

OUTCOME-BASED CURRICULUM OF
BACHELOR OF
BUSINESS ADMINISTRATION IN
HUMAN RESOURCE MANAGEMENT



Human Resource Management Discipline
Khulna University
August 2022

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01

Title of the Academic Program

Bachelor of Urban and Rural Planning

Program Overview

Degree	Bachelor of Business Administration in Human Resource Management
Abbreviated form of the Degree	BBA in HRM
Discipline/Program Offering Entity (POE)	Human Resource Management
School	Management and Business Administration
Awarding Institution	Khulna University
Location	Khulna, Bangladesh
Bangladesh National Qualifications Framework (BNQF) Level	7
International Standard Classification of Education (ISCED) Code	0413
Mode of Study	Full Time
Language of Study	English
Applicable Session	2021-22 and onwards

02

Name of the University

Khulna University

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Vision of the University

Creation of global leaders who will contribute to make knowledge-based just society through accelerating inclusive and transformative growth of Bangladesh and the world. The university aims to achieve this vision through scholarly enquiry and contribution to the global knowledge pool.

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Mission of the University

University Mission & Details

UM1	Explore human potential to the fullest extent and produce self-motivated, aspiring leaders to work for the betterment of the humankind based on wisdom, freethinking, creativity and unhindered intellectual exercises.
UM2	Ensure a transformative educational experience that enables creative learning, entrepreneurship and inquisitiveness among the students.
UM3	Create an inclusive research environment that enables graduates to make demonstrable economic and social impacts through translating knowledge and innovation into practice driven by moral values and professional ethics.

UM = University Mission

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Name of the Discipline/Program Offering Entity (POE)

Human Resource Management Discipline

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Vision of the Discipline/POE

The program is designed to become a centre of excellence in Human Resource education and research to contribute in the field of Human Resource Management nationally and internationally.

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Mission of the Discipline/POE

Discipline Mission & Details

M1	To provide quality and outcome-based education to the learners of different academic and research programs like BBA, MBA, M.Phil., Ph.D. and so on
M2	To conduct extensive basic and applied research in the field of 'Human Resource Management' in order to create new knowledge and solve business problems
M3	To enrich the relationship between academicians and professionals in order to ensure sustainable learning
M4	To make a meaningful contribution to the community through human capital development and
M5	To ensure national and international collaboration of education and research programs.

M = Mission of the Discipline/POE

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Objectives of the Discipline/POE

Discipline Objectives & Details

O1	To apply understanding of the processes of new venture creation and the critical knowledge necessary to manage the organization and employees.
O2	To develop systematic approach of Human Resource Management functions like HR planning, recruitment, selection, training and development, compensation, performance management and even termination of human resource.
O3	To establish HR as a business partner of the organization capable of facilitating all other business functions like marketing, finance, accounting, supply chain, production, and so on.
O4	To organize practical learning exposure; how norms, values, race, ethnicity etc. of employees and organization impact organizational productivity and relationship
O5	To ensure sustainable human resource management practices for creating sustainable organization.

O = Objective of the Discipline/POE

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Name of the Degree

Bachelor of Business Administration in Human Resource Management

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Description of the Program

This Bachelor of Business Administration in Human Resource Management (BBA in HRM) program is a regular four-year undergraduate program of the Human Resource Management Discipline of the Management and Business Administration School, Khulna University. The aim of this program is to develop all-rounded business graduates with specialized knowledge and skills in the management of human resources. The program consists of eight terms and includes necessary general courses of a Bachelor of Business Administration program such as management, finance and marketing, specialized courses of human resource management, and some compulsory general education courses. Different assessment techniques used in different courses are targeted at developing students' skills in critical thinking, problem solving, decision making, teamwork and public speaking. The program also requires students to complete a thesis or an internship in the final term which provides them with the opportunity to relate their theoretical knowledge to the real world of work. The courses for this program have been selected and designed in collaboration with reputed experts from academia and industry. It is a career oriented program. Course relevance is assessed and course contents are updated regularly to keep up with the changing requirements of the job market.

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Graduate Attributes

Graduate Attributes		Domain
GA1	Graduates will acquire advanced knowledge over the contemporary issues involved in managing human resources in an organization from the perspective of domestic and international culture.	Fundamental
GA2	Graduates will be able to diagnose the problems faced by the organization in this ever changing business environment. Their creative thinking power will help them to come up with innovative solutions to the problems.	Thinking
GA3	Graduates will be able to identify the critical factors affecting the outcome of a business decision, evaluate the alternatives, and take a final decision after navigating the risks and uncertainty.	Thinking
GA4	Graduates will learn how to deal with the employees in an organization and build a successful relationship with them. They will learn how to communicate with both frontline staff and top management of an organization.	Personal
GA5	Graduates will acquire the capacity of leading a team towards the achievement of organizational objectives with the help of his/her interpersonal skills, management skills, strategic thinking skills, and communication skills.	Social
GA6	Graduates will be able to develop policies related to employee hiring and firing, training and development, performance appraisal, and compensation management. They will be able to integrate HR planning with the corporate's vision, mission, objectives.	Thinking
GA7	Graduates will acquire the knowledge of research in the field of business. They will acquire the cognitive and applied skills necessary to diagnosis a business problem, gather information related to the problems, analyze the information, and come up with a result.	Fundamental

GA = Graduate Attributes

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Program Educational Objectives (PEOs)

Program Educational Objectives		Domain
PEO1	To enhance a good understanding of classical and contemporary HRM concepts and theories that has direct real life business applications.	Fundamental
PEO2	To enable graduates apply their knowledge for the welfare of the society through entrepreneurial and managerial competencies.	Social and Personal
PEO3	To sharpen the graduates' decision making and analytical skills in the HRM field through integrating their knowledge of the HRM theory with research.	Thinking (Cognitive)
PEO4	To facilitate graduates exercise freethinking, creativity and innovation through a general understanding of business and management concepts.	Thinking (Cognitive)
PEO5	To develop conceptual understanding of human resource management issues and facilitates the graduates use analytical tools in addressing organizational problems.	Thinking (Cognitive)

PEO = Program Educational Objective

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Program Learning Outcomes (PLOs)

After successful completion of the degree, the learners will be able to:

A. Fundamental Skills

PL01	Develop competence necessary for effective management of business, government and service organizations in a dynamic environment.
PL02	Acquire & demonstrate knowledge with capacities to address the contemporary issues within the organization.
PL03	Effectuate graduates with a broad education in business within the areas of human resource management, management, finance, marketing, information technology and international business.

B. Social Skills

PL04	Develop leadership credibility to navigate organizational strategies.
PL05	Equip themselves with intellectual and behavioral competencies to create a foundation for their future professional and personal development.
PL06	Be socially responsible, morally upright and ethical entrepreneurs, business leaders and managers.

C. Thinking Skills

PL07	Be innovative and entrepreneurial in business/industries and human resources development.
PL08	Use analytical and reflective thinking techniques to identify and analyze problems, develop practical alternatives, and make effective decisions.
PL09	Integrate formal academic learning with their business-related experiential learning, resulting in meaningful, personalized learning that relates to their personal or professional needs.

D. Personal Skills

PL010	Develop themselves as an individual and as a member or leader in teams in multidisciplinary settings by demonstrating different skills and human values.
PL011	Uphold ethical and institutional issues in HR practice.
PL012	Develop employability skills for national and international market.

PLO = Program Learning Outcome

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Mapping Mission of the University with PEOs

PEOs \ Missions	UM1	UM2	UM3
PE01	2	1	3
PE02	3	2	3
PE03	2	1	2
PE04	3	2	3
PE05	1	1	1

Level of association: 3=High, 2=Medium, 1=Low

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Mapping PLOs with PEOs

Program Learning Outcomes (PLOs)		Program Educational Objectives (PEOs)				
		PEO1	PEO2	PEO3	PEO4	PEO4
A. Fundamental Domain	PL01	•			•	
	PL02	•	•		•	
	PL03			•	•	•
B. Social Domain	PL04		•	•		•
	PL05	•		•	•	•
	PL06		•		•	
C. Thinking Domain	PL07		•		•	•
	PL08			•		
	PL09	•		•		
D. Personal Domain	PL010		•		•	•
	PL011		•			
	PL012	•		•	•	

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Mapping Courses with PLOs

Course Code and Course Title	Program Learning Outcomes (PLOs)											
	Fundamental Domain			Social Domain			Thinking Domain			Personal Domain		
	PL01	PL02	PL03	PL04	PL05	PL06	PL07	PL08	PL09	PL010	PL011	PL012
First Year First Term												
0413 25 HRM 1101: Introduction to Business	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 1103: Principles of Management	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 1105: Business Communication	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 1106: Sessional of Business Communication	•	•	•	•	•	•	•	•	•	•	•	•
0231 25 Eng 1151: English for Business	•		•	•	•	•	•	•	•	•	•	•
0714 25 CSE 1154: Computer Applications in Business	•	•	•	•		•	•	•	•	•	•	•
First Year Second Term												
0413 25 HRM 1201: Principles of Human Resource Management	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 1205: Principles of Finance	•	•	•	•			•	•	•	•	•	
0413 25 HRM 1207: Principles of Marketing	•	•	•		•	•	•	•	•	•	•	•
0413 25 HRM 1209: Principles of Accounting		•	•		•	•	•	•	•		•	
0413 25 HRM 1210: Sessional of Principles of Accounting	•							•		•	•	•
0541 25 Math 1251: Business Mathematics	•	•	•	•	•	•	•	•	•	•	•	•

Course Code and Course Title	Program Learning Outcomes (PLOs)											
	Fundamental Domain			Social Domain			Thinking Domain			Personal Domain		
	PL01	PL02	PL03	PL04	PL05	PL06	PL07	PL08	PL09	PL010	PL011	PL012
Second Year First Term												
0413 25 HRM 2107: Ethics and Corporate Social Responsibility		•			•	•				•	•	
0413 25 HRM 2109: Financial Management	•	•	•		•			•				•
0413 25 HRM 2111: Marketing Management		•	•	•				•	•			•
0388 25 DS 2151: Bangladesh Studies		•	•		•	•		•		•		•
0542 25 Stat 2153: Business Statistics	•	•	•					•		•		•
0542 25 Stat 2154: Sessional of Business Statistics	•	•	•					•		•		•
0311 25 Econ 2155: Microeconomics	•	•	•		•	•	•	•	•			•
Second Year Second Term												
0413 25 HRM 2205: Insurance and Risk Management	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 2207: Industrial Psychology	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 2209: Human Resource Planning and Policy	•	•		•	•	•	•	•	•	•	•	•
0542 25 Stat 2251: Advanced Statistics for Human Resource Management	•	•	•	•	•	•	•	•	•	•	•	•
0542 25 Stat 2252: Sessional of Advanced Statistics for Human Resource Management	•	•		•	•	•	•	•	•	•	•	•
0311 25 Econ 2253: Macroeconomics	•	•	•	•	•		•	•	•	•	•	

Course Code and Course Title	Program Learning Outcomes (PLOs)											
	Fundamental Domain			Social Domain			Thinking Domain			Personal Domain		
	PL01	PL02	PL03	PL04	PL05	PL06	PL07	PL08	PL09	PL010	PL011	PL012
Third Year First Term												
0413 25 HRM 3103: International Business Management	•	•			•	•		•	•	•	•	•
0413 25 HRM 3105: Organizational Behavior	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 3107: Employee Training and Development	•	•	•	•	•	•	•	•	•	•	•	•
0413 25 HRM 3108: Sessional of Employee Training and Development	•	•	•		•		•	•		•		•
0413 25 HRM 3111: Business Society & Environment	•	•		•	•	•			•		•	•
0413 25 HRM 3113: Agri Business Management	•	•		•	•	•	•	•	•	•	•	
0413 25 HRM 3115 International Human Resource Management	•		•	•			•		•			•
0421 25 Law 3151: Commercial Law	•	•	•	•	•			•	•	•	•	•
0311 25 Econ 3153: Labor Economics		•	•		•					•		
0314 25 Soc 3155: Industrial Sociology	•		•	•	•	•	•	•	•	•		•
0388 25 DS 3157: Development Policies and Strategies for Bangladesh	•	•	•	•	•	•	•	•	•	•	•	•
0321 25 MCJ 3159: International Relations	•	•	•		•		•			•	•	•
Third Year Second Term												
0413 25 HRM 3201: Cost and Management Accounting	•	•		•	•	•	•	•	•		•	•
0413 25 HRM 3203: Bank Management	•	•		•	•	•	•	•	•		•	•
0413 25 HRM 3205: HR Compliance	•	•	•	•	•	•		•	•		•	•
0413 25 HRM 3206: Sessional of HR Compliance	•	•		•		•	•	•	•	•		•
0413 25 HRM 3207: Career Planning and Development		•		•	•	•	•	•	•		•	•
0413 25 HRM 3209: Performance Management	•	•		•	•	•	•			•	•	•
0421 25 Law 3251: Employment Law	•	•	•		•	•	•	•	•	•	•	•

Course Code and Course Title	Program Learning Outcomes (PLOs)											
	Fundamental Domain			Social Domain			Thinking Domain			Personal Domain		
	PL01	PL02	PL03	PL04	PL05	PL06	PL07	PL08	PL09	PL010	PL011	PL012
Fourth Year First Term												
0413 25 HRM 4101: Strategic Management	•	•		•	•	•	•	•	•	•	•	•
0413 25 HRM 4103: Business Research Methodology		•	•		•			•	•			•
0413 25 HRM 4104: Sessional of Business Research Methodology		•	•		•			•	•			•
0413 25 HRM 4105: Industrial Relations	•		•		•	•		•	•		•	
0413 25 HRM 4107: Entrepreneurship Development and SME Management	•						•	•				
0413 25 HRM 4109: Human Resource Information Systems							•	•	•	•		
0413 25 HRM 4111: Auditing and Taxation			•						•	•		
0413 25 HRM 4113: Service Marketing			•				•	•	•			•
0413 25 HRM 4115: Talent Management		•					•	•				
0413 25 HRM 4117: International Finance			•					•	•			
Fourth Year Second Term												
0413 25 HRM 4201: Compensation Management					•	•		•	•		•	
0413 25 HRM 4203: Strategic Human Resource Management		•		•			•	•		•	•	
0413 25 HRM 4205: Metrics and Decision Making for Human Resource Management	•	•	•	•	•			•	•		•	
0413 25 HRM 4206: Sessional of Metrics and Decision Making for Human Resource Management	•	•			•			•	•		•	
0413 25 HRM 4208: Bachelor Thesis		•	•				•	•	•			
0413 25 HRM 4210: Internship										•		•

a) Duration of the Program	04 Years	08 Terms
b) Admission Requirements	The applicants having HSC or equivalent degree will be eligible for admission into this program. Other terms and conditions are set or revised periodically by the appropriate authority.	
c1) Graduating Credits / Total Minimum Credit Requirement to Complete the Program	140	
c2) Available Credits	167	
d) Total Class Weeks in a Term*	14	
e) Minimum CGPA Requirements for Graduation	2.50	
f) Maximum Academic Years of Completion	07 Years	

*Term Duration

Teaching and Learning	Preparatory Leave	Term Final Examination	Term Break	Total
14 Weeks	2 Weeks	4 Weeks	2 Weeks	22 Weeks

g1) Area-wise Credit Distribution

Area	Course Type	Number of Courses	Credits	Total Credits
General Education (GED) Courses**	Theory	13	39.0	44.0
	Sessional	03	05.0	
Core/Compulsory Courses	Theory	29	87.0	93.0
	Sessional	06	06.0	
Optional/Elective Courses	Theory	07	21.0	21.0
	Sessional	00	00.0	
Capstone Courses***	Sessional	02	09	9.0
Total		60	167	167.0

