Accounting Information Systems: *Principles Application and Future Directions*: Mowdudur Rahman and Maurice Halladay, Prentice Hall Inc. USA
4. Accounting and Information System: *Joseph W. Wilkinson*, John Wiley and Sons, USA

Course Title: Accounting for Governmental & Non-Profit Organizations

Course Code: MBA 4329

Credit Hour: 3

1. **Financial Reporting for Government and Non-for-Profit Entities:** Sources of Financial Reporting Standards; Distinguishing Characteristics of Governmental and Not-for-Profit Entities; Objectives of Financial Reporting; Governmental Financial Reporting; Financial Reporting of Not-for-Profit Entities.
2. **Principles of Accounting and Financial Reporting for State and Local Governments:** Summary Statement of Principles; Accounting Characteristics Common to Government Funds; Accounting Characteristics Common to Proprietary Funds.
3. **Debt Service Funds:** Types of Debt Service Funds; Budgeting for Debt Service; Bearer of Bonds and Registered Bond; Number of Debt Service Funds; Debt Service Accounting for Regular and Deferred Serial Bonds; Debt Service Accounting for Term Bonds.
4. **Accounting and Reporting for Federal Government Agencies:** Federal Government Financial Management Structure; Structure for Establishing Accounting and Financial Reporting; Illustrative Transactions and Entries; End-of Quarter Financial Statements.
5. **Planning and Control of Cash and Temporary Investments:** Cash Management; Cash Planning and Budgeting; Cash Control; Management of Cash Transfers between the Federal and State Governments; Management of Deposits and Temporary Investments.
6. **Cost Determination for Government and Nonprofit Entities:** Determination of Costs Applicable to Grants and Contracts; Allowable Costs; Direct Costs; Indirect Costs; Cost Determination – A Hospital Example; Cost Accounting, Activity-Based Costing; Clerical and Administrative Costs; Limitations on the Use of Unit Costs; Interrelation of Budgeting and Cost Accounting; Cost Accounting and Expenditure Accounting; Translating Expenditure into Costs; Measurement of Costs; Measurement of Benefits; Relation of Long-Term Benefit/Cost Analysis to Planning.
7. **College and University Accounting:** Accounting and Financial Reporting Standards; Governmentally Owned Colleges and Universities; Current Funds; Loan Funds; Endowment and Similar Funds; Annuity and Life Income Funds; Agency Funds; Plant Funds; Illustrative Transactions; Unrestricted Current Funds; Restricted Current Funds; Loan Funds; Endowment and Similar Funds; Annuity and Life Income Funds; Plant Funds; Agency Funds; Illustrative Financial Statement; Nongovernmental Owned Colleges and University; Accounting for Contribution; Financial Reporting Requirements; Auditing of Colleges and University, Similar Standard for Similar Entities.
8. **Accounts of Transport Agencies:** Railway Transport; Road Transport; Shipping Company's Accounts; Voyage Accounts.
9. **Accounting for Local Governments (Pourashava):** Introduction; Distinction between Municipalities (Pourashava) and Business Organization; Accounting Procedures of Municipalities; Books of Accounts and Registers; Preparation and Presentation of Budget; Accounting for District and Union Councils.

Text Book:

Accounting for Governmental and Nonprofit Entities . Earl R. Wilson, Jacqueline L. Reck, Susan C. Kattelus, McGraw-Hill, 15th Edition.

Reference Books:

1. *Government Accounting and Control*. M.P.Gupta, Ashish Publishing House, New Delhi.
2. *Modern Accountancy*. Amitabha Mukherjee and Mohammad Hanif. Tata McGraw Hill, Volume 2.
3. *Advanced Accounting*. M. M. Khan, Ideal Library, Volume