*** Thesis, project, internship etc. courses

g2) Category of Courses

Area	Course Type	Course Title	Credits
General Education (GED) Courses	Theory	01. English for Business	39
		02. Business Mathematics	
		03. Bangladesh Studies	
		04. Business Statistics	
		05. Microeconomics	
		06. Advanced Statistics for Human Resource Management	
		07. Macroeconomics	
		08. Commercial Law	
		09. Labor Economics	
		10. Industrial Sociology	
		11. Development Policies and Strategies for Bangladesh	
		12. International Relations	
		13. Employment Law	

Area	Course Type	Course Title	Credits
	Sessional	01. Computer Applications in Business 02. Sessional of Business Statistics 03. Sessional of Advanced Statistics for Human Resource Management	05
Discipline Coded Core/ Compulsory Courses	Theory	01. Introduction to Business 02. Principles of Management 03. Business Communication 04. Principles of Human Resource Management 05. Principles of Finance 06. Principles of Marketing 07. Principles of Accounting 08. Ethics and Corporate Social Responsibility 09. Financial Management 10. Marketing Management 11. Insurance and Risk Management 12. Industrial Psychology 13. Human Resource Planning and Policy 14. International Business Management 15. Organizational Behavior 16. Employee Training and Development 17. Cost and Management Accounting 18. Bank Management 19. HR Compliance 20. Career Planning and Development 21. Performance Management 22. Strategic Management 23. Business Research Methodology 24. Industrial Relations 25. Entrepreneurship Development and SME Management 26. Human Resource Information Systems 27. Compensation Management 28. Strategic Human Resource Management 29. Metrics and Decision Making for Human Resource Management	87
	Sessional	01. Sessional of Business Communication 02. Sessional of Principles of Accounting 03. Sessional of Employee Training and Development 04. Sessional of HR Compliance 05. Sessional of Business Research Methodology 06. Sessional of Metrics and Decision Making for Human Resource Management	06
Discipline Coded Optional/ Elective Courses	Theory	01. Agri Business Management 02. International Human Resource Management 03. Business Society & Environment 04. Auditing and Taxation 05. Service Marketing 06. Talent Management 07. International Finance	21
Capstone Courses	Sessional	01. Thesis 02. Internship	09
Total			173

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Year/Term-wise Distribution of Courses

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Prerequisites
			Theory	Sessional		
First Year First Term						
0413 25 HRM 1101	Introduction to Business	Core	3.0	-	3.0	None
0413 25 HRM 1103	Principles of Management	Core	3.0	-	3.0	None
0413 25 HRM 1105	Business Communication	Core	3.0	-	3.0	None
0413 25 HRM 1106	Sessional of Business Communication	Core	-	1.5	1.0	None
0231 25 Eng 1151	English for Business	Core	3.0	-	3.0	None
0714 25 CSE 1154	Computer Applications in Business	Core	-	4.5	3.0	None
Total	Core Courses: 07, Optional Courses: 00, Theory Courses: 06, Sessional Courses: 01		12.0	6.0	16.0	
			18.0			
First Year Second Term						
0413 25 HRM 1201	Principles of Human Resource Management	Core	3.0	-	3.0	None
0413 25 HRM 1205	Principles of Finance	Core	3.0	-	3.0	None
0413 25 HRM 1207	Principles of Marketing	Core	3.0	-	3.0	None
0413 25 HRM 1209	Principles of Accounting	Core	3.0	-	3.0	None
0413 25 HRM 1210	Sessional of Principles of Accounting	Core	-	1.5	1.0	None
0541 25 Math 1251	Business Mathematics	Core	3.0	-	3.0	None
Total	Core Courses: 06, Optional Courses: 00, Theory Courses: 05, Sessional Courses: 01		15	1.5	16.0	
			23.0			

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Prerequisites
			Theory	Sessional		
Second Year First Term						
0413 25 HRM 2107	Ethics and Corporate Social Responsibility	Core	3.0	-	3.0	None
0413 25 HRM 2109	Financial Management	Core	3.0	-	3.0	None
0413 25 HRM 2111	Marketing Management	Core	3.0	-	3.0	None
0388 25 DS 2151	Bangladesh Studies	Core	3.0	-	3.0	None
0542 25 Stat 2153	Business Statistics	Core	3.0	-	3.0	None
0542 25 Stat 2154	Sessional of Business Statistics	Core	-	1.5	1.0	None
0311 25 Econ 2155	Microeconomics	Core	3.0	-	3.0	None
Total	Core Courses: 07, Optional Courses: 00, Theory Courses: 06, Sessional Courses: 01		18.0	1.5	19.0	
			19.5			
Second Year Second Term						
0413 25 HRM 2205	Insurance and Risk Management	Core	3.0	-	3.0	None
0413 25 HRM 2207	Industrial Psychology	Core	3.0	-	3.0	None
0413 25 HRM 2209	Human Resource Planning and Policy	Core	3.0	-	3.0	None
0542 25 Stat 2251	Advanced Statistics for Human Resource Management	Core	3.0	-	3.0	None
0542 25 Stat 2252	Sessional of Advanced Statistics for Human Resource Management	Core	-	1.5	1.0	None
0311 25 Econ 2253	Macroeconomics	Core	3.0	-	3.0	None
Total	Core Courses: 06, Optional Courses: 00, Theory Courses: 05, Sessional Courses: 01		15.0	1.5	16.0	
			24.00			

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Prerequisites
			Theory	Sessional		
Third Year First Term						
0413 25 HRM 3103	International Business Management	Core	3.0	-	3.0	None
0413 25 HRM 3105	Organizational Behavior	Core	3.0	-	3.0	None
0413 25 HRM 3107	Employee Training and Development	Core	3.0	-	3.0	None
0413 25 HRM 3108	Sessional of Employee Training and Development	Core	-	1.5	1.0	None
0413 25 HRM 3111	Business Society & Environment	Optional	3.0	-	3.0	None
0413 25 HRM 3113	Agri Business Management	Optional	3.0	-		None
0413 25 HRM 3115	International Human Resource Management	Optional	3.0	-	3.0	None
0421 25 Law 3151	Commercial Law	Core	3.0	-	3.0	None
0311 25 Econ 3153	Labor Economics	Core	3.0	-	3.0	None
0314 25 Soc 3155	Industrial Sociology	Optional	3.0	-	3.0	None
0388 25 DS 3157	Development Policies and Strategies for Bangladesh	Optional	3.0	-	3.0	None
0321 25 MCJ 3159	International Relations	Optional	3.0	-	3.0	None
Total	Core Courses: 06, Optional Courses: 06, Theory Courses: 11, Sessional Courses: 01		33.0	1.5	34.0	
			34.5			
Third Year Second Term						
0413 25 HRM 3201	Cost and Management Accounting	Core	3.0	-	3.0	None
0413 25 HRM 3203	Bank Management	Core	3.0	-	3.0	None
0413 25 HRM 3205	HR Compliance	Core	3.0	-	3.0	None
0413 25 HRM 3206	Sessional of HR Compliance	Core	-	1.5	1.0	None
0413 25 HRM 3207	Career Planning and Development	Core	3.0	-	3.0	None
0413 25 HRM 3209	Performance Management	Core	3.0	-	3.0	None
0421 25 Law 3251	Employment Law	Core	3.0	-	3.0	None
Total	Core Courses: 07, Optional Courses: 00, Theory Courses: 06, Sessional Courses: 01		18.0	1.5	19.0	
			24.00			

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Prerequisites
			Theory	Sessional		
Fourth Year First Term						
0413 25 HRM 4101	Strategic Management	Core	3.0	-	3.0	None
0413 25 HRM 4103	Business Research Methodology	Core	3.0	-	3.0	None
0413 25 HRM 4104	Sessional of Business Research Methodology	Core	-	1.5	1.0	None
0413 25 HRM 4105	Industrial Relations	Core	3.0	-	3.0	None
0413 25 HRM 4107	Entrepreneurship Development and SME Management	Core	3.0	-	3.0	None
0413 25 HRM 4109	Human Resource Information Systems	Core	3.0	-	3.0	None
0413 25 HRM 4111	Auditing and Taxation	Optional	3.0	-	3.0	None
0413 25 HRM 4113	Service Marketing	Optional	3.0	-	3.0	None
0413 25 HRM 4115	Talent Management	Optional	3.0	-	3.0	None
0413 25 HRM 4117	International Finance	Optional	3.0	-	3.0	None
Total	Core Courses: 06, Optional Courses: 04, Theory Courses: 09, Sessional Courses: 01		27.0	1.5	28.0	
			28.5			
Fourth Year Second Term						
0413 25 HRM 4201	Compensation Management	Core	3.0	-	3.0	None
0413 25 HRM 4203	Strategic Human Resource Management	Core	3.0	-	3.0	None
0413 25 HRM 4205	Metrics and Decision Making for Human Resource Management	Core	3.0	-	3.0	None
0413 25 HRM 4206	Sessional of Metrics and Decision Making for Human Resource Management	Core	-	1.5	1.0	None
0413 25 HRM 4208	Thesis	Optional*	-	6.0	6.0	None
0413 25 HRM 4210	Internship	Optional*	-	3.0	3.0	None
Total	Core Courses: 04, Optional Courses: 02, Theory Courses: 05, Sessional Courses: 01		9.0	10.5	19.0	
			19.5			

1. *Students must take one of the two optional courses (Thesis/Internship).

2. Students have to take optional courses in order to fulfill the minimum credit requirement in Fourth year Second term.

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Course Description

First Year First Term		
Course Code: 0413 25 HRM 1101	Year: First	Term: First
Course Title	Introduction to Business	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is designed to introduce students with the business area as well as modern business practices through which they will develop understanding of the business world	

Course Contents		CLOs
Section A		
1	Introduction: Definition of Business, The Relationship between Business and Society, Business Equation, Entrepreneur, Entrepreneurship, Risk-Return Relationship, Objectives of Business, Scopes of Business, The Circular Flow of Economic Activities, Role of Business in the Economic Development of Bangladesh, Utility, How Business Removes Obstacles and Creates Utility in Different Stages.	1
2	Industry: Definition, Industrial Conversion System, Industrial Revolution, Stages of Economic Societies, Types of Industry, Different Industries of Bangladesh	2
3	Environment of Business: Natural Environment, Economic Environment, Political Environment, Science and Technological Environment, Social Environment, Legal Environment, PEST and PESTEL Analysis of Business.	3
4	Location of Business: Considerable Factors in Locating Business, Locating the Service Business, Importance of Location Decision.	4
5	Forms of Business: Sole Proprietorship Business, Partnership Business, Joint Stock Companies, Cooperative Society, Joint Venture etc.	5
6	Sole Proprietorship Business: Formation of Sole Proprietorship Business, Legal Aspect, Problems and Prospects of Sole Proprietorship Business.	6
Section B		CLOs
7	Partnership Business: Concepts, Partnership Business Act, Types of Partnership Business, Deed of Contract, Merits and Limitations of Partnership Business.	7
8	Joint Stock Companies: Definition, Companies Act, Types of Companies, Formation of Company, Two Main Documents for Company, Registration of Company, Share, Stock, IPO, Types of Shares, Debenture, Types of Debenture, Share vs. Debenture, Dividend. Subsidiary vs. Holding Company, Private vs. Public Limited Company.	8
9	Cooperative Business: Definition, History, Types, Functions, Features, Registration, and BARD.	9
10	State Owned Business: Concept, Objectives of State-Owned Business, Different State Owned Business of Bangladesh, Role of State Owned Business in the Economy of Bangladesh.	10
11	Business Integration/Combination: Aims of Business Combination, Types of Business Combination.	11
12	Functional Areas of Business: HRM, Accounting, Finance, MIS, Marketing, Sales, Operations, Supply Chain Management, Admin, Credit Management, R&D etc.	12

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Understand the concept, nature, significance and role of business.	1,4,7
	CL02	Describe the industrial system of Bangladesh	3,5
	CL03	Analyze the environment of business	2,3
	CL04	Take location decision of business	2,4,5
	CL05	Form different types of business	7,9,11
	CL06	Form a sole proprietorship business	1,4,12
	CL07	Form and register partnership business	6,7
	CL08	Understand the operations of joint stock companies and their management	3,10
	CL09	Form cooperative business	3,7,9
	CL010	Learn the operations of state-owned businesses of Bangladesh	4,8,11
	CL011	Learn the reasons, methods and consequences of business combination	4,10
CL012	Understand the functional areas of business	3,6,12	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Quiz Test
CL02	Interactive Discussion	Presentation(individual/group)
CL03	Case study	Case/Content Analysis
CL04	Lecture	Quiz Test, Class Participation
CL05	Multimedia Presentation	Assignment, Report
CL06	Lecture	Field work
CL07	Case study	Case/Content Analysis
CL08	Interactive Discussion	Presentation(individual/group)
CL09	Lecture	Field work
CL010	Interactive Discussion	Presentation(individual/group)
CL011	Case study	Case/Content Analysis
CL012	Lecture	Field work

Learning Materials

Recommended Readings	Brown, J. and Clow, J. (2004) Introduction to Business. McGraw-Hill Education, ISBN 0078618770 Madura, J. (2006) Introduction to Business. South-Western College Pub
Supplementary Readings	Burns, J. and David. (2019) Business in Context: An Introduction to Business and its Environment, Cengage Learning EMEA Introduction to Business. Lumen Learning.

Course Code: 0413 25 HRM 1103	Year: First	Term: First
Course Title	Principles of Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is designed to discuss management theories, functions, concepts, techniques, and practices in the context of complex, dynamic, changing and globalizing business world.	

Course Contents		CLOs
Section A		
1	Introduction: Definition, Scope, Purpose & Functions of Management, Management Process, Characteristics of a Good Manager, Kinds of Managers, Managerial Roles, Managerial Skills, The Organization's Environment.	1
2	Management Theory and Thought: Importance of Theory and History, Precursors to Management Theory, The Classical Management Perspective-Scientific Management, Administrative Management, The Classical Management Perspective Today, The Behavioral Management Perspective- The Hawthorne Studies, The Human Relations Movement, The Behavioral Management Perspective Today' Integrating Perspectives for Managers 'The Systems Perspective, The Contingency Perspective, An Integrating Framework, Contemporary Management Issues and Challenges.	2
3	Management Planning & Decision Making: Purposes and Goals, Planning Process, Organizational Plans, Types of Strategic Alternatives, Barriers of Goal Setting and Planning Process, Overcoming the Barriers, Types of Decision Making, Decision Making Condition, Rational Decision Making Process, Group and Team Decision Making in the Organization.	3
4	Organizing: Designing Jobs, Grouping Jobs, Departmentalization, Establishing Reporting Relationships, Distributing Authority, Coordinating Activity, Differentiating between Positions, Line and Staff Position.	4
Section B		CLOs
5	Motivation: Definition, Importance, Maslow's Hierarchy of Needs, ERG Theory, Two-Factor Theory, Theory of Individual Human Needs, Equity Theory, Reinforcement Theory, Goal-Setting Theory, McClelland's Theory of Need.	5
6	Leadership: Definition, Leadership vs. Management, Power and Leadership, Leadership Theory-Michigan Studies, Ohio State Studies, Situational Approaches to Leadership-LPC Theory, Path-Goal Theory, Charismatic Leadership, Transformational Leadership	6
7	Controlling: Meaning and Purpose of Control, Types of Control, Steps in Control Process, Characteristics of Effective Control, Resistance to Control, Overcoming Resistance to Control.	7

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Define management, explain management process, discuss managerial roles, managerial skills.	1,5
	CL02	Understand importance of theory and history, the classical management perspective, the classical management perspective today, the behavioral management perspective today, contemporary management issues and challenges.	3, 6,10
	CL03	Explain management planning & decision making, steps of planning process, rational decisional process. Conceptualize and apply management by objective, describe process of MBO	2, 5, 9
	CL04	Define organizing, discuss authority and responsibility, and explain delegation of authority.	8,12
	CL05	Narrate motivation; understand Maslow's hierarchy of needs, ERG theory, Two-factor theory, theory of individual human needs, Equity theory, Reinforcement theory, Goal-setting theory, McClelland's theory of need.	1,07,10
	CL06	Conceptualize leadership, discuss leadership theory-Michigan studies, Ohio state studies; situational approaches to leadership-LPC theory, Path-goal theory with their comparison and application.	6,12
	CL07	Define controlling, types of control; describe steps in control process with application in business.	9,11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Class Participation
CL02	Case study	Case/Content Analysis
CL03	Interactive Discussion	Field work
CL04	Multimedia Presentation	Assignment, Report writing
CL05	Lecture	Field work
CL06	Case study	Case/Content Analysis
CL07	Interactive Discussion	Presentation(individual/group)

Learning Materials

Recommended Readings	Griffin, R.W. (2018) Management. McGraw-Hill/Irwin 12th Edition, Peter F., Drucker. (2007) Management: Tasks, Responsibilities, Practices. Transaction Publishers
Supplementary Readings	Peter F. Drucker. The Practice of Management Peter F. Drucker. People and Performance

Course Code: 0413 25 HRM 1105	Year: First	Term: First
Course Title	Business Communication	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is designed to provide students a comprehensive view of communication, its scope and importance in business, and the role of communication in establishing a favorable business environment.	

Course Contents		CLOs
Section A		
1	Communication in the Workplace: Importance of Communication in Business; Main forms of Communication; Communication networks of the Organization; Nature of Business and Communication Needs; Communication Model, Communication Barriers; Ways of Overcoming Communication Barriers; Business Meetings; Rules of Conducting & Participating in Effective Meetings; Meeting Minutes.	1
2	Fundamentals of Business Writings: 6 C's of Ideal Writing; Adaptation; Selection of Proper Words; Writing Process, Principles of Business Writings; Non-Discriminatory Writing; Common Jargons and Acronyms in Business; Writing for Effect; Ways of Bringing Right effect to Business Writing; You View Point.	2
3	Major Business Correspondences: Traditional Business Letters; Office Memo; Major Parts of Business Letters; Punctuation; Letter Formatting & Composition; E-mail: Advantages & Disadvantages; Adaptation to Different Business Letter Situations – Good News; Bad News; Neutral or Routine and Persuasive (Sales).	3
4	Communication across Cultures: Intercultural and International Communication; Cultural Differences; Challenges in Intercultural Communication; Ways to overcome Challenges; Back-Translation.	4
Section B		CLOs
5	Business Reports: Definition of Report, Basics of Report writing; Formal and Informal reports; Report Proposals; The Report Structure of Long Formal Report; Different Heading Systems; Conventional method; Parallel construction; Enriching Reports with Figures; Charts and Data; Writing References.	5
6	Oral Presentation & Public Speaking: Oral Presentation & Public Speaking; Basic Parts of Presentation; Methods & Tricks of Good Presentation; Elements of Good Talking; Listening; Ways to develop Listening Skills.	6
7	Nonverbal and Intercultural Communication: Nonverbal Communication (NVC); Importance of Nonverbal Communication; Major Forms Nonverbal Communication; Improving NVC.	7
8	Communication for Personal Career: Cover Letters; Strategy in Job Applications; CV & Résumé Writing; Tips for Facing Interviews.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Describe main forms of communication; Communication networks; nature of business, communication model, communication barriers, overcoming barriers, business meetings, rules of conducting & participating in effective meetings.	2,7,10
	CL02	Narrate, analyze and apply 6 C's of ideal writing, principles of business writings, non-discriminatory writing, common jargons and acronyms in business, writing for effect.	1,4,12
	CL03	Explain traditional business letters, parts of business letters, punctuation, letter formatting & composition, e-mail: different business letter situations – good news, bad news, neutral and apply concepts in business correspondence	5,6,11
	CL04	Apply the concept of intercultural and international communication, cultural differences in business decision making.	2,7,4
	CL05	Define report, basics of report writing; formal and informal reports, report proposals, the report structure of long formal report and write business report.	4,9,12
	CL06	Understand and apply oral presentation & public speaking, basic parts of presentation, methods & tricks of good presentation in business environment.	6,8,11
	CL07	Conceptualize nonverbal communication (NVC), major forms of nonverbal communication, improving NVC.	1,5,9
	CL08	Develop cover letters, explain and apply strategy in job applications.	2,7,10

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Class Participation
CL02	Interactive Discussion	Quiz Test
CL03	Lecture	Field work
CL04	Case study	Case/Content Analysis
CL05	Interactive Discussion	Presentation(individual/group)
CL06	Reporting	Field work
CL07	Multimedia Presentation	Report writing
CL08	Case study	Case/Content Analysis

Learning Materials

Recommended Readings	Lesikar R, V.and Flatley M, E. (2010) Basic Business Communication, TMH Bell & Martin (2014). Managerial Communication
Supplementary Readings	Butterfield, J.(2012) Soft Skills for Everyone, Cengage Learning Phillip, G, C.(2010) Communicating for Managerial Effectiveness: Challenges Strategies Solutions,6th Edition

Course Code: 0413 25 HRM 1106	Year: First	Term: First
Course Title	Sessional of Business Communication	
Course Status	Core	
Credit	1.0	
Prerequisite(s)	None	
Rationale	This course is designed to meet the objectives that all Human Resource Management students graduate with a demonstrated understanding of: (1) Conceptualizing a complex issue into a coherent written statement and oral presentation; and (2) Analyzing problems and defending resolutions for practical situations.	

Course Contents		CLOs
1	Listening: Definition, Anatomy of poor Listening, Features of a good Listener, Meaning of EL, Types of Listening skills, strategies, Barriers to effective Listening.	1
2	Spoken Communication : Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience , Telephone, Teleconferencing, Challenges and etiquette	2
3	Forms of Communication in Written mode: Written Business Communication, Basic Principles, Tips for effective writing, The Seven Cs of Letter writing, Planning steps for effective writing , Persuasive written messages , Writing Business Reports (Short & Long), Kinds of Business Letters, Tone of writing, inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos.	3
4	Writing E-mail, Business Reports, Business Proposals :Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports	4
5	Group Discussion &Interviews :Methodology of Group, Role Functions in Group Discussions, From of Group, Characteristics of Effective Groups, Group Decision –Making ,	5
6	Fundamental Principles of Interviewing: Types of Interviewing Questions, Important Non-Verbal Aspects, Types of Interviews, Style of Interviewing. Mock Interviews, Introduction, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing.	6
7	Meetings: Ways and Means of conducting meeting effectively, Planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings , Web Conferencing Case Study:- A Special Meeting of the Executive Committee	7
8	Job Applications & Resume: Identifying potential career opportunities, Planning a Targeted Resume, Preparing Resumes, Supplementing a Resume, Composing Application Messages	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Demonstrate interpersonal communication skills including appropriate nonverbal behavior, listening skills, and feedback strategies.	1,3
	CLO2	Plan and deliver professional presentations using appropriate visual aids.	5,6
	CLO3	Compose routine professional messages using appropriate formats and strategies (i.e. clear, concise, grammatically correct, and coherent print and electronic messages that meet professional standards and are appropriate to specific communication situations).	2,7
	CLO4	Conduct primary and secondary research on contemporary business communication issues and develop written and oral reports with visuals that are appropriate for business audiences.	06
	CLO5	Contribute to small group problem-solving and decision-making discussions and collaborative writing.	10
	CLO6	Apply problem solving skills and key strategies to communicate effectively in interview.	11
	CLO7	Demonstrate an awareness of cultural differences in business communication.	9,10
	CLO8	Demonstrate knowledge of negotiation and conflict management skills.	1,3

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture/Interactive Discussion	Practical Experiment, Report writing
CLO2	Lecture	Practical Experiment, Class Exercise
CLO3	Lecture	Practical Experiment, Case analysis
CLO4	Multimedia Presentation/ Case study	Practical Experiment, Assignment
CLO5	Lecture/Interactive Discussion	Extempore Speech
CLO6	Lecture	Debate
CLO7	Interactive Discussion	Practical Experiment, Report writing
CLO8	Lecture/Interactive Discussion	CV Writing

Learning Materials

Recommended Readings	Lesikar R, V. and Flatley M, E. (2010) Basic Business Communication, TMH Bell & Martin (2014). Managerial Communication
Supplementary Readings	Butterfield, J. (2012), Soft Skills for Everyone, Cengage Learning Phillip G. Clampitt (2010) Communicating for Managerial Effectiveness: Challenges Strategies Solutions, 6th Edition

Course Code: 0231 25 Eng 1151		Year: First	Term: First
Course Title	English for Business		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course is designed to provide students with basic English learning that will help them have competency in qualified writing for business.		

Course Contents		CLOs
Section A		
1	Nouns and Pronouns: Basic Concepts, Number, Article.	1
2	Right Form of Verbs: Tense, Subject-verb Agreement, Conditionals, Phrasal, Modals.	2
3	Prepositions: Appropriate Uses of Prepositions	3
4	Sentences: Types of Sentences and Their Structures.	4
5	Questions: Negatives & Answers, Tag Questions.	5
6	Phonetics: Understanding English Phonetics and Phonetic Symbols Leading to efficient English listening and excellence in speaking.	6
7	Use of Language: Making Polite Requests, approaches to accepting and rejecting requests, seeking permissions, agreeing and disagreeing with statements, giving directions.	7
Section B		CLOs
8	Communicative English: Conversation and Dialogue; Notions and Functions; Introductions: Oneself, Other Persons and Group; Use of Small Talks, etc.	7
9	Paragraph Writing: Structure; Sentence; Developers, Terminators, Open-ended Paragraph, Close-ended Paragraph, Interpretation of Pictorial Analysis.	8
10	Essay Writing: Organization, Guided Essay, Open Essay.	9
11	Reading Comprehension: Reading Techniques- skimming, Scanning, Inference, etc.; Vocabulary Building- Synonyms, Use of Words in Different Parts of Speech, Summarizing	10

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Identify and apply noun and pronouns.	1,4,10
	CLO2	Identify right form of verbs and use them.	3,6,11
	CLO3	Select and apply right prepositions.	2,7
	CLO4	Make appropriate structure of sentences	5,9
	CLO5	Make negatives and tag questions.	8,12
	CLO6	Understand and apply English Phonetics and Phonetic Symbols Leading to efficient English listening and develop excellence in speaking.	1,7,10
	CLO7	Develop different ways for communicative English.	4,6,10
	CLO8	Analyze and apply different types of paragraphs.	5,8
	CLO9	Analyze and apply the structure of essay and ways for writing as well as to describe the organization of essay.	1,7,11
CLO10	Understand Reading Techniques- skimming, Scanning, Inference, Vocabulary Building- Synonyms, and state use of words in different parts of speech.	4,6	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Quiz Test
CL02	Interactive Discussion	Presentation(individual/group)
CL03	Case study	Case/Content Analysis
CL04	Lecture	Quiz Test, Class Participation
CL05	Multimedia Presentation	Assignment, Report
CL06	Lecture	Field work
CL07	Case study	Case/Content Analysis
CL08	Interactive Discussion	Presentation(individual/group)
CL09	Lecture	Field work
CL010	Interactive Discussion	Presentation(individual/group)

Learning Materials

Recommended Readings	Cambridge Business English Dictionary (2011). Cambridge University Press Swan, M (2017) Practical English Usage. Oxford University Press 4th edition
Supplementary Readings	Emmerson(2010) Business English Handbook, Macmillan Education Publication English for Everyone: A Complete Self-Study Programme, Dk, Dorling Kindersley Ltd

Course Code: 0714 25 CSE 1154		Year: First	Term: First
Course Title	Computer Applications in Business		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course is designed to provide students with practical and scientific knowledge on the Computer course along with major soft skills. The course has been changed theory into sessional hence, the entire course contents have newly formulated in the following headings: Microsoft Word, Microsoft Excel, Microsoft Access, Microsoft Outlook, Microsoft PowerPoint, SPSS, Basic Internet usage.		

Course Contents		CLOs
1	<p>Basic Computer Concept: Computer Appreciation - Characteristics of Computers, Input, Output, Storage units, CPU, Computer System. Computer Organization Central Processing Unit - Processor Speed, Cache, Memory, RAM, ROM, Booting, and Memory- Secondary Storage Devices: Floppy and Hard Disks, Optical Disks CD-ROM, DVD, Mass Storage Devices: USB thumb drive. Managing disk Partitions, File System Input Devices - Keyboard, Mouse, joystick, Scanner, web cam, Output Devices- Monitors, Printers – Dot matrix, inkjet, laser, Multimedia- What is Multimedia, Text, Graphics, Animation, Audio, Images, Video; Multimedia Application in Education, Entertainment, Marketing. Names of common multimedia file formats, Computer Software- Relationship between Hardware and Software; System Software, Application Software, Compiler, names of some high level languages, free domain software.</p> <p>Practical: The student needs to be exposed/shown various components and supposed how to switch on a computer.</p>	1
2	<p>Introduction to Windows: What is an operating system and basics of Windows? The User Interface? Using Mouse and Moving Icons on the screen The My Computer Icon the Recycle Bin Status Bar, Start and Menu & Menu-selection 5. Running an Application 6. Windows Explorer Viewing of File, Folders and Directories. Creating and Renaming of files and folders 8. Opening and closing of different Windows 2.3 Windows Setting 1. Control Panels 2. Wall paper and Screen Savers 3. Setting the date and Sound 4. Concept of menu Using Help 2.4 Advanced Windows 1. Using right Button of the Mouse 2. Creating Short cuts 3. Basics of Window Setup 4. Notepad 5. Window Accessories Practical: More stress is on practical. Allow the student to freely use the computer to experience each command rather than explaining in a theory class</p>	2
3	<p>Office Packages: Word-Processing concepts: saving, closing, Opening an existing document, Selecting text, Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Handling Graphics, Creating Tables and Charts, Document Templates and Wizards. Spreadsheet Package Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, handling operators in Formulae, Functions: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard. Formatting a Worksheet: Formatting Cells – changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors, Printing worksheets, Charts and Graphs – Creating, Previewing, Modifying Charts. Integrating word processor, spread sheets, web pages.</p> <p>Presentation Package Creating, Opening and Saving Presentations, Creating the Look of Your Presentation, Working in Different Views, Working with Slides, Adding and Formatting Text, Formatting Paragraphs, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.</p>	3