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hour: 3

1. **Introduction to Business Research:** The Nature of Business Research; Managerial Value of Business Research; Importance of Business Research; Business Research in the Twenty-First Century; Information, Data, and Intelligence; Information, Data and Intelligence; The Characteristics of Valuable Information; Research Concepts, Constructs; Propositions, Variables, and Hypotheses; Types of Business Research; Stages in the Research Process; Organizational Structure of Business Research; Ethical Issues in Business Research.
2. **Beginning Stages of the Research Process:** Importance of Starting with a Good Problem Definition; The Problem-Definition Process; The Research Proposal; Qualitative "versus" Quantitative Research; Common Techniques Used in Qualitative Research; Advantages of Secondary Data; Disadvantage of Secondary Data; Sources of Secondary Data.
3. **Research Methods for Collecting Primary Data:** Using Surveys; Errors in Survey Research; Classifying Survey Research Methods; Total Quality Management and Customer Satisfaction Surveys; Personal Interviews; Telephone Interviews; Self-Administered Questionnaires; Self-Administered Questionnaires Using other Forms of Distribution; Selecting the Appropriate Survey Research Design; Pre testing; Observation in Business Research; Observation of Human Behavior.
4. **Measurement and Scaling Concepts:** Measurement Concepts, Operational Definitions, Variables, and Constructs; Levels of Scale Measurement; Three Criteria for Good Measurement; Techniques for Measuring Attitudes; Attitude Rating Scales; Ranking; Questionnaire Quality and Design: Basic Considerations; Guidelines for Constructing Questions.
5. **Sampling and Fieldwork:** Sampling Terminology; Practical Sampling Concepts; Random Sampling and Non-sampling Errors; Probability versus Non-probability Sampling; Appropriate Sample Design; Normal Distribution; Population Distribution, Sample

Distribution, and Sampling Distribution; Determining Sample Size; Nature of Fieldwork; In-house Training for Inexperienced Interviewers; Principles of Good Interviewing.

6. **Data Analysis and Presentation:** Stages of Data Analysis; Editing; Coding; Data System; The Nature of Descriptive Analysis; Tabulation; Cross-Tabulation; Data Transformation; Calculation of Rank Order;
7. **Hypothesis Testing:** Meaning and Testing Procedure of Hypothesis; Choosing the Appropriate Statistical Technique; Independent Samples t-Test; Chi-Square Test for Goodness of Fit; The t-Test for Comparing Two Means; The Z-Test for Comparing Two Proportions; ANOVA; The F-Test; Simple Correlation Coefficient; The Regression Equation; Multivariate Data Analysis; Multiple Regression Analysis; ANOVA (n-Way) and MANOVA; Discriminate Analysis; Factor Analysis; Cluster Analysis.
8. **Communicating Research Results:** Introduction; Insights from the Communications Model; Report Format; Effective Use of Graphic Aids; The Oral Presentation; Comprehensive Cases with Computerized Data Based.

Text Book:

1. *Business Research Methods.* W.G. Zikmand, B.J. Babin, J.C. Carr & M. Griffin, South-Western. 8th Edition.

Reference Books:

1. *Business Research Methods.* Thomson, South-Western, 8th Edition.
2. *Business Research Methods.* D. R. Cooper & P.S. Schindler, Irwin McGraw-Hill. 7th Edition.
3. *Research Methodology:* R. Panneerselvam, Prentice-Hall of India Private Limited. New Delhi. 4th Printing.

MAJOR IN FINANCE AND BANKING

Course Title: **Corporate Finance**

Course Code: MBA 4330

Credit Hours:

1. **Corporate Finance:** Corporate Firm and Goals of Corporate Firm, Corporate Finance, Agency Costs and Set of Contract Perspective, Managerial Goals, Separation of Ownership and Control.
2. **Financial Planning:** What is Financial Planning, Financial Planning Models, Analyzing the Firms cash flow, Strategic Plans, Operating Plans, and Sales Forecast, preparing and evaluating cash budget, Preparing and evaluation of Pro forma statements, External Financing and Growth.
3. **Corporate Financing Decisions and Efficient Capital Markets:** Market Efficiency, Types of market efficiency, behavioral and empirical challenges to market efficiency, Implications.
4. **Leasing:** Concept; Types of Lease; Accounting and Leasing; Taxes; The IRS, and Leases; The Cash Flows of Leasing; A Detour on Discounting and Debt Capacity with Corporate Taxes; NPV Analysis of the Lease Versus Buy Decision; Debt Displacement and Lease Valuation; Reasons for Leasing.
5. **Options and Corporate Finance basic concepts:** Call options and put options, selling options, valuing options, an option-pricing formula, stocks and bonds as options, capital-structure policy and options, mergers and options
6. **Warrants and Convertibles:** Difference between warrants and call options, convertible bonds, the value of convertible bonds, reasons for issuing warrants and convertibles, conversion policy.
7. **Mergers and Acquisitions:** Forms of Acquisitions, Tax Forms of Acquisitions, Synergy from Acquisitions, Value of the Firm after Acquisitions, Reduction in Risk, Bad Reasons for Mergers, NPV of a Merger, Defensive tactics.
8. **Financial Distress:** Issues facing a firm in Financial Distress, Settlement without going through formal Bankruptcy, Bankruptcy, Liquidation and Reorganization; Corporate Restructuring.