Course Contents		CLOs
4	Internet usage: WWW and Web Browsers: Web Browsing software, Surfing the Internet, Chatting on Internet, Basic of electronic mail, Using Emails, Document handling, Network definition, Common terminologies: LAN, WAN, Node, Host, Workstation, And bandwidth, Network Components: Servers, Clients, Communication Media.	4
5	<p>Multimedia: Photoshop. Introduction Photoshop Interface, Raster graphics & Vector graphics, Image formats, Operations on image ii. Manipulation of Image The Marquee tool, the Lasso tool, Magic Wand tool, Inverting Selection, Layers, Brush tool, Eraser tool, Fill tool, Blur tool, Smudge tool, Sharpen tool, Dodge tool, Sponge tool, Darken tool iii. Transformation & Retouching Free transform, scaling, rotation, skew, perspective, wrap, distort, crop, image size, canvas size, clone stamp tool, healing brush tool, patch tool, red eye tool, history brush tool 5 iv. Colour Correction Colour swatch, image modes, colour adjustments, colour selection v. Text the Text tool, editing text, formatting, line & spacing, wrap text, text effects vi. Effects Blending modes, styles, filters, liquefy, vanishing point vii. Drawing The pen tool, drawing shapes, managing paths, converting path to selection.</p> <p>Adobe Premiere: Introduction Basics of Adobe Premiere, Creating a new project, video formats, aspect ratio, the Interface, Project window, Monitor, Timeline, supported file formats ii. Manipulation of files Importing files, capturing video, trimming clips, working with clips in a sequence, rearranging clips, previewing sequence, opacity iii. Effects & transitions Working with effects, applying & adjusting effects, duration & speed, colour correction effects, keying effects, transition effects. iv. Animation Animating effects & clips, adding navigating and setting keyframes, moving & copying keyframes v. Titles Creating titles, adding text, adding shapes & images, text styles, creating rolling & crawling text vi. Exporting Basics of exporting, Adobe Media Encoder, exporting editable movie & audio files.</p> <p>Adobe In Design: Looking at the Work Area: Using the tools, Using palettes, Workspaces, Using context menus, Opening and closing documents, Changing the view, Selecting objects, Saving a document, Recovering a document after a failure, Undoing mistakes, Working with preferences and defaults ii. Setting Up Pages: Setting up basic layout options, Using rulers, grids, and guides, Working with pages and spreads, Numbering pages, Changing Numbering and Section Options, Using master pages, Laying out pages with frames, Adjusting layout objects automatically, Working with layers iii. Working with Text: About text frames, About threading text frames, Adding text to frames, Setting text frame properties, Editing text, Finding and changing text, Finding and changing fonts, Combining text and graphics, Creating path type 6 iv. Setting Type: Formatting characters, Formatting paragraphs, Working with tabs, Copying type attributes with the eyedropper tool, Working with the type composition engines, Controlling hyphenation and justification, Paragraph and character style sheets, Creating nested styles, Open Type, Glyphs palette v. Arranging and Combining Objects: Modifying objects using graphics frames, Grouping and ungrouping objects, Stacking objects, Aligning and distributing objects, Locking object position, Moving objects, Changing size, proportions, or orientation, Duplicating objects vi. Applying Color: About spot and process color types, Working with swatches and unnamed colors, Applying color, Using the Swatches palette, Mixed inks, Mixed ink groups, Using swatch libraries, Using the Color palette, Applying colors by dragging and dropping, Creating gradients vii. Creating Tables: Creating and editing tables, Importing spreadsheets from Word or Excel, Advanced table techniques, Placing graphics into tables viii. Adobe Product Integration: Working with Acrobat, Photoshop, and Illustrator files, Using Photoshop layer masks instead of clipping paths, Using Photoshop's file browser, Copy and Paste from Illustrator to InDesign CS ix. PDF, Print, Preflight, and Package: PDF styles, Export options, PDF in detail, Other export formats (ID Interchange), Preflighting your files, Using the Package command, Printing and transparency, Flattener settings, The Separations palette</p>	5

Course Contents		CLOs
6	<p>PC Assembly and Maintenance: Introduction to PC Hardware: Study of basic I/O systems, Types of Memories- Static RAM and Dynamic RAM, ROM, PROM, EPROM, EEPROM, CPU (Central Processing Unit)- ALU and control unit. ii. Motherboard and Processor: Study of different types of Motherboards, Motherboard Configuration, Identifying Internal and External connectors, Types of data cables, Types of Processor- Intel Pentium IV, Dual core, Core 2 Duo, Quad processor etc.. iii. BIOS Configuration: Study of BIOS Set-up- Advance set-up, Boot configuration, Boot Menu. iv. Installation of OS (Operating Software) Windows XP, installation of different types of Service Packs, Vista and Windows-7 etc. v. Hard Disk: Formatting of Hard disk, Partitioning of Hard disk in different logical drives, Disk defragmentation, Disk clean up, Scan disk etc., vi. Installation of Device Drivers: Different types of Motherboard drivers, LAN, Audio, and Video. vii. Configuration of External devices: Physical set-up of Printers- Performing test print out, Printing of document etc, Scanner set-up, Webcam, Bluetooth device, Memory card reader etc. viii. Diagnostic and troubleshooting of PC: POST (Power on Self Test), Identifying problems by Beep codes errors, Checking power supply using Multi-meter, Replacement of components etc. ix. Maintenance of PC 7 x. Utilities Compression Utilities: WinZip, PKZIP, Concept of compression, Defragmenting Hard, disk using defrag, Scan Disk for checking disk space, lost files and recovery, Formatting Hard disk, Floppy Disk, Setting System Date and Time, Antivirus Package CD Writing Software – Nero etc.</p>	6
7	<p>Basic networking Concept: What is Networking, Local Area Networking (LANs), Metropolitan Area Network, MAN), Wide Area Network (WAN), ii. Networking Topologies iii. Transmission media & method of communication iv. Cabling: straight through and cross over v. Study of components like switches, bridges, routers, Wi-Fi router etc. vi. TCP/IP, IP addressing, MAC address, Subnet vii. To create a Crossover cable using standard color-coding (RJ-45, UTP, Crimping tools). viii. To create a straight cable using standard color-coding. (RJ-45, UTP, Crimping tools) ix. To create a simple LAN with two PCs using a single crossover cable to connect the workstations. x. To create a simple LAN with two PCs using an Ethernet hub and two straight thru cables to connect the workstations. xi. To setup a LAN with a number of PCs using 8/16 port HUB. xii. To set up a WLAN (Wi-Fi) router. xiii. To use the ICMP Ping command (with switches) to verify the TCP/IP connection between the two workstations. xiv. To share and access a file/folders over a network. Lab-Assignment/ Test</p>	7

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	It is expected that upon completion of the course students will be able to understand various computer concept	1,4
	CL02	It is expected that upon completion of the course students will be able to know various operating software	2,6
	CL03	It is expected that upon completion of the course students will be able to use various application software in to their daily life	5,10
	CL04	It is expected that upon completion of the course students will be able to use internet properly	11
	CL05	It is expected that upon completion of the course students will be able to use various multimedia application software	12
	CL06	It is expected that upon completion of the course students will be able to solve hardware issues	7,11
	CL07	It is expected that upon completion of the course students will be able to understand various networking concept	3,8,12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture/Interactive Discussion	Practical Experiment, Assignment
CL02	Lecture	Practical Experiment, Report writing
CL03	Lecture	Practical Experiment, Class Exercise
CL04	Multimedia Presentation/ Case study	Practical Experiment, Presentation
CL05	Lecture/Interactive Discussion	Practical Experiment, Group Work
CL06	Lecture	Practical Experiment, Assignment
CL07	Interactive Discussion	Practical Experiment, Report writing

Learning Materials

Recommended Readings	Norton, P. (2010). Computer Applications in Business TMH Education Leon, M.(2012) Fundamentals of Information Technology, Publishing House, New Delhi
Supplementary Readings	Majumdar, Arun, K.& Bhattacharya, P. (2008). Database Management System. New Delhi: Tata McGraw Hills Publishing Company Limited. Naik, and Nitin, K. (2014). Internet Web Technology E-Commerce. Indore: Kamal Prakashan. Sinha, P.K. (2007). Computer Fundamentals. New Delhi: BPB Publications. Rajaraman, V. (2014). Fundamental of Computer. New Delhi: Prentice Hall India Pvt. Ltd.

First Year Second Term			
Course Code: 0413 25 HRM 1201		Year: First	Term: Second
Course Title	Principles of Human Resource Management		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course is designed to provide an overall systematic approach of Human Resource Management functions like HR planning, recruitment, selection, training and development, compensation, performance management and even termination of human resource.		

Course Contents		CLOs
Section A		
1	Introduction: Definition, Importance of HRM at Work, Line and Staff Aspects of HRM, The Changing Environment of HRM, Functions and The Changing Role of HR, Resource Based View of Firm (RBVF) and Sustainable Competitive Advantage.	1
2	Job Analysis: The Basics of Job Analysis, Methods of Collecting Job Analysis Information, Writing Job Description, Writing Job Specification, Job Design.	2
3	HR planning: Definition of HR Planning, Forecasting HR Needs, Forecasting Supply of inside Candidates, Forecasting Supply of outside Candidates.	3
4	Recruitment and selection: Definition of Recruitment, Sources of Recruitment, Definition of Selection, Selection Process, Selection Test, Concept, Types of Test, Difference Between Recruitment and Selection, Definition of Interview, Types of Interview, Factors Affecting Interview, Designing and Conducting Effective Interview, Guidelines for Interviewee, Guidelines for Interviewer.	4, 5
Section B		CLOs
5	Training and Development: Orienting Employees. Process Of Training; Determining Training Needs; Methods Of Training; Evaluating Training Effectiveness; Differences Between Training And Development; Management Development Process; Management Development Methods.	6
6	Performance Appraisal: Basic Concept of Performance Appraisal, Performance Appraisal Process, Methods, Problems in Performance Appraisals and Solutions to the Problems, Appraisers, Appraisal Interview, Creating a Total Performance Appraisal Process.	7
7	Compensation and Benefits: Definition of Compensation and Benefits, Basic Factors of Determining Pay Rates, Job Evaluation Method, Pricing Managerial and Professional Jobs, Competency Based Pay, Other Compensation Trends, The Benefit Picture Today, Pay for Time Not Worked, Insurance Benefits, Retirement Benefits, Personal Services and Family Friendly Benefits, Flexible Benefits Programs.	8
8	Career Transition: Promotion, Transfer, Demotion, Retirement, Resignation.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Describe HRM, explain changing environment, and apply HR manager's proficiencies in changing environment.	1, 3,9
	CL02	Define job analysis, explain process and methods of job analysis, describe job specification and job rotation, and develop a job description model.	2,5
	CL03	Conceptualize personnel planning, forecasting demand and supply of candidates.	6,7
	CL04	Clarify recruitment, explain sources of recruitment, selection tests, compare between recruitment and selection.	1,11
	CL05	Explain and evaluate various interview methods, guidelines for taking and attending effective interview.	12
	CL06	Describe process of training, analyze and evaluate methods of training, evaluating training effectiveness, evaluate management development methods.	8,9
	CL07	Analyze performance appraisal methods, problems associated with performance appraisal, suggestions to overcome problems.	6,10
	CL08	Describe factors of determining pay rates, evaluate pricing of managerial and professional jobs and apply other compensation trends, describe and evaluate various types of benefit programs and apply them.	4,8

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Quiz Test
CL02	Interactive Discussion	Presentation(individual/group)
CL03	Case study	Case/Content Analysis
CL04	Lecture	Quiz Test, Class Participation
CL05	Multimedia Presentation	Assignment, Report
CL06	Lecture	Field work
CL07	Case study	Case/Content Analysis
CL08	Interactive Discussion	Presentation(individual/group)

Learning Materials

Recommended Readings	Dessler,G (2020) Human Resource Management, 16th Edition K, Ashwathappa. (2010). Human Resource Management, Tata Mc Graw Hills
Supplementary Readings	Ulrich D, Kryscynski, D. and Brockbank (2015) Victory through Organization. Brian Becker, Mark Huselid, Dave Ulrich. The HR Scorecard

Course Code: 0413 25 HRM 1205		Year: First	Term: Second
Course Title	Principles of Finance		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course is designed to incorporate a proven learning, which concentrates on the theories, concepts, assumptions, techniques, and practice that are needed to make keen financial decisions in an increasingly competitive business environment.		

Course Contents		CLOs
Section A		
1	Introduction: Definition of Finance; Functions of Finance; Goal of a Firm; Profit Maximization vs. Value Creation; Management vs. Shareholders.	1
2	Financial Environments: Sole Proprietorship; Partnership; Corporation; Income Tax; Corporate Tax; Capital Gain Tax; Sales Tax; VAT; Import Duties; Purpose Of Financial Market; Money And Capital Market; Primary And Secondary Market; Financial Intermediaries And Brokers.	2
3	Financial Statement Analysis: Balance Sheet and Income Statement Information, Possible Framework for Analysis, Uses and Types of Financial Ratios, Trend Analysis	3
4	Time Value of Money: Simple and Compound Interest; Future Value (F _v) and Present Value (P ₀); Discount Rate; Annuities, Ordinary Annuity and Annuity Due, Compounding More Than Once A Year.	4
Section B		CLOs
5	The Capital Market: Objectives, Public Issue, Privileged Subscription, Regulations of Securities Offerings, Private Placement, Initial Financing, Signaling Effects, Secondary Markets.	5
6	Short term financing: COD; CBD; Credit With or Without Discount; Seasonal Dating Under Spontaneous Source; Trade Acceptance; Commercial Paper; Factoring; Bank Loan Under Negotiated Source Remained as it is.	6
7	Long term financing: Debenture; Bond; Equipment Trust Certificate; Income Bond Under Borrowed Funds And Their Features; Features And Rights Of Common & Preferred Stock Under Equity Funds Remained as it is.	7
8	Valuation of Long Term Securities: Book Value Vs. Market Value; Bond; Face Value, Coupon Rate, Bond With Finite Maturity; Semiannual Compounding Of Interest; Preferred Stock, And Common Stock Valuation; Constant Growth; Yield To Maturity (YTM) On Bonds	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Explain finance, analyze functions of finance, explain goal of a firm and agency conflict.	1,4,9
CLO2	Analyze and apply income tax, VAT, compare money and capital market, differentiate between financial intermediaries and brokers, Primary and secondary market.	3,7	
CLO3	Explain balance sheet, Income statement, Trend analysis.	9,10	
CLO4	Explain time value of money, narrate and apply future value (F _v) and present value (P ₀), annuities, compare ordinary annuity and annuity due.	4,6,11	
CLO5	Comprehend the functions and regulations of capital market	2,3,7	
CLO6	Understand and select the sources of short term financing	7,12	
CLO7	Know and use the sources of long term financing	8,9	
CLO8	Apply valuation of long term securities, explain yield to maturity (YTM) on bonds. Compare preferred stock and common stock valuation Bond, state face value, coupon rate, bond with finite maturity.	1,7,10	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Quiz Test
CL02	Interactive Discussion	Presentation(individual/group)
CL03	Case study	Case/Content Analysis
CL04	Lecture	Quiz Test, Class Participation
CL05	Multimedia Presentation	Assignment, Report
CL06	Lecture	Field work
CL07	Case study	Case/Content Analysis
CL08	Interactive Discussion	Presentation(individual/group)

Learning Materials

Recommended Readings	Brigham, E. and Houston, J. (2007) Fundamentals of Financial Management. Thomson Southwestern, Cincinnati. Gitman, L. J. (2003) Principles of Managerial Finance, 10th edition, Delhi: Pearson Education.
Supplementary Readings	Bringham, F. Eugene and Houston, F. Joel (2004). "Fundamentals of Financial Management", 3rd edition, Thomson Asia Pte. Ltd, Singapore. Foster, G. (2002), Financial Statement Analysis, 2nd edition, Delhi: Pearson Education Inc.

Course Code: 0413 25 HRM 1207	Year: First	Term: Second
Course Title	Principles of Marketing	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is designed to help students understand the basic nature of marketing, market situation and identification of marketing strength & weakness.	

Course Contents		CLOs
Section A		
1	Introduction to Marketing: Definition of market; nature & scope of marketing; role of marketing in a developing country; need, want and demand.	1
2	The Marketing Environment: Analyzing the marketing environment, the company's micro environment and the company's macro environment; Responding to the marketing environment; Competitor analysis; competitors; assessing competitors; basic competitor strategies.	2
3	Market Segmentation: Market segmentation & market aggregation; Bases of market segmentation; Psychological; Social & cultural determinants of consumer behavior; Market targeting; Positioning competitive advantage.	3
4	Product: Products, services, brands, product levels; Product classification; Product line; Product decision; Product mix; Product strategies, Product life cycle, New product development.	4
Section B		CLOs
5	Pricing: Pricing factors; General pricing approaches; new product pricing; Product mix pricing; Price adjustments, Price changes.	7
6	Distribution: Physical distribution & logistics; Different channels of distribution; Channel strategies; Channel design decision; Channel management decision; Retailing and wholesaling; Retailer marketing decisions; Wholesaling marketing decisions.	8
7	Promotion & Personal selling: The promotion mix; Integrated marketing communications; Developing effective marketing communications; Promotional budget; Advertising, public relations; Sales promotion and the personal selling process; Managing customer relationship; Major sales promotion tools.	7
8	Sustainable Marketing: Concepts of sustainable marketing, meeting the needs of consumers; Businesses and society; socially and environmentally responsible marketing actions; Major social criticisms of marketing and ways to overcome the criticism.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Conceptualize market; understand about need, want, and demand.	1,3
	CLO2	Understand and analyze Marketing environment (micro and macro environment).	5,6
	CLO3	Assess Market segmentation and market aggregation; positioning competitive advantage.	2,7
	CLO4	Define and compare Products, services, brands, explore product line; discuss about product strategies, product life cycle.	06
	CLO5	Conceptualize Pricing factors and general pricing approaches, understand new product pricing; explain product mix pricing and price adjustments.	10
	CLO6	Define Physical distribution & logistics; Analyze different channels of distribution; Conceptualize channel strategies; Explain channel design decision, Define retailing and wholesaling; apply the concepts of distribution in marketing.	11
	CLO7	Explain promotion mix, explain the personal selling process, describe ways of developing effective marketing communications, ways of managing customer relationship, and describe and apply major sales promotion tools.	12
	CLO8	Understand sustainable marketing; describe major social criticisms of marketing and ways to overcome those.	9,10

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Multimedia Presentation	Class Participation, Assignment
CLO2	Lecture/Interactive Discussion	Presentation(individual/group), Assignment,
CLO3	Case study	Report writing, Case/Content Analysis, Field work
CLO4	Interactive Discussion	Content Analysis, Field work
CLO5	Multimedia Presentation	Report writing, Field work
CLO6	Case study	Case/Content Analysis
CLO7	Lecture/ Case study	Quiz Test
CLO8	Interactive Discussion	Field work

Learning Materials

Recommended Readings	Kotler, P. and Armstrong, G. (2015) Principles of Marketing, 15th edition. Stanton, W, J. (2007) Fundamentals of Marketing. TATA Mc Graw Hill.
Supplementary Readings	Ramaswamy, V, S. and Namakumari, S. (2010) Marketing Management: Planning, Implementation and Control. Macmillian.

Course Code: 0413 25 HRM1209	Year: First	Term: Second
Course Title	Principles of Accounting	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course intends to provide the students with basic understanding of the principles and concepts of accounting as well as their applicability and relevance in the practical context.	

Course Contents		CLOs
Section A		
1	Introduction: Concept of Accounting, Objectives of Accounting, Branches of Accounting, Accounting Equation, Users of Accounting Information, Accounting Cycle: Concept, Steps in Accounting Cycle	1
2	The Recording Process: Concept of Account, Types of Account, Double Entry Accounting System, Journal, Ledger, Trial Balance.	1
3	Adjusting the Accounts: Concept of Adjustments, Types of Adjustment, Reasons of Adjustments, Adjusting Entries.	1, 2
4	Completing The Accounting Cycle: Worksheet, Steps in Preparing a Worksheet, Preparing Financial Statements from a Worksheet, Preparing Adjusting Entries from a Worksheet, Preparing Closing Entries, Posting Closing Entries, Preparing a Post-Closing Trial Balance, Reversing Entries, Correcting Entries.	1, 2
Section B		
5	Inventory Accounting: Concept of Inventory, Types of Inventory, Methods of Inventory Calculation.	3
6	Special Journals: Purchase Journal, Sales Journal, Cash Book, Bank Reconciliation Statement.	3
7	Accounting of Plant Assets: Concepts and Nature of Plant Assets, Depreciation, Factors Affecting Depreciation, Methods of Depreciation.	3, 4
8	Company Accounting: Concepts, Types of Shares, Issuance of Shares.	4

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Define accounting, users of accounting information, accounting equation and effect of business transaction on it and to prepare financial statements and explain the concept and types of accounts, double entry accounting system, to prepare journal, ledger and trial balance.	2, 3, 5,6
	CLO2	State and analyze adjusting entries, types of adjustment, and reasons of adjustments and describe reasons of worksheet preparation, worksheet problem exercise of Service Company, reversing and correcting entries.	2, 3, 5, 6,8
	CLO3	Compare and evaluate types of inventory, methods of inventory calculation and narrate purchase journal, sales journal, cash book, bank reconciliation statement.	5, 7, 9,11
	CLO4	Describe depreciation, factors affecting depreciation, methods of depreciation and compare various types of share and insurance shares.	2, 5,8

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO2	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.
CLO3	Class lecturers, group discussions, articles summarizing, class presentations	Assignments, presentations, short essays.
CLO4	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.

Learning Materials

Recommended Readings	Jerry J. Weygandt, Paul D. Kimmel; Donald E. Kieso Year, Accounting Principles: 2015 Edition: 12 Publisher: Wiley. Saxena, V., Vashist, C; Advanced Cost & Management Accounting, 4th edition, Belverd E. Needles, Marian Powers, Susan V. Crosson; Principles of Accounting, 12th Edition,
Supplementary Readings	B.E., Powers, M. and Crosson, S.V., 2013; Principles of accounting: Needles, Meg Pollard, Sherry K. Mills, Walter T. Harrison; Principles of Accounting, Pearson/Prentice Hall, 2007 Terry D. Warfield, Jerry J.Weygandt, Donald E. Kieso; Intermediate Accounting: Principles and Analysis, 2nd Edition, John Wiley & Sons, 2007.

Course Code: 0413 25 HRM1210	Year: First	Term: Second
Course Title	Sessional of Principles of Accounting	
Course Status	Core	
Credit	1.0	
Prerequisite(s)	None	
Rationale	The course Intends to provide the students with Practical knowledge of the principles and concepts of accounting as well as their applicability and relevance in the practical context.	

Course Contents		CLOs
Section A		
1	Introduction: Application of Accounting Concept, Double Entry Accounting System, Journal, Ledger, Trial Balance.	1
2	Adjusting the Accounts: Concept of Adjustments, Types of Adjustment, Reasons of Adjustments, Adjusting Entries.	1, 2
3	Completing The Accounting Cycle: Worksheet, Steps in Preparing a Worksheet, Preparing Financial Statements from a Worksheet, Preparing Adjusting Entries from a Worksheet, Preparing Closing Entries, Posting Closing Entries, Preparing a Post-Closing Trial Balance, Reversing Entries, Correcting Entries.	1, 2
Section B		CLOs
4	Inventory Accounting: Concept of Inventory, Types of Inventory, Methods of Inventory Calculation.	3
5	Accounting of Plant Assets: Concepts and Nature of Plant Assets, Depreciation, Factors Affecting Depreciation, Methods of Depreciation.	3, 4
6	Company Accounting: Concepts, Types of Shares, Issuance of Shares. Practice of mathematical problems regarding share issue.	4

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Prepare financial statements and explain the concept and types of accounts, double entry accounting system, to prepare journal, ledger and trial balance.	1, 11
CLO2	Analyze adjusting entries, types of adjustment, and reasons of adjustments and describe reasons of worksheet preparation, worksheet problem exercise of Service Company, reversing and correcting entries.	8	
CLO3	Compare and evaluate types of inventory, methods of inventory calculation and narrate purchase journal, sales journal, cash book, bank reconciliation statement.	1, 10	
CLO4	Apply depreciation techniques, methods of depreciation and compare various types of share and their effect on cost of capital.	8, 12	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO2	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.
CLO3	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO4	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.

Learning Materials

Recommended Readings	Jerry J. Weygandt, Paul D. Kimmel; Donald E. Kieso Year, Accounting Principles: 2015 Edition: 12 Publisher: Wiley. Saxena, V., Vashist, C; Advanced Cost & Management Accounting, 4th edition. Belverd E. Needles, Marian Powers, Susan V. Crosson; Principles of Accounting, 12th Edition.
Supplementary Readings	B.E., Powers, M. and Crosson, S.V., 2013; Principles of accounting: Needles, Meg Pollard, Sherry K. Mills, Walter T. Harrison; Principles of Accounting, Pearson/Prentice Hall, 2007 Terry D. Warfield, Jerry J.Weygandt, Donald E. Kieso; Intermediate Accounting: Principles and Analysis, 2nd Edition, John Wiley & Sons, 2007.

Course Code: 0541 25 Math 1251	Year: First	Term: Second
Course Title	Business Mathematics	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is designed to introduce, explain the value of Mathematics as a tool in solving actual business problem and to equip the students with mathematical techniques for use in Management Planning and control of Business Operations.	

Course Contents		CLOs
Section A		
1	Basic Concepts and Number: Concepts of Number System, Fractions, Exponents, Different Types of Numbers and Their Properties, Equations, Factoring, Polynomials, Ordered Pairs, Relations, Functions, Types of Functions.	1
2	Set Theory: Sets, Set Notation, Operations with Sets, Laws of Set Operations, Venn Diagrams, Application of Set Theory.	2
3	Logarithms: Rules for Logarithms, Common Logarithms, Calculation of Logarithm of a Number, Natural Logarithm.	3
4	Linear Equation and Function: Linear Equations, Independent and Dependent Variables, Slope, Equation of a Line, Straight Line Equation from Two Point, Piece-Wise Linear Functions, Fixed, Variable and Marginal Costs, Interpretive Exercise of Cost Output, Total Cost and Average Cost, Break-Even Analysis, Break-Even Interpretations, Applications of Linear Equation.	4
Section B		
5	Linear Programming: What is Linear Programming, Linear Relationship, Types of Problems, Components of Linear Programming, and Advantages & Limitations of Linear Programming?	5
6	Decision Analysis: Decision Making Environment, Decision Making Tools, Decision Table, EMV and EOL Approach, Decision Tree.	6
7	Applied Calculus: Why Study Calculus, Notation, Limits, The Simple Power Rule, The Derivative Of $[F(X)]^N$, Product and Quotient Rules, Application of Differential Calculus, Maxima and Minima Application, The Second Derivative Test, An Inventory Model.	7
8	Permutation and Combination: Concept and Their Use in Business, Permutations, Factors Notation, Permutation of Different Things, Circular Permutations, Permutations of Things Not All Different, Combination, Complementary Theorems, Restricted Combinations, Combinations of Things Not All Different.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Analyze and apply number systems and fractions in HRM.	1, 4,7
	CLO2	Explain and apply sets theory in HRM.	3,7
	CLO3	Describe logarithms, apply rules for logarithms.	8, 10
	CLO4	Develop and apply liner equations with specific applications to business problems.	11, 12
	CLO5	Comprehend the rules for linear programming; apply linear programming for business purposes.	3, 5
	CLO6	Describe the decision making environment and apply tools for decision making.	6, 8
	CLO7	Learn and apply the rules of calculus in business.	4, 8
	CLO8	Understand permutation and combination, apply factors notation and complementary theorems.	2, 9

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Class Participation, Assignment
CL02	Interactive Discussion	Assignment, Report writing
CL03	Case study	Case/Content Analysis
CL04	Multimedia Presentation	Assignment, Report writing
CL05	Lecture	Quiz Test Presentation(individual/group)
CL06	Case study	Content Analysis, Field work
CL07	Lecture	Assignment, Report writing,
CL08	Multimedia Presentation/ Case study	Class Participation, Presentation(individual/group)

Learning Materials

Recommended Readings	Budnick, F. S. (2010) Applied Mathematics for Business, Economics and the Social Sciences. New York: McGraw Hill. E. K. Ummer. (2012). Basic Mathematics for Economics, Business and Finance. Routledge Taylor & Francis Group.
Supplementary Readings	Jacques, I. (2015). Mathematics for Economics and Business. Pearson. Miller, L, H. (1995). Mathematics with Applications. New york: Harper Collins.

Second Year First Term			
Course Code: 0413 25 HRM 2107		Year: Second	Term: First
Course Title	Ethics and Corporate Social Responsibility		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	This course intends to introduce the students with a conceptual understanding of ethics and corporate social responsibilities of every organization. It can also be a source of understanding about individual ethics and organizational ethics towards its different stakeholders.		

Course Contents		CLOs
Section A		
1	The Business and Society Relationship: Business and society, Society as the macro environment, A pluralistic society, A special interest society Business criticism and corporate Response.	1
2	Corporate Citizenship- Social Responsibility, Responsiveness, and Performance: The corporate social responsibility concept, History of corporate social responsibility, Arguments against and for corporate social responsibility, Models of corporate social responsibility, Corporate social responsiveness, Corporate social performance, Corporate citizenship, Business's interest in corporate citizenship, Social performance and financial performance relationship, Socially responsible or ethical, Corporate social responsibility practices in Bangladesh.	2, 4
3	The Stakeholder Approach to Business, Society, and Ethics: Origins of the stakeholder concept, Who are business's stakeholders? , Strategic, Multifiduciary, and synthesis approaches, Three values of the stakeholder model, Key questions in stakeholder management, Effective stakeholder management, Developing a stakeholder culture, Stakeholder management capability, The stakeholder corporation, Principles of stakeholder management, Strategic steps toward successful stakeholder management.	1, 2
4	Business Ethics Fundamentals: The public's opinion of business ethics, Business ethics: what does it really mean, Ethics, economics, and law: a venn model, Four important ethics questions, Three models of management ethics, Making moral management actionable, Developing moral judgment, Elements of moral judgments.	1
5	Personal and Organizational Ethics: Levels at which ethics may be addressed, Personal and managerial ethics, Managing organizational ethics, from moral decisions to moral organizations.	1, 3, 4
Section B		
6	Business Ethics and Technology: Technology and the technological environment, Characteristics of technology, Ethics and technology, Information technology, Biotechnology.	1, 3
7	Ethical Issues in the Global Arena: The new world of international business, MNCs and the global environment, Ethical issues in the global business environment, Improving global business ethics.	1, 2
8	Ethics in Workplace: Corruption and ethics, Ethical issues, Gender ethics, Sexual harassment and discrimination, Workplace ethics and health & safety.	1, 2
9	Marketing and Ethical Issues: The consumer movement, Product information issues, Self-regulation in advertising, Two central issues: quality and safety, Consumer product safety commission, Food and drug Administration, Business's response to consumer stakeholders.	1, 3, 4
10	The Natural Environment and Ethics: The sustainability imperative, A brief introduction to the natural environment, The impact of business upon the natural environment, Responsibility for environmental issues, The role of governments in environmental issues, Other environmental stakeholders, Business environmentalism, The Future of business: greening and/or growing.	1, 3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To explain the concept of ethical issues in organization.	2, 6
	CLO2	To make student aware of social responsibilities of business in society and to explain the significance of practicing ethical	10, 11
	CLO3	Describe four important ethics questions, three models of management ethics, making moral management actionable, developing moral judgment, elements of moral judgments.	2, 5
	CLO4	Discuss levels at which ethics may be addressed, personal and managerial ethics.	2, 5

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO3	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.

Learning Materials

Recommended Readings	Samuel O. Idowu, Nicholas Capaldi, Matthias S. Fifka, Liangrong Zu, René Schmidpeter (eds.); Dictionary of Corporate Social Responsibility: CSR, Sustainability, Ethics and Governance: 1st edition; Springer International Publishing; 2015. Ronald R. Sims; Ethics and Corporate Social Responsibility: Why Giants Fall; Praeger Publisher; 2003.
Supplementary Readings	Sabri Boubaker, Duc Khuong Nguyen; Corporate Social Responsibility, Ethics And Sustainable Prosperity: World Scientific Publishing Company; 2019. Jennifer A. Zerk; Multinationals and Corporate Social Responsibility: Cambridge University Press; 2006. John Taylor, Justine Simpson; Corporate Governance, Ethics and CSR: Kogan Page; 2013.

Course Code: 0413 25 HRM 2109		Year: Second	Term: First
Course Title	Financial Management		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course intends to provide students with a conceptual understanding of financial economics, thus constituting a sound theoretical basis for analyzing financial management issues, and emphasizes analytical tools and their usage in solving financial problems.		