Text Book:

Corporate Finance Ross, Westerfield and Jaffe, McGraw Hill Inc., Boston, 2005, 7th Edition.

Reference Books:

1. **Financial Management – Theory and Practice**, Brigham, Gapensky and Ehrhardt, – 9th Edition, The Dryden Press, New York, 1998.
2. **Financial Management and Policy**, Van Horne, – 12th Edition, Prentice-Hall Inc., New Delhi, 2001.

Course Title: **Investment Analysis & Portfolio Management**

Course Code: MBA 4331

Credit Hours: 3

1. **Investment Setting and Security Markets:** What is an investment; Investment Objectives; Measures of Return and Risk; Determinants of Required Rate of Return; Relationship Between Risk and Return; Analysis of different types of Risks and Return; Risk free rate and factors influencing the risk free rate; Risk Premium, What is Market?; Primary Capital Market; Secondary Capital Market.
2. **Fundamental Analysis: Economic Analysis:** Macro economic activity and security Markets; Economic Series and Stock Prices; The Cyclical Indicator Approach; Monetary Variables, the Economy and Stock Prices; Inflation, interest rate and security prices.
3. **Industry and Company Analysis :**Introduction; Business Cycle and Industry Sectors; Evaluating the industry life cycle; Analysis of Industry Competition; Estimation of Industry Rates of Return; Firm Competitive Strategies; SWOT Analysis; Analysis of Growth and Value Companies.
4. **Valuation of Bonds and Bond Portfolio Management Strategies:** Basic Features of a Bond; Alternative Bond Issues; Bond Valuation; Computing Bond Yields; Calculation of future bond prices; Yield curve; Determination of interest rates; Term structure interest rate theories; Bond price volatility; Passive and Active Bond Portfolio Management Strategies; Core plus bond portfolio management Strategy; Contingent Immunization Procedures; Bond Market Efficiency.
5. **Security Valuation and Equity Portfolio Management Strategy :**Theory of Valuation; Alternative Valuation Methods; Passive vs. Active Management; Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques; Tracking Error, Methods of Index Portfolio Investment; Fundamental Active Strategies; Technical Strategies. Market Anomalies; Value vs. Growth Investments; Investor Behavior and Stock Returns.

6. **Technical Analysis:** Assumptions, Advantages and Challenges; Technical Trading Rules and Indicators; Technical Analysis of Equity Markets.
7. **Efficient Market Hypothesis:** Efficient Market Concept; Different forms of Efficiency; Random walk theory; Challenges to the Efficient Market Hypothesis.
8. **Introduction to Portfolio Management :**The portfolio Management Process; Measurement of Expected Risk and Return of Portfolio; Alternative Measures of Risk; Markowitz Portfolio Theory; The Efficient Frontier and Investor Utility; Sharpe's Single Index Model; Lagrange Multiplier Theory.
9. **Capital Asset Pricing Model and Multi Factor Models ;** Overview of Capital Market Theory; Capital Asset Pricing Model: Expected Return and Risk; -Assumptions of CAPM; Security Market Line and Capital Market Line; Zero beta Model; Empirical Tests of APT; Relationship between Systematic Risk and Return; Then Market Portfolio: Theory verses Practice; Arbitrage Pricing Theory (APT); Multi-factor Models and Risk Estimation.
10. **Evaluation of Portfolio Performance:** Treynor, Sharpe, Jensen and Information Ratio Performance Measures; Application of Portfolio Performance Measures; Factors affecting the use of Performance Measures.

Text Book:

1. Investment Analysis and Portfolio Management by Rayley and Brown, Cengage Learning

Reference Books:

1. Portfolio Management, S. Kevin, Prentice Hall India
2. Security Analysis and Portfolio Management by Fisher and Jordan
3. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill
4. Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill.

Course Title: **Bank Management and Financial Services**

Course Code: MBA 4332

Credit Hours: 3

1. **Overview of Banks and the Financial Services Sector:** Bank, The Financial System and competing Financial Service Institutions, Competitors offer the public, Key Trend affecting banks and other financial service firms, an overview of Bank Balance Sheets and Income Statements.
2. **Measuring and Evaluating the Performance of Banks:** An overview of banks balance sheet and income statements, other useful bank financial statements, evaluating a bank's performance, useful profitability formula for banks, Measuring risk in banking and financial services, The impact of size on performance, using financial ratios and other analytical tools to track bank performance.
3. **Asset Liability Management:** Asset management strategy, Liability management strategy, Funds management strategy, Interest rate risk, Interest sensitive gap management, duration gap management.
4. **The Investment Function in Banking and Financial Services Management:** Investment instruments available to banks, Popular money market and capital market investment instruments, Investment securities actually held by banks, factors affecting choice of investment securities, Investment maturity strategies and tools.
5. **Liquidity and Reserve Management:** The demand for and supply of liquidity, why banks and many of their closest competitors face significant liquidity problems, strategies for liquidity managers, estimating liquidity needs, factors in choosing among the different sources of reserves.
6. **The Management of Capital:** Capital and Risk, Types of capital, Regulatory approach to evaluating capital needs, Basel II : A new capital accord unfolding, Planning to meet capital needs.
7. **Lending to Business Firms and Pricing Business Loans:** Types of loan, steps in the lending process, credit analysis, sources of information about loan customers, short term loans to Business Firms, Long term loans to Business Firms, Analyzing Business Loan Application, Financial Ratio Analysis of a customer's Financial Statement.
8. **Electronic Banking: (Bank Management – Dr. A. R. Khan):** What is Meant by Electronic Banking; History & Development of Electronic Banking; Structure of Electronic Banking; Basic Components of Electronic Banking; Types of Electronic Banking; Retail Electronic Banking; Automated Teller Machine; Debit Card; Credit Card; Home Banking; Internet Banking; Risk in Electronic Banking; Problem of Electronic Banking; Suggestion for Introducing Electronic Banking in Bangladesh.

Text Book:

Bank Management and Financial Services– by Peter S. Rose and Sylvia C. Hudgins, 6th Edition.

Reference Books:

1. **Bank Management**, Koch, Timothy W and S. Scot Mcdonald, - 5th Edition, Thomson, Ohio, 2003.
2. **Financial Institutions Management**, Saunders, Anthony and Mareia Millon Cornett,- 4th Edition, Irwin McGraw Hill, USA, 2003.
3. **Bank Management** – Dr. A. R. Khan, Latest Edition

Course Title: Development of Financial Markets and Institutions

Course Code: MBA 4333

Credit Hour: 3

1. **Introduction and Overview of Financial Markets:** Overview of Financial Markets; Overview of Financial Institutions; Globalization of Overview of Financial Markets and Institutions.
2. **The Central Bank (Bangladesh Bank), Monetary Policy, and Interest Rates:** Major Duties and Responsibilities Of The Bangladesh Bank; Organization of The Bangladesh Bank; Board of Governors of The Bangladesh Bank; Functions Performed by The Bangladesh Bank; Monetary Policy Tools; The Central Bank, The Money Supply and Interest Rates; International Monetary policies and Strategies.
3. **Money Markets:** Definition of Money Markets; Money Market Securities; Money Market Participants; International Aspects of Money Markets; Euro Markets.
4. **Bond Markets:** Definition of Bond Markets, Bond Market Securities, Bond Market Participants, Composition of Bond Market Securities, International Aspects of Bond Markets, Eurobonds, Foreign Bonds and Brady and Sovereign Bonds.
5. **Foreign Exchange Markets:** Background and History of Foreign Exchange Markets, Foreign Exchange Rates and Transactions, Interaction of Interest Rates, Inflation and Exchange Rates.
6. **Stock Markets:** Stock Market Securities, Primary and Secondary Stock Markets, Stock Market Participants, Security Exchange Commission and Stock Market Regulations, Dhaka and Chittagong Stock Exchange (DSE) and Chittagong Stock Exchange(CSE); Functions of Dhaka Stock Exchange.
7. **Derivates Securities Markets:** Forwards and Features, Options, Regulations of Features and Options Markets, SWAPs, Caps, Floors and Colors, International Aspects of Derivative Securities Markets.
8. **Commercial Banks: Industry Overview:** Definition of Commercial Banks, Different Types of Commercial Banks, Technology in Commercial Banks, Functions of Commercial Banks, Differences Between Bank and Non-bank Financial Institutions; Regulations of Commercial Banks.
9. **Other Financial Institutions:** Savings Associations, Savings Banks, Credit Unions, Finance Companies, Insurance Companies: Life Insurance and Property-Casualty Insurance, Securities, Firms and Investment Banks, ICB and Its Functions; Mutual Funds, Different Types of Mutual Funds, Mutual Funds-Prospects and Objectives, Pension Funds.