Course Contents		CLOs
Section A		
1	Risk And Return: Defining Risk and Return, Probability Distribution to Measure Risk, Attributes Towards Risk, Diversification, Capital-Asset Pricing Model (CAPM), Efficient Financial Market.	1
2	Cost of Capital: Value Creation; Cost of Debt, Preferred Stock And Equity; CAPM Approach; Beta; Risk Free Rate & Market Return; WACC.	1, 3
3	Capital Budgeting: Capital Budgeting and Its Process, Generating Investment, Project Proposals, Estimating Project After Tax Incremental Operating Cash Flow, Sunk Cost and Opportunity Cost, Alternative Methods for Evaluation and Selection of Project, Pay Back Period (PBP), Internal Rate of Return (IRR) Under Interpolation, Net Present Value (NPV), Profitability Index (PI).	1, 3
4	Cash Flow Estimation In Capital Budgeting: Types of Project Cash Flows, Identifying The Relevant Cash Flows, Estimating Cash Flows, Comparing Projects With Unequal Lives, Abandonment Value Concept.	1, 3
Section B		
CLOs		
5	Operating And Financial Leverage: Operating Leverage; Degree of Operating Leverage; Break-Even Analysis; Financial Leverage; EBIT-EPS Analysis; Degree of Financial Leverage.	4
6	Capital Structure: Net Income Approach; Net Operating Income Approach; Traditional Approach; Arbitrage; Agency Cost; Transaction Cost; Corporate Tax And Its Effect; Factors Affecting Capital Structure Decision; Optimum Capital Structure.	1, 2, 3
7	Dividend Policy: Passive versus Active Dividend Policy; Types of Dividend Policies; Factors Influencing Dividend Policy; Dividend Stability; Stock Dividend and Stock Splits.	1, 2
8	Special Topics: Mergers and Acquisitions, Options, Futures and Forward Contracts, Convertibles and Warrants, Leases.	2

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To develop a thorough understanding of the concepts and theories underlying financial management in a systematic way.	2, 3, 5
	CLO2	To evaluate the implications of financial decisions for shareholders and the companies.	1, 8, 12
	CLO3	To explain how to calculate cost of capital and determine capital structure.	3, 5
	CLO4	To introduce different sources of short term and long term financing and efficient source of financing.	3

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO3	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO4	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.

Learning Materials

Recommended Readings	<p>Brigham, E. and Houston, J. (2007) Fundamentals of Financial Management. Thomson Southwestern, Cincinnati.</p> <p>Stanley Block and Geoffrey Hirt and Bartley Danielsen (2020), Foundations of Financial Management, 17th Edition.</p>
Supplementary Readings	<p>Cases & Problems On Financial Management, Rao, A. P., Everest Publishing House</p> <p>W. F. Sharpe (2007). Investors and Markets: Portfolio Choices, Asset Prices and Investment Advice. Princeton, NJ: Princeton University Press.</p> <p>Bringham F. Eugene and Houston F. Joel (2004). "Fundamentals of Financial Management", 3rd edition, Thomson Asia Pte. Ltd, Singapore, ISBN:981-243-657-X, PP. 15-112.</p> <p>Bernstein, L. A. (1993), Financial statement Analysis: Theory Application and Interpretation, 5th edition, Virginia: Irwin Mcgraw-Hill, pp. 110-132.</p> <p>Gitman, L. J. (2003), Principles of Managerial Finance, 10th edition, Delhi: Pearson Education, pp. 17-38.</p> <p>Foster, G (2002), Financial Statement Analysis, 2nd edition, Delhi: Pearson Education Inc, pp. 15-58.</p>

Course Code: 0413 25 HRM2111	Year: Second	Term: First
Course Title	Marketing Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course intends to let the students know how different theories of marketing can be applied in real business world. Very specifically this course will be a source of guidance for the learners in creating and applying different marketing techniques, branding issues and customer satisfaction dynamics.	

Course Contents		CLOs
Section A		
1	Introduction: Defining the marketing management focused on 21st century, Meaning and scope of marketing management, various stages of demand & the corresponding marketing tasks, the new economy, how business & marketing are changing, adapting marketing to the new economy, and changing marketing practices: customer relationship marketing.	1
2	Customer Value & Satisfaction: Definition, customers perceive value, The value delivery process, total customer satisfaction, tools for tracking & measuring customers satisfaction, the nature of high performance business, delivering customers value & satisfaction, attraction & retaining customers, customer profitability, company profitability & total quality management.	3
3	Market Oriented Strategic Planning: Definition, corporate & divisional strategic planning, business strategic planning, Establishing strategic business units, Assigning resources to each SBU, Assessing growth opportunity; Business unit strategic planning, the nature & content of a marketing planning.	1, 2
4	Analyzing Consumer Markets: What influences consumer behavior? Key psychological processes, the buying decision process.	3,4
5	Crafting the Brand Positioning: Developing and establishing a brand positioning- Determining a competitive frame of reference, Identifying optimal points-of-difference and points-of-parity, Choosing POPs and PODs, Brand mantras.	2, 4
Section B		
CLOs		
6	Business Market & Business Buying Behavior: Definition, differences between business market and the consumer market, buying situation, participants in the business buying process, major influences on buying decisions, the purchasing process, institutional & Govt. markets.	1
7	Dealing with the Competition: Competitive forces, identifying competitors, analyzing competitors, designing the competitive intelligence system, designing competitive strategies, balancing customers & competitor orientation.	2, 3, 4
8	Designing Global Market Offerings: Competing on a global business; deciding whether go abroad; deciding which market to enter; deciding how to enter the market; deciding on the marketing program; Deciding on the marketing organization.	2, 3
9	Managing The Total Marketing Effort: Trends in company organization; marketing organization; marketing implementation; evaluation & control.	2

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To apply the holistic role of marketing in business organizations	3, 4, 8, 12
	CLO2	To understand the market and design marketing strategies in line with organizational vision and mission	2, 9
	CLO3	To distinguish among decisions based on different goods, services, and markets.	3, 9
	CLO4	To recognize brand value and effectively using brand for organizational profitability.	8, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO3	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO4	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.

Learning Materials

Recommended Readings	Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha: Marketing Management, 14th edition
Supplementary Readings	O.C. Ferrell & Michael D. Hartline: Marketing Strategy, 5th edition. Philip Kotler & Gary Armstrong: Principles of Marketing, 15th edition Strategic Marketing Management: planning, implementation and control: Richard M.S. Wilson, Colin Gilligan; 3rd edition; Butterworth-Heinemann; 2005. A Framework for Marketing Management: Philip T Kotler, Kevin Lane Keller; 6th, Global Edition; Pearson; 2016.

Course Code: 0388 25 DS 2151	Year: Second	Term: First
Course Title	Bangladesh Studies	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course intends to provide an introduction to Bangladesh's emergence as an independent nation in 1971. The aim of this course is also to introduce the learners with the government of Bangladesh, its natural resources, history and diverse culture of the nation and many more.	

Course Contents		CLOs
Section A		
1	Historical Background of Bangladesh: Ancient history; Gupta Rule-The Pala Dynasty-Dynasties of southeastern Bengal; Sena dynasty; Muslim Rule from 1204-1757; British Rule from 1947-1957; Indian Independence Act 1947.	1, 2, 3, 4
2	The Way to Independence of Bangladesh: Language Movement of 1952; General Election of 1954 along with 21-point program; Constitution of Pakistan of 1956(Feature; National Assembly of 1956); Power and Functions of President and Prime minister; Causes of Failure of the Constitution of 1956; Marital-Law of 1958 and Its impact on Pakistan Politics; Constitution of 1962(Basic Democracy and Causes of Its failure); Movement for autonomy(disparity towards East Pakistan with its Description); 6-point program of 1966; Agartala Conspiracy case-1968; Mass Upsurge of 1969;Election of 1970 and Its result; Declaration of Independence; Mujib Nagar Government and Final Victory of the war of liberation.	1, 2, 3, 4
3	Government of Bangladesh: Constitution of The Peoples' Republic of Bangladesh-1972; Executives of Bangladesh Government (Power and Functions of President and Prime Minister); Legislature of Bangladesh; The Judiciary System of Bangladesh; Administration System of District Administration; Local Government.	2, 4
Section B		CLOs
4	Society and Social Empowerment: Rural Society; Urban society-rural-urban migration; International migration; Incentives for migration; Social position of Women; Human Rights in Bangladesh; Torture-Persecution of minority communities; Women's Rights; Freedom of Religion-intimidation of human rights defenders; Children's Rights; Proposed actions in the Sixth plan; Ethnic Communities; Major areas on interventions would include; Social Protection Programs; Government's for social safety-social Protection Programs in Bangladesh.	1,4
5	Culture of Bangladesh: Lifestyle; Religion; Festivals and Celebration: Pohela Boishakh- Nabanna, language day; Amor Ekushey Grontho Mela; Baisabi Festival etc.; Sports, music, Theatre, architecture; Folk art etc.	1, 4
6	Resources for Development: Internal and External resources; Private and Public resources; Methods for mobilization of domestic resources; Role of foreign Aid; Foreign capital in economic Development.	4

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To provide an overview of Bangladesh's history since 1905 when Bengal was partitioned by the colonial British Raj	2, 3, 6
	CLO2	To develop students' understanding of Bangladesh's formation at different critical intersections of history	2, 3, 6, 12
	CLO3	To make them aware of different movements during the Raj and Pakistani regime leading to Bangladesh's independence	2, 6, 12
	CLO4	To foster the ability to write thoughtful responses to history and interrogate it effectively.	5, 8, 10, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO2	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.
CLO3	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO4	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.

Learning Materials

Recommended Readings	Srinath Raghavan; 1971: A Global History of the Creation of Bangladesh by; Harvard University Press. Willem van Schendel; A History of Bangladesh: Cambridge University Press; 2009
Supplementary Readings	R. Shrestha ABC-CLIO; Nepal & Bangladesh: A Global Studies Handbook Annotated Edition Nanda Annotated edition (September 1, 2002) Ali Riaz; I. B. Tauris; Bangladesh: A Political History Since Independence (International Library of Twentieth Century History):2016 Nafis Ahmad; New Economic Geography of Bangladesh: Vikas Publishing House Pvt. Ltd, India

Course Code: 0542 25 Stat 2153		Year: Second	Term: First
Course Title	Business Statistics		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course intends to provide a sound understanding of the theoretical and practical knowledge of statistics, and its applicability in business. The aim of this course is to make the learners acquainted with different statistical techniques in society specially in business and research.		

Course Contents		CLOs
Section A		
1	Introduction: What is Statistics, why study Statistics; Types of Statistics, and Descriptive vs. Inferential Statistics; Types of Variables; and levels of measurement; Ethics and statistics.	3
2	Frequency Distribution and Graphic Presentation: Frequency Table; Frequency distribution; and graphical representation of quantitative and qualitative data; Histogram, bar diagram, frequency curve, ogive curve etc.	1, 2, 3
3	Measures of Central Tendency: The population Mean, sample mean, mode, median – concepts, properties and computations; The weighted mean; Geometric mean; Measures of Dispersion: Absolute and relative measures of dispersion, range, mean deviation, standard deviation, variance; Quartiles; Deciles; Percentiles.	1, 2, 3
4	Correlation: Concept of correlation; Simple correlation; Positive and negative; Rank correlation; Karl Pearson's co-efficient of correlation; Coefficient of determination.	1, 2, 3
5	Measures of Dispersion: Range; Quartile Deviation; Mean Deviation; Standard Deviation; Co-efficient of Variation.	1, 2, 3
Section B		
CLOs		
6	Linear Regression: Concept of regression; Correlation versus regression; Scatter diagram regression co-efficient; Least square principle; Drawing the regression line; Standard error of estimate; Assumption underlying linear regression; Confidence & prediction interval; The relationship among coefficient of determination; coefficient of correlation and the standard error of estimate.	1, 2, 3
7	Moment, Skewness and Kurtosis: Definition; Properties; Computations; Applications in business.	1, 2, 3
8	Index Number: Simple index number, why convert data to indexes, Construction of index numbers unweighted indexes; Weighted indexes; Value index; Special purposes indexes; Consumer price index; Shifting the base.	1, 2, 3
9	Statistical Quality Control: Definition; Control Chart; Types of Control Chart; Setting up a control procedure; Applications in Business.	1, 2, 3
10	Introduction to Probability Theorem: Basic Concepts; Addition and Multiplication Theorems; Conditional Probability; Bayes' Theorem.	1, 2, 3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To apply statistical knowledge in business decision making and solve problems arising in daily business affairs.	1, 8, 10, 12
	CLO2	To outline a sound understanding of the theoretical and practical knowledge of statistics	2, 3, 08
	CLO3	To apply statistical knowledge and skills throughout future studies and careers.	1, 8, 10, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations. Written exams, short essays, case studies.
CLO2	Class lecturers, group discussions, class presentations, problem solving.	Assignments, presentations.
CLO3	Class lecturers, articles summarizing, and class presentations.	

Learning Materials

Recommended Readings	S.C. Gupta and Indra Gupta; 4th edition; Business Statistics: Himalaya Publishing House; 2021. Douglas A. Lind, William G. Marchal, Samuel Adam Wathen; Basic Statistics For Business And Economics: McGraw-Hill Education; 2018.
Supplementary Readings	Sanjiv Jaggia, Alison Kelly Hawke; Essentials Of Business Statistics: Communicating With numbers:2nd edition; McGraw-Hill Higher Education; 2020. Paul Newbold, William Lee Carlson, Betty M. Thorne; Statistics for business and economics: 8th edition; Pearson; 2013. Phillip C., Groebner, David F., Shannon, Patrick W.; Business Statistics, Global Edition: Fry, 10th edition; Pearson Education Limited; 2017.

Course Code: 0542 25 Stat 2154	Year: Second	Term: First
Course Title	Sessional of Business Statistics	
Course Status	Core	
Credit	1.0	
Prerequisite(s)	None	
Rationale	The course intends to provide a sound understanding of the use of theoretical and practical knowledge of statistics, and its applicability in business. The aim of this course is also to make the learners acquainted with different statistical techniques in society especially in business and research.	

Course Contents		CLOs
Section A		
1	Frequency Distribution and Graphic Presentation: Frequency Table; Frequency distribution; and graphical representation of quantitative and qualitative data; Histogram, bar diagram, frequency curve, ogive curve etc.	1, 2, 3
2	Measures of Central Tendency: The population Mean, sample mean, mode, median – concepts, properties and computations; The weighted mean; Geometric mean; Measures of Dispersion: Absolute and relative measures of dispersion, range, mean deviation, standard deviation, variance; Quartiles; Deciles; Percentiles.	1, 2, 3
3	Correlation: Concept of correlation; Simple correlation; Positive and negative; Rank correlation; Karl Pearson's co-efficient of correlation; Coefficient of determination.	1, 2, 3
4	Measures of Dispersion: Range; Quartile Deviation; Mean Deviation; Standard Deviation; Co-efficient of Variation.	1, 2, 3
Section B		
CLOs		
5	Linear Regression: Concept of regression; Correlation versus regression; Scatter diagram regression co-efficient; Least square principle; Drawing the regression line; Standard error of estimate; Assumption underlying linear regression; Confidence & prediction interval; The relationship among coefficient of determination; coefficient of correlation and the standard error of estimate.	1, 2, 3
6	Moment, Skewness and Kurtosis: Definition; Properties; Computations; Applications in business.	1, 2, 3
7	Index Number: Simple index number, why convert data to indexes, Construction of index numbers – unweighted indexes; Weighted indexes; Value index; Special purposes indexes; Consumer price index; Shifting the base.	1, 2, 3
8	Statistical Quality Control: Definition; Control Chart; Types of Control Chart; Setting up a control procedure; Applications in Business.	1, 2, 3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To apply statistical knowledge in business decision making and solve problems arising in daily business affairs.	1, 8, 10, 12
	CLO2	To outline a sound understanding of the theoretical and practical knowledge of statistics	2, 3, 8
	CLO3	To apply statistical knowledge and skills throughout future studies and careers.	1, 8, 10, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis, visit to survey and research firms.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO3	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.