Text Book:

Financial Markets and Institutions by Anthony Saunders and Marcia Millon Cornett, Tata Mcgraw Hill, Latest Edition.

Reference Books:

1. Financial Markets and Institutions, Jeff Madura, 9th Edition.
2. Bangladesh Banking Ordinance 1972
3. The Banking Companies Act, 1991.

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hours: 3

1. **Introduction to Business Research:** The Nature of Business Research; Managerial Value of Business Research; Importance of Business Research; Business Research in the Twenty-First Century; Information, Data, and Intelligence; Information, Data and Intelligence; The Characteristics of Valuable Information; Research Concepts, Constructs; Propositions, Variables, and Hypotheses; Types of Business Research; Stages in the Research Process; Organizational Structure of Business Research; Ethical Issues in Business Research.
2. **Beginning Stages of the Research Process:** Importance of Starting with a Good Problem Definition; The Problem-Definition Process; The Research Proposal; Qualitative "versus" Quantitative Research; Common Techniques Used in Qualitative Research; Advantages of Secondary Data; Disadvantage of Secondary Data; Sources of Secondary Data.
3. **Research Methods for Collecting Primary Data:** Using Surveys; Errors in Survey Research; Classifying Survey Research Methods; Total Quality Management and Customer Satisfaction Surveys; Personal Interviews; Telephone Interviews; Self-Administered Questionnaires; Self-Administered Questionnaires Using other Forms of Distribution; Selecting the Appropriate Survey Research Design; Pre testing; Observation in Business Research; Observation of Human Behavior.
4. **Measurement and Scaling Concepts:** Measurement Concepts, Operational Definitions, Variables, and Constructs; Levels of Scale Measurement; Three Criteria for Good Measurement; Techniques for Measuring Attitudes; Attitude Rating Scales; Ranking; Questionnaire Quality and Design: Basic Considerations; Guidelines for Constructing Questions.
5. **Sampling and Fieldwork:** Sampling Terminology; Practical Sampling Concepts; Random Sampling and Non-sampling Errors; Probability versus Non-probability Sampling; Appropriate Sample Design; Normal Distribution; Population Distribution, Sample Distribution, and Sampling Distribution; Determining Sample Size; Nature of Fieldwork; In-house Training for Inexperienced Interviewers; Principles of Good Interviewing.
6. **Data Analysis and Presentation:** Stages of Data Analysis; Editing; Coding; Data System; The Nature of Descriptive Analysis; Tabulation; Cross-Tabulation; Data Transformation; Calculation of Rank Order;
7. **Hypothesis Testing:** Meaning and Testing Procedure of Hypothesis; Choosing the Appropriate Statistical Technique; Independent Samples t-Test; Chi-Square Test for Goodness of Fit; The t-Test for Comparing Two Means; The Z-Test for Comparing Two Proportions; ANOVA; The F-Test; Simple Correlation Coefficient; The Regression Equation; Multivariate Data Analysis; Multiple Regression Analysis; ANOVA (n-Way) and MANOVA; Discriminate Analysis; Factor Analysis; Cluster Analysis.
8. **Communicating Research Results:** Introduction; Insights from the Communications Model; Report Format; Effective Use of Graphical Aids; The Oral Presentation; Comprehensive Cases with Computerized Data Based.

Text Book:

1. *Business Research Methods*. W.G. Zikmand, B.J. Babin, J.C. Carr & M. Griffin, South-Western. 8th Edition.

Reference Books:

1. *Business Research Methods*. Thomson, South-Western, 8th Edition.
2. *Business Research Methods*. D. R. Cooper & P.S. Schindler, Irwin McGraw-Hill. 7th Edition.
3. *Research Methodology*: R. Panneerselvam, Prentice-Hall of India Private Limited. New Delhi. 4th Printing.

MAJOR IN INTERNATIONAL AND DEVELOPMENT ECONOMICS

Course Title: **Economic Development and Planning**

Course Code: MBA 4334

Credit Hour: 3

1. **Introduction to Development Economics:** Development Economics; Emergence; Definitions, Scope; Concepts and Measures; Development and Underdevelopment; A Comparison between Developed Countries and Developing Countries.
2. **Theories of Economic Growth:** Classical Heritage; Smith; Ricardo and Malhus; Marx's Model of Capitalist Development; Keynesian Variants; Harrod – Domer Growth Model; Kaldor's Growth Laws/ Post Keynesian Model; Neo-Classical Growth Model.
3. **Approaches to the Study to Development and Strategies for Development:** The Process of Cumulative Causation Regional Inequalities (Myrdal) Neo-Marxist's Paradigm.
4. **Leading Issues in Sectoral Development Policy Analysis:** Agriculture and Agricultural Institutions (Tenancy; Sharecropping; Credit Market); Industrialization; Labor Vs. Capital Intensive; Export led Vs. Import Substitution Industrialization; Trade and Development.
5. **Planning Models and Techniques:** Input-Output Models; Linear Programming Models; Social Accounting Matrix; Computable General Equilibrium Models; Cost-Benefit Analysis; Financial Cost-Benefit Analysis; Economic Cost-Benefit Analysis.
6. **Development Policy; Regulation and Market:** Role of the State in Development; Role of the Private Sector in Development; Regulation and Market; Role of the Civil Society Organizations.

Text Book:

Economic Development and Planning, Rashed Al Mahmud Titumir, Bangladesh Open University

Reference Book:

Economic Development, Michael P. Todaro and Stephen C. Smith

Course Title: **International Economics, Globalization and Policy**

Course Code: MBA 4335

Credit Hour: 3

1. **Issues in Trade and Protectionism:** How Costly Is Protectionism? International Trade: Why We Don't Have More of it.
2. **Outsourcing and the Environment:** Bridging the Trade-Environment Divide; Labor Standards: Where Do They Belong on the International Trade Agenda? Off shoring: The Next Industrial Revolution?: Regional Economic Co-operations.
3. **Immigration:** Global Migration: Two Centuries of Mass Migration Offers Insights into the Future of Global Movements of People; The Global Governance of Trade as if Development Really Mattered.
4. **Exchange Rate Regimes and Macroeconomic Stabilization Policies:** Does the Exchange Rate Regime Matter for Inflation and Growth?; To Float or Note to Float? Exchange Rate Regimes and Shocks; Moving to a Flexible Exchange Rate: How, When, and How Fast?
5. **Financial Crises and Capital Flows:** Asia Ten Years After; Financial Crises of the Future; Financial-Sector Foreign Direct Investment and Host Countries: New and Old Lessons; Appraising the IMF's Performance: A Review of the First Three Studies by the New Independent Evaluation Office; Sovereign Wealth Funds.
6. **Foreign Aid:** Aid and Growth; Microfinance: Banking for the Poor; Sources.

Text Book:

International Economics, Globalization and Policy by King and Philip, Mc-Graw Hill

Reference Book:

International Economics by Appleyard and Dennis

Course Title: **Money, Banking and Financial Markets**

Course Code: MBA 4336

Credit Hour: 3

1. **Overview of the Financial System:** Function of Financial Markets; Structure of Financial Markets; Internationalization of Financial Markets; Function of Financial Intermediaries (and Transaction Costs).
2. **What Is Money:** Meaning of Money; Functions of Money; Evolution of the Payment System?
3. **Understanding Interest Rates:** Measuring Interest Rates; Distinction Between Interest Rates and Returns; Distinction Between Real and Nominal Interest Rates.
4. **The Behavior of Interest Rates:** Determinants of Asset Demand; Supply and Demand in the Bond Market; Changes in Equilibrium Interest Rates; Supply and Demand in the Market for Money: Liquidity Preference Framework; Changes in Equilibrium Interest Rates Due to Liquidity Preference Framework.

5. **Determination of the Money Supply:** The Money Supply Model and the Money Multiplier; Factors That Determine the Money Multiplier; Additional Factors That Determine the Money Supply.
6. **Tools of Monetary Policy:** The Market for Reserves and the Federal Funds Rate; Open Market Operations; Discount Policy; Reserve Requirements.
7. **Conduct of Monetary Policy: Goals and Targets:** Goals of Monetary Policy; Central Bank Strategies: The Use of Targets; Choosing the Targets; Fed Policy Procedures; The Taylor Rule, NAIRU, and the Philips Curve
8. **The Foreign Exchange Market:** Exchange Rates in the Long Run; Exchange Rates in the Short Run; Explaining Changes in Exchange Rates.
9. **The International Financial System:** Intervention in the Foreign Exchange Market; Balance of Payments; Evolution of the International Financial System; Capital Controls; The Role of the IMF (International Monetary Fund).