Learning Materials

Recommended Readings	S.C. Gupta and Indra Gupta; 4th edition; Business Statistics: Himalaya Publishing House; 2021. Douglas A. Lind, William G. Marchal, Samuel Adam Wathen; Basic Statistics For Business And Economics: McGraw-Hill Education; 2018.
Supplementary Readings	Sanjiv Jaggia, Alison Kelly Hawke; Essentials Of Business Statistics: Communicating With numbers:2nd edition; McGraw-Hill Higher Education; 2020. Paul Newbold, William Lee Carlson, Betty M. Thorne; Statistics for business and economics: 8th edition; Pearson; 2013. Phillip C., Groebner, David F., Shannon, Patrick W.; Business Statistics, Global Edition: Fry, 10th edition; Pearson Education Limited; 2017.

Course Code: 0311 25 Econ 2155	Year: Second	Term: First
Course Title	Microeconomics	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course intends to provide learners knowledge about allocation of scarce resources, tradeoffs, relationship between demand and supply and maximization of satisfaction. This course also aims at making the learners know dynamics of costs, utilities and production.	

Course Contents		CLOs
Section A		
1	Nature and scope of economics: What is Economics, Micro vs. Macroeconomics, Goals of Economics, Economic Law; Normative and Positive Economics; Utility; Law Diminishing Marginal Utility.	1, 4
2	The economizing problem: Opportunity Cost, Production Possibility Frontier (PPF), Efficiency and Equity, Economic Systems.	1, 2
3	Understanding individual market: Concepts And Determinants of Demand and Supply, Market Equilibrium.	2, 3
4	Demand and Supply: Price Elasticity of Demand and Supply, Income Elasticity of Demand, Cross Elasticity of Demand; Price Ceilings and Floors.	3, 4
5	Consumer behavior and utility maximization: Utility Maximization Theory, Budget Line and Indifference Curve.	3
Section B		
6	Theory of production and cost: Different Types of Costs- Fixed, Variable, Total, Marginal and Average Cost, Diminishing Returns, Returns to Scales, Long Run and Short-Run Cost Curves.	2, 5
7	Price and output determination: Pure Competition- Characteristics of Pure Competition, Profit Maximization, Loss Minimization, and Shutdown Case; Pure Monopoly- Characteristics of Pure Monopoly, Price Discrimination, Regulated Private Monopolies, Profit Maximization, Loss Minimization, and Shutdown Case; Monopolistic Competition- Characteristics of Monopolistic Competition, Profit Maximization, Loss Minimization and Shutdown Case; Oligopoly- Characteristics of Oligopoly, Profit Maximization, Loss Minimization, and Shutdown Case.	2, 3, 4, 5
8	Labor market and theory of distribution: Introduction to Labor Market, Determination of Rent, Wages, Interest and Profit.	1, 2, 3, 4

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To understand that economics is about the allocation of scarce resources, that scarcity forces choice, tradeoffs exist and that every choice has an opportunity cost.	2, 3, 06
CLO2	To examine how comparative advantage provides the basis for gains through trade.	5, 8, 9,12	
CLO3	To provide knowledge about how demand and supply together determine equilibrium price.	2, 3, 9, 12	
CLO4	To explain the role of prices in allocating scarce resources in market economies and explain the consequences of price controls.	2, 3, 6,8	
CLO5	To show the costs of production and how profit-maximizing firms determine how much to produce.	1, 3, 7,9	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO3	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.

Learning Materials

Recommended Readings	Michael Parkin; Economics, 10th Edition; Prentice Hall Paul Samuelson, William Nordhaus; Economics ,19th edition: McGraw-Hill/Irwin K.K. Dewett and S.M. Akhtar; S. Chand; Modern Economic Theory
Supplementary Readings	Gregory Mankiw; Principles of Economics, 18th edition. Harvard University. Thomas Piketty, Arthur Gold hammer (trans.); The Economics of Inequality; Harvard University Press, 2015

Second Year Second Term			
Course Code: 0413 25 HRM 2205		Year: Second	Term: Second
Course Title	Insurance and Risk Management		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	It covers the fundamentals of risk management and insurance and provides a basis for assessing risk and decision making to enhance business and personal value. Besides, this course is designed to show latest development of insurance in Bangladesh and in abroad and to discuss the legal principles and provisions in the field of Insurance. Furthermore, the learning outcome will help to provide knowledge about how different types of insurance contracts take place and how the work in practice.		

Course Contents		CLOs
Section A		
1	Introduction to Risk Management: Meaning of Risk; Chance of Loss; Peril and Hazard; Basic Categories of Risk; Burden of Risk on Society; Methods of Handling Risks; Definition of Insurance; Basic Characteristics of Insurance; Requirements of an Insurable Risk; Insurance and Gambling Compared, Insurance and Hedging Compared; Types of Insurance; Benefits of Insurance to the Society; Costs of Insurance to the Society; Meaning of Risk Management; Objectives of Risk Management; Steps in the Risk Management Process; Identifying Loss Exposures; Analyze the loss Exposures; Implement and Monitor the Risk Management Program; Benefits of Risk Management; Personal Risk Management.	1, 2
2	Types of Insurance and Marketing Systems: Overview of Private Insurance in the Financial Services Industry; Types of Private Insurers; Agents and Brokers; Types of Marketing System; Group Insurance Marketing.	2, 3
3	Insurance Company Operations: Insurance Company Operations; Re-Insurance; Alternatives to Traditional Re-Insurance; Other Insurance Company Functions; Financial Operations of Insurers; Property and Casualty Insurers; Life Insurance Companies.	3, 4
4	Fundamental Legal Principles and Analysis of Insurance Contracts: Principles of Insurance; Requirements of an Insurance Contract; Distinct Legal Characteristics of Insurance Contracts; Basic Parts of an Insurance Contract; Definition of "Insured" Endorsements and Riders; Deductibles.	4
Section B		
CLOs		
5	Life and Health Insurance: Premature Death; Financial Impacts of Premature Death on Different Types of Families; Amount of Life Insurance to own; Types of Life Insurance; Contractual Provisions; Additional Life Insurance Benefits; Individual and Group Insurance.	5, 6
6	Property and Liability Insurance: ISO Commercial Property Program; Building and Personal Property Coverage Forms; Transportation Insurance; Practices Liability Insurance; Commercial Umbrella Policy; Business Owners Policy; Professional Liability Insurance; Directors and Officers Liability Insurance.	6, 7
7	Social Insurance: Social Insurance; Old age Survivors; Disability Insurance (OASDI); Types of Benefits; Medicare; Unemployment Insurance; Workers Compensation.	7, 8
8	The Liability Risk: Basis of Legal Liability; Law of Negligence; Imputed Negligence; Specific Applications of the Law of Negligence; Current Tort Liability Problems.	7, 8
9	Home Owners Insurance: Analysis of Home Owners Policy; Overview of Personal Auto Policy.	9

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Conceptualize risk, methods of handling risks, and differences between insurance and gambling, types of insurance, steps in the risk management process, explain personal risk management.	2,3,4,5
	CLO2	Compare agents and brokers, types of marketing systems, group insurance marketing, and discuss the changing scope of risk management.	7,8,11
	CLO3	Analyze fundamental legal principles and analysis of insurance contracts.	3,9,10
	CLO4	Understand and evaluate legal characteristics of insurance contracts, basic parts of an insurance contract.	1,7,11,12
	CLO5	Define premature death; explain financial impacts of premature death on different types of families, what are contractual provisions.	4,5,6
	CLO6	Solve case study on ISO commercial property program, define commercial umbrella policy, and explain professional liability insurance, directors' and officers' liability insurance.	7,9,11,12
	CLO7	Explain unemployment insurance, workers compensation, explain old age survivors, disability insurance (OASDI), types of benefits, medicare.	2,5,11,12
	CLO8	Evaluate basis of legal liability, law of negligence, imputed negligence, and specific applications of the law of negligence.	1,3,5,10
	CLO9	Analyze and compare home owner's policy and auto insurance.	5,10,11,12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations.
CLO2	Lecture of insurance professionals, simulation, computer modeling.	Oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO3	Direct discussion using hand notes, class presentations, problem solving, and scenario analysis.	Presentations, short essays, case studies.
CLO4	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis.	Short essays, case studies, written exams, assignments, presentations, MCQs.
CLO5	Lecturers with hand notes, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, assignments, presentations, MCQs, short essays,
CLO6	Articles summarizing, group discussions, class presentations.	Presentations, MCQs, written exams, oral exams, assignments, case studies.
CLO7	Exposing real scenario of BD, group discussion.	Written exams, oral exams, assignments, MCQs.
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Short essays, case studies assignments, presentations.
CLO9	Field survey, meeting with insurance beneficiaries, discussions, class presentations.	Written exams, oral exams, assignments, presentations, short essays, case studies.

Learning Materials

Recommended Readings	Gupta, P. K. (2011), Insurance and risk management. Himalayan Books,
Supplementary Readings	Rejda, George E. (2011), Principles of risk management and insurance. Pearson Education India. Rejda, George E. (2005), "Risk management and insurance." Person Education Inc 13.

Course Code: 0413 25 HRM 2207	Year: Second	Term: Second
Course Title	Industrial Psychology	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The industrial psychology course is concerned with the application of psychological theories and principles to organizations. It focuses on increasing efficiency, productivity, and related issues as the physical and mental Well-being of employees at industrial organizations. Besides, this course is designed to develop skills for experimentation on industrial psychology, designing and developing human/employee relationship with industry and impart relevant skills and knowledge for independent learning of other subjects that require such skills and knowledge. Furthermore, the learning outcome will help to introduce fundamental theory of industrial psychology and develop ability for solving problems involving employee - industry relationship	

Course Contents		CLOs
Section A		
1	Introduction: Describing Industrial Psychology, activities of industrial psychologist, Research in industrial psychology and human behavior, unique aspects of industrial psychology, Limitations, Ethics in industrial psychology.	1, 2
2	Individual differences in Behavior: Factors associated with differences in behavior, individual vs. situational variables, Importance of individual differences in job potential, training upon individual differences, Bases of individual differences, Training upon individual differences.	2, 3
3	General principles of personnel Testing: The experimental approach, Factors determining the functional value of Personnel Test, How to use tests for employment, Adequate training of testers.	3, 4
4	Aptitude Tests: Kinds of aptitudes, mental ability tests, Mechanical ability and related tests, psychomotor tests, Vision tests, Tests of special aptitudes, Validity of Aptitude tests for various occupations.	4
Section B		CLOs
5	Test for personality and interests: Tests of personality, interest tests, limitations for personality and interest tests, uses of personality and interest tests.	5, 6
6	The measurement of attitudes and morale: The meaning of terms, measurement of attitudes and opinions, attitude scales, opinion surveys, combination questionnaire.	6, 7
7	Employee Satisfaction and Commitment: Why should we care about employee attitudes? What causes employees to be satisfied with and committed to their jobs? Measuring job satisfaction and commitment, consequences of dissatisfaction and other negative work attitude.	5, 7
8	Stress Management: dealing with the demands of Life and Work: Stress defined, predisposition to stress, sources of stress, consequences of stress, managing stress, stress reduction interventions related to Life/Work issues, measuring stress, workplace violence, preventing repetitive stress injuries, product design, system efficiency, transportation.	7, 8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Discuss psychology and industrial psychology, activities of industrial psychologist, limitations, and ethics in industrial psychology.	3,5,10,12
	CLO2	Describe factors associated with differences in behavior, individual vs. situational variables, bases of individual differences, and training upon individual differences.	1,2,7,9
	CLO3	Apply your understanding regarding experimental approach, factors determining the functional value of personnel Test, adequate training of testers.	2,4,9,10
	CLO4	Understand and apply mental ability tests, mechanical ability and related tests, psychomotor tests, vision tests, tests of special aptitudes, validity of aptitude tests for various occupations.	4,5,9,12
	CLO5	Evaluate and apply you knowledge of Tests of personality, interest tests, and limitations for personality and interest tests, uses of personality and interest tests.	5,6,10,12
	CLO6	Explain meaning of terms, measurement of attitudes and opinions, attitude scales, opinion surveys, combination questionnaire.	3,8,10,11
	CLO7	Narrate Measuring job satisfaction and commitment, consequences of dissatisfaction and other negative work attitude.	3,4,8,12
	CLO8	Describe predisposition to stress, sources of stress, consequences of stress, managing stress, stress reduction interventions related to Life/Work issues, measuring stress.	8,9,10,11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Short essays, case studies, written exams, oral exams, assignments, presentations
CLO2	Problem solving, scenario analysis. Class lecturers with PPT slides, group discussions, class presentations.	Written exams, assignments, presentations, case studies.
CLO3	Scenario analysis, class lecturers with hand notes, articles summarizing, group discussions, class presentations, problem solving.	Assignments, presentations, case studies.
CLO4	Lecturers with hand notes, articles summarizing, class presentations, problem solving.	MCQs, short essays, case studies, written exams, oral exams, assignments, presentations.
CLO5	Real example, class participation, group discussion, problem solving.	Written exams, assignments, presentations, MCQs, short essays, case studies.
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, scenario analysis.	Presentations, Oral exams, assignments,
CLO7	Articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Oral exams, assignments, presentations, MCQs, case studies.
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations.	Written exams, oral exams, assignments, presentations, short essays.

Learning Materials

Recommended Readings	Viteles, Morris Simon, and A. P. (1932), Brief. Industrial psychology. New York: WW Norton
Supplementary Readings	Tiffin, Joseph, and Ernest James McCormick. (1965), "Industrial psychology." Hacker, Winfried. (1985), "Activity: A fruitful concept in industrial psychology." Goal directed behavior. Routledge.

Course Code: 0413 25 HRM 2209	Year: Second	Term: Second
Course Title	Human Resource Planning and Policy	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course provides insights about Job analysis and how human resource Department interprets the requirement of human resource. Besides, this course is designed to explain manpower planning and a model for critically analyzing it and to identify different sources of job analysis information and discuss their use in writing job description. Furthermore, the learning outcome will help to provide knowledge on how best to use different techniques for human resource forecasting.	