Text Book:

The Economics of Money, Banking, and Financial Markets, Frederic S. in, Mc-Graw Hill, Latest Edition.

Reference Book:

Money ,Banking and Financial Markets, Stephen Cecehetti and Kermit Schoenholtz, Mc-Graw Hill.

Course Title: **International Trade and Finance**

Course Code: MBA 4337

Credit Hour: 3

1. **Introduction:** Definition of International Trade; Importance of International Trade in the world economy.
2. **Theories of International Trade:** The Mercantilist Thesis of Trade; Three basic Questions; Absolute Advantage; Comparative Advantage; Heckscher – Ohin Theory of International Trade.
3. **The Theory of Tariffs:** Definition and Types of Tariff; The Effect of Tariff on Small Country; The Partial Equilibrium Analysis on the Tariff; The General Equilibrium Analysis on the Tariff; The Small Country Case; The Effects of the Tariff on a large country' Tariffs and World Welfare; The Tariff as a Production Subsidy Plus a Consumption Tax; Measuring the Costs of Protection – An Example; Effective Protection.
4. **Non- Tariff Barriers to International Trade:** Export Taxes and Export Subsidies; Quantitative Restrictions; International Cartels; Dumping; Other Non-Tariff Barriers; An Example of Trade Protection – The Poitiers Plan.
5. **The Balance of Payments:** Definitions and Conventions; Balance- of- Payments Accounting; Balance- of –Payments Equilibrium.
6. **The International Monetary System:** Types and Characteristics of International Monetary System; Types of International Monetary Systems; The Characteristics of a Good International Monetary Systems; Performance Tests for International Monetary System; Death of Gold Managed Flexibility; Some Historical Facts; International Cooperation – Form the Plaza to the Louvre; Uruguay Round and the World Trade Organization (WTO).
7. **International Finance:** Portfolio Capital Flow; Future Market; Merchant Banking; International Payment Methods; Financial Derivatives.
8. **Bangladesh and International Trade:** Bangladesh's Position in the Community of Developing Countries; Trade Intensity and Terms of Trade of Bangladesh with the SAARC Countries; Trend and Composition of exports and imports of Bangladesh – major trade partners of Bangladesh;

Text Book:

International Trade and Finance, Harendra Kanti Dey, Bangladesh Open University

Reference Book:

International Economics, Dominick Salvatore

Course Title: **Business Research Methods**

Course Code: MBA 4316

Credit Hours: 3

1. **Introduction to Business Research:** The Nature of Business Research; Managerial Value of Business Research; Importance of Business Research; Business Research in the Twenty-First Century; Information, Data, and Intelligence; Information, Data and Intelligence; The Characteristics of Valuable Information; Research Concepts, Constructs; Propositions, Variables, and Hypotheses; Types of Business Research; Stages in the Research Process; Organizational Structure of Business Research; Ethical Issues in Business Research.
2. **Beginning Stages of the Research Process:** Importance of Starting with a Good Problem Definition; The Problem-Definition Process; The Research Proposal; Qualitative “versus” Quantitative Research; Common Techniques Used in Qualitative Research; Advantages of Secondary Data; Disadvantage of Secondary Data; Sources of Secondary Data.
3. **Research Methods for Collecting Primary Data:** Using Surveys; Errors in Survey Research; Classifying Survey Research Methods; Total Quality Management and Customer Satisfaction Surveys; Personal Interviews; Telephone Interviews; Self-Administered Questionnaires; Self-Administered Questionnaires Using other Forms of Distribution; Selecting the Appropriate Survey Research Design; Pre testing; Observation in Business Research; Observation of Human Behavior.
4. **Measurement and Scaling Concepts:** Measurement Concepts, Operational Definitions, Variables, and Constructs; Levels of Scale Measurement; Three Criteria for Good Measurement; Techniques for Measuring Attitudes; Attitude Rating Scales; Ranking; Questionnaire Quality and Design: Basic Considerations; Guidelines for Constructing Questions.
5. **Sampling and Fieldwork:** Sampling Terminology; Practical Sampling Concepts; Random Sampling and Non-sampling Errors; Probability versus Non-probability Sampling; Appropriate Sample Design; Normal Distribution; Population Distribution, Sample

- Distribution, and Sampling Distribution; Determining Sample Size; Nature of Fieldwork; In-house Training for Inexperienced Interviewers; Principles of Good Interviewing.
6. **Data Analysis and Presentation:** Stages of Data Analysis; Editing; Coding; Data System; The Nature of Descriptive Analysis; Tabulation; Cross-Tabulation; Data Transformation; Calculation of Rank Order;
 7. **Hypothesis Testing:** Meaning and Testing Procedure of Hypothesis; Choosing the Appropriate Statistical Technique; Independent Samples t-Test; Chi-Square Test for Goodness of Fit; The t-Test for Comparing Two Means; The Z-Test for Comparing Two Proportions; ANOVA; The F-Test; Simple Correlation Coefficient; The Regression Equation; Multivariate Data Analysis; Multiple Regression Analysis; ANOVA (n-Way) and MANOVA; Discriminant Analysis; Factor Analysis; Cluster Analysis.
 8. **Communicating Research Results:** Introduction; Insights from the Communications Model; Report Format; Effective Use of Graphic Aids; The Oral Presentation; Comprehensive Cases with Computerized Data Based.

Text Book:

1. *Business Research Methods.* W.G. Zikmand, B.J. Babin, J.C. Carr & M. Griffin, South-Western. 8th Edition.

Reference Books:

1. *Business Research Methods.* Thomson, South-Western, 8th Edition.
2. *Business Research Methods.* D. R. Cooper & P.S. Schindler, Irwin McGraw-Hill. 7th Edition.
3. *Research Methodology.* R. Panneerselvam, Prentice-Hall of India Private Limited. New Delhi. 4th Printing.

STUDENTS' ACTIVITIES DURING EACH SEMESTER

STEP- 1	Complete the admission and registration formalities in due time. You must register in at least 2 courses or maximum 6 courses in a semester.
STEP- 1	Collect the MBA Handbook (only once in the first semester). At the beginning of each semester, collect the Semester Calendar along with the Text Book, Assignments and please purchase the books on your own accord as suggested in the Semester Calendar; for each registered course.
STEP- 3	Read the Semester Calendar and highlight the relevant deadline for different activities during the semester.
STEP- 4	Start reading the course materials of the registered courses, considering the curriculum as provided in this handbook. Highlight the problem areas while studying.
STEP- 5	Attend the Tutorial Sessions as scheduled in the Semester Calendar and talk to the tutors regarding the highlighted problems areas.
STEP- 6	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare the answers of the Assignment # 1 and submit in due time to the respective SC Coordinator of your Study Center. DO NOT COPY THE ASSIGNMENT FROM OTHER STUDENTS. <input type="checkbox"/> While submitting your assignments, collect the signature of the SC Coordinator directly on the pages of the Assignment Acknowledgement Form.
STEP- 7	Submit the SEMESTER-END EXAMINATION REGISTRATION FORM to the respective RC on or before the deadline as mentioned in the respective Semester Calendar. Collect your Admit Card , which must be produced for appearing in the examinations. Collect the signature of the invigilator in your admit card during exam of each course. Pay Re-examination/Redo-examination to appear at the examination for the courses registered in the previous semester.
STEP- 8	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare the answers of the Assignment # 2 and submit in due time to the respective Coordinator of your Study Center. DO NOT COPY THE ASSIGNMENT FROM OTHER STUDENTS. <input type="checkbox"/> While submitting your assignments, collect the signature of the SC Coordinator directly on the pages of the Assignment Acknowledgement Form and submit the Dean's Copy to the SC Coordinator.
STEP- 9	Complete the registration formalities in due time, as specified in the Semester Calendar, for the courses you plan to take in the next semester, Hence, you don't need to wait for the result of the last semester.
STEP- 10	Attend the Semester-end Examination of the courses you have registered (in step-7) for the examination in the semester.
STEP- 11	Make a photocopy of the Tutor Evaluation Form and send the filled- up form to the Dean, School of Business, BOU, Gazipur- 1705.
STEP- 12	Submit your complaints in the prescribed form, if any, regarding the examination result within one month after the publication of the result.