Course Contents		CLOs
Section A		
1	Manpower Planning Fundamentals: Definitions; Importance of HR planning; Benefits; HR planning team; Areas of HR planning; Process of HR planning.	1, 2
2	Manpower Planning Model: Phases of Model; Set Organization's Strategic Direction; Conduct HR Analysis; Implement Workforce Plan; Monitor; Evaluate and Revise.	1, 2
3	Job Analysis: Methods, purposes: Key points of job analysis; Purposes of job analysis; Job analysis information Hierarchy; Methods of job analysis.	3, 4
4	Determination of future HR requirement: Steps in future human resource requirement determination process; Forecasting future manpower requirements; Quantitative techniques of forecasting manpower needs Qualitative techniques of forecasting manpower needs.	4, 5
5	Determining future HR availability: Sources of future human resources: Internal sources; External sources; improving the Effectiveness of External Recruitment; Realistic Job Preview; Advantage of hiring from Competitors.	4, 5
Section B		CLOs
6	Career Planning and Development: Individual versus organizational career development; the value of effective career development; Elements of Career Planning, Criteria in career development; Career anchors; Stages of career; Effective organizational career development techniques.	5, 6
7	Succession Management: Definition; Reasons for succession management; Evolution of succession management; Succession management process; Comparison of replacement planning with succession management.	6, 7
8	Downsizing and restructuring: Downsizing strategies; Retrenchment; why do organizations downsize; Planning for downsizing; Adjusting to job loss; Survivor reactions on downsizing.	7, 8
9	Mergers and Acquisitions: The urge to merge; Impact of M & As on human resources; Cultural issues in mergers; Human resources issues in M & As.	8, 9
10	Outsourcing: HR functions that may be outsourced; Rationale for outsourcing; Risks and Limitations; Management of outsourcing.	10

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Explore HR planning, conceptualize and apply process of HR planning.	4,5,7,8
	CLO2	Develop manpower planning model, apply phases of model.	4,6,8,11
	CLO3	Explore job analysis, describe purposes of job analysis, and conceptualize and apply methods of job analysis.	2,6,7,12
	CLO4	Analyze and apply steps in future human resource requirement determination process, explore quantitative techniques of forecasting manpower.	1,2,9,12
	CLO5	Narrate sources of future human resources: Internal sources, external sources, definerealistic job preview.	4,5,11,12
	CLO6	Make comparison between individual and organizational career development, conceptualize and apply effective organizational career development techniques.	4,5,11,12
	CLO7	Conceptualize succession management, analyze and apply succession management process.	7,8,10,12
	CLO8	Defineretrenchment, describe why organizations downsize.	7,9,11
	CLO9	Explore mergers and acquisitions, describe Impact of M & As on human resources.	5,9, 10,11
CLO10	Defineoutsourcing, conceptualize risks and develop limitations.	1,2,9,12	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Problem solving, and scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations,	Assignments, presentations, case studies.
CLO3	Group discussions, class presentations, problem solving, and scenario analysis.	Presentations, written exams, oral exams, assignments
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Presentations, written exams, oral exams, assignments
CLO5	Scenario analysis, articles summarizing, group discussions, class presentations.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO6	Class presentations, problem solving, and scenario analysis.	Oral exams, short essays, case studies, assignments, presentations
CLO7	Articles summarizing, group discussions, class presentations	Written exams, oral exams, assignments, presentations, MCQs,
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO9	Real example, class participation, group discussion, problem solving.	Assignments, presentations, short essays, case studies.
CLO10		

Learning Materials

Recommended Readings	Aslam, Hassan Danial, et al. (2013), "Human resource planning practice in managing human resource: A literature review." Human Resource Planning. Bhattacharyya, Dipak Kumar (2009), Human resource planning. Excel Books India.
Supplementary Readings	O'Brien-Pallas, Linda, et al. (2000), "Health human resource planning in home care: How to approach it-That is the question." Healthc Pap 1.4 : 53-59 Dyer, Lee, and Nelson O. Heyer. (1984)."Human Resource Planning at IBM 1." Human Resource Planning 7.3

Course Code: 0542 25 Stat 2251	Year: Second	Term: Second
Course Title	Advanced Statistics for Human Resource Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is designed to provide a practical knowledge about how to relate statistical methods in solving mathematical issues of Human Resource Management. To discuss the concept of Probability and probability distribution. Besides, this course is designed to conceptualize normal distribution, hypothesis testing and sampling. Furthermore, the learning outcome will help to train up how to use such statistical methods in business decisions and problem solving.	

Course Contents		CLOs
Section A		
1	Introduction to Probability: Concept of Probability Approaches to Probability; Complementary Rule; Rules of Addition; Rules of Multiplication; Conditional Probability; Bayes Theorem; Basic of Permutation and Combination.	1, 2
2	Probability Distribution: Concept of Probability Distribution; Random Variables; Mean, Standard Deviation, Variance of a Probability Distribution; Binomial Probability Distribution and its Application; Concept of Poisson Probability Distribution and its Application	2, 3
3	Normal Distribution: Normal Distribution and its Properties; Areas under Normal Curve; Application of Normal Distribution.	3, 4
4	Hypothesis Testing: Concept of Hypothesis; Testing of Hypothesis; One Tail & Two Tail Test, Type I & II Error; P Value, One Sample & Two Sample Test of Hypothesis (t& Z test).	3, 4, 5
Section B		
5	Analysis of Variance (ANOVA): F Distribution; Application of ANOVA (one & two ways).	5, 6
6	Non-Parametric Methods: Concept Non-parametric Test; Good of Fit Test; Chi-Square and its Application with Contingency Table; The Sign Test; Wilcoxon Rank-Sum Test.	6, 7
7	Sampling: Concept of Sampling, Reasons to Sample; Sampling Methods; Sampling Distribution; Central Limit Theorem; Sampling and Non-sampling Error; Sampling Distribution and its Mathematical Application.	7, 8
8	Estimation of Parameter: Statistical Estimation and Point Estimation; Properties of Estimator; Method of Maximum Likelihood; Confidence Limit and its various Mathematical Applications.	7, 8, 9
9	Human Resource Forecasting and Time Series Analysis: Concept; Forecasting Steps and Methods; Components of Time Series; Methods of Time Series Analysis; Mathematical Applications.	8, 9

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Describe the concept of probability, explain approaches to probability, and explore rules of addition and rules of multiplication.	1, 4, 8
CLO2	Conceptualize probability distribution; explore random variables; narrate mean, standard deviation and variance of a probability distribution.	6, 10, 11, 12	
CLO3	Estimate areas under normal curve and normal distribution in business decision making.	3, 5, 6	
CLO4	Perform test of Hypothesis in business decision making	7, 8, 4, 5	
CLO5	Understand distribution and describe application of ANOVA (one & two ways).	2, 10, 9, 4, 5	
CLO6	Describe and apply non-parametric methods in HRM.	2, 6, 7	
CLO7	Define sampling, discuss sampling methods, define sampling distribution, and exercise its mathematical application.	3, 5, 7, 12	
CLO8	Apply the concept of estimation in HRM.	4, 8, 12	
CLO9	Forecast time series data and practice mathematical application in HRM.	1, 3, 9	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, group discussions, problem solving, and scenario analysis.	Written exams, MCQ, case studies. Case studies, written exams, assignments.
CLO2	Articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Assignments, presentations, case studies. Oral exams, Written exams, assignments, presentations, case studies.
CLO3	Problem solving, and scenario analysis, articles, group discussions.	Presentations, written exams, oral exams, assignments.
CLO4	Group discussions, class lecturers with PPT slides, articles summarizing problem solving, and scenario analysis.	Written exams, assignments, presentations, MCQs, short essays, case studies.
CLO5	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis.	MCQs, short essays, case studies, written exams, oral exams, assignments, presentations,
CLO6	Real example, class participation, group discussion, problem solving, and scenario analysis.	Assignments, presentations, MCQs, short essays, case studies.
CLO7	Delphi technique of decision-making articles summarizing, scenario analysis. group discussions, class presentations, problem solving.	Oral exams, short essays, case studies, assignments, presentations.
CLO8	Nominal technique, brain storming, group discussions, class presentations, problem solving, and scenario analysis.	
CLO9	Group discussions, class presentations, problem solving.	

Learning Materials

Recommended Readings	Bruce L. Bowerman, Richard T. O'Connell, Emily S. Murphree, J. Burdeane (2014).Essentials of Business Statistics (Int'l Ed), 5th Edition.
Supplementary Readings	Jaggia, S. & Kelly, S, A. (2019).Essentials of Business Statistics, 2nd Edition. Nieuwenhuis, G. (2009). Statistical Methods for Business and Economics, 1st Edition.

Course Code: 0542 25 Stat 2252	Year: Second	Term: Second
Course Title	Sessional of Advanced Statistics for Human Resource Management	
Course Status	Core	
Credit	1.0	
Prerequisite(s)	None	
Rationale	The course is designed to provide a practical knowledge about how to relate statistical methods in solving mathematical issues of Human Resource Management. To discuss the concept of Probability and probability distribution. Besides, this course is designed to conceptualize normal distribution, hypothesis testing and sampling. Furthermore, the learning outcome will help to train up how to use such statistical methods in business decisions and problem solving.	

Course Contents		CLOs
1	Hypothesis Testing: Concept of Hypothesis; Testing of Hypothesis; One Tail & Two Tail Test, Type I & II Error; P Value, One Sample & Two Sample Test of Hypothesis (t& Z test).	1
2	Analysis of Variance (ANOVA): F Distribution; Application of ANOVA (one & two ways).	2
3	Non-Parametric Methods: Concept Non-parametric Test; Good of Fit Test; Chi-Square and its Application with Contingency Table; The Sign Test; Wilcoxon Rank-Sum Test.	3
4	Sampling: Concept of Sampling, Reasons to Sample; Sampling Methods; Sampling Distribution; Central Limit Theorem; Sampling and Non-sampling Error; Sampling Distribution and its Mathematical Application.	4
5	Estimation of Parameter: Statistical Estimation and Point Estimation; Properties of Estimator; Method of Maximum Likelihood; Confidence Limit and its various Mathematical Applications.	5
6	Human Resource Forecasting and Time Series Analysis: Concept; Forecasting Steps and Methods; Components of Time Series; Methods of Time Series Analysis; Mathematical Applications.	6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Perform test of Hypothesis in business decision making	1, 6, 7, 12
	CLO2	Understand distribution and describe application of ANOVA (one & two ways).	4, 8, 12
	CLO3	Describe and apply non-parametric methods in HRM.	2, 6, 8, 12
	CLO4	Define sampling, discuss sampling methods, define sampling distribution, and exercise its mathematical application.	1, 4, 9, 10
	CLO5	Apply the concept of estimation in HRM.	5, 8, 11
	CLO6	Forecast time series data and practice mathematical application in HRM.	1, 5, 9, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Problem solving, scenario analysis. Class lecturers with PPT slides, group discussions, class presentations.	Written exams, assignments, presentations, case studies.
CLO2	Class lecturers with PPT slides, articles summarizing, problem solving, group discussions.	Oral exams, assignments, presentations, short essays, case studies.
CLO3	Scenario analysis, class lecturers with hand notes, articles summarizing, group discussions, class presentations, problem solving.	Assignments, presentations, case studies.
CLO4	Group discussions, class lecturers with PPT slides, articles summarizing, class presentations, problem solving, and scenario analysis.	Short essays, case studies, written exams, oral exams, assignments, presentations.
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO6	Practical mathematical problem solving, scenario analysis, group discussion.	Case studies, oral exams, assignments, presentations, short essays.

Learning Materials

Recommended Readings	Bruce L. Bowerman, Richard T. O'Connell, Emily S. Murphree, J. Burdeane (2014). Essentials of Business Statistics (Int'l Ed) ,5th Edition.
Supplementary Readings	Jaggia, S. & Kelly, S, A. (2019). Essentials of Business Statistics , 2nd Edition Nieuwenhuis, G. (2009). Statistical Methods for Business and Economics ,1st Edition.

Course Code: 0311 25 Econ 2253	Year: Second	Term: Second
Course Title	Macroeconomics	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is designed to teach the economic implications of changes in government fiscal or monetary policy; how interest rates are determined and the role of interest rates in personal and corporate decision-making; and critically apply economic concepts when participating as a citizen in a democratic society. Besides, this course is designed to understand savings, investment, and conceptualize multiplier effect and to examine how interest rate, inflation, unemployment rate, tax rate etc. affects GDP. Furthermore, the learning outcome will help to understand monetary policy and fiscal policy as control mechanism.	

Course Contents		CLOs
Section A		
1	Introduction: Defining macroeconomics; Importance of macroeconomics; Limitations; Function and utility of micro and macroeconomics; Need for integrating micro and macroeconomics; major economic problems; Meaning of economic models; Goals of economic policy; Definition of macroeconomic variables: inflation; Unemployment; Productivity; Production capacity; Input; Output; Business cycle; Aggregate demand and aggregate supply.	1, 2
2	Market economy: Markets and prices; Operation of Market economy; Economic decisions in market economy.	2, 3
3	National Income Accounting: Gross National Income (GNP); Circular flow of income; The expenditure approach; The income approach; The output approach; Other income concepts-Real vs. nominal GNP; Limitations of GNP as a measure of human welfare.	3, 4
4	Income Determination: Savings and investment; Consumption schedule: household and national; Average and marginal propensity to consume; Multiplier effect; Impact of government tax and expenditure.	2, 3, 4
Section B		
5	Money and monetary policy: Meaning of money; Different concepts of money; Credit creation by banking system; Function of money; Demand for and supply of money; Velocity of money; Long run impact of money on prices; Short run impact of money on output; Changes in income velocity; Monetary policy.	5, 6
6	Monetary and Fiscal Policy: Monetary Policy; Transition mechanism; Liquidity trap; Fiscal policy Fiscal policy and crowding out; Composition of output and policy mix.	7
7	Employment: Labor demand schedule; Real wage rate and aggregate demand for and supply of labor; Inflation and the equilibrium; Real wage rate; Changes in the equilibrium real wage rate and employment; Impact of market power on employment and prices; The effect of aggregate demand and supply on output and prices; Phillips Curves; Price and wage control; Unemployment and its types; Removing unemployment	8, 9

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Define macroeconomics, explain goals of economic policy, and explain inflation, compare aggregate demand and aggregate supply.	2, 3, 4
	CLO2	Analyze and apply economic decisions in market economy.	1, 5, 9
	CLO3	Compare and evaluate Gross National Income (GNP), the income approach, real vs. nominal GNP.	9, 10, 11
	CLO4	Compare savings and investment, average and marginal propensity to consume, develop impact of government tax and expenditure.	4, 5, 7
	CLO5	Contrast money and monetary policy, explain demand for and supply of money.	2, 4, 9
	CLO6	Compare monetary and fiscal policy, apply composition of output and policy mix.	5, 9, 10
	CLO7	Explain and apply employment, real wage rate and aggregate demand for and supply of labor.	2, 9, 10
	CLO8	Evaluate impact of market power on employment and prices, apply the effect of aggregate demand and supply on output and prices.	2, 4, 9
	CLO9	Explain Phillips Curves, price and wage control.	8, 9, 10

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	PPT slide based practical lecture, analysis of current economic context of the country.	MCQs, short essays, case studies, written exams, oral exams, assignments, presentations.
CLO3	Problem solving, and scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations,	Short essays, written exams, oral exams, assignments, presentations, MCQs, case studies.
CLO4	Class lecturers, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Oral exams, case studies, assignments, MCQs, presentations, short essays.
CLO5	Group discussions, class presentations, problem solving, and scenario analysis. class lecturers, articles summarizing.	Presentations, oral exams, assignments, MCQs,
CLO6	Articles summarizing, problem solving, group discussions, class presentations.	Written exams, assignments, presentations, short essays.
CLO7	Scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Oral exams, MCQs, assignments, presentations, short essays, case studies.
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO9	Group discussions, class presentations, problem solving, and scenario analysis. Class lecturers, articles summarizing.	Assignments, presentations, MCQs, short essays, case studies.

Learning Materials

Recommended Readings	Dewett, K. K. (2009). Modern Economic Theory
Supplementary Readings	Barro, Robert J. (1997) Macroeconomics. MIT Press. Mitchell, William, L. Randall Wray, and Martin Watts (2019). Macroeconomics. Macmillan International Higher Education,

Third Year First Term		
Course Code: 0413 25 HRM 3103	Year: Third	Term: First
Course Title	International Business Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	With the movement towards more world trade and the advancement in communication there is a need for the firm to think strategically in a Global context. This course sets out to explore the main concepts of Globalization as well as the theories and paradigms associated with this. This course is to introduce the students with the global economy to provide then a basic understanding as well as the major issues involved regarding the subject matter. The course will cover basic terminology and theoretical structure as well as practical implications.	

Course Contents		CLOs
Section A		
1	Theories of International Trade and Investment: International business theories of: Mercantilism and Neo-mercantilism, Comparative advantage, Competitive Advantage, Absolute Advantage, Factors proportion theory, International product life cycle theory, Michael Porter's Diamond Model, Stages in Company Internationalization theory, Monopolistic Advantage theory and Dunning's Eclectic Paradigm theory.	1, 3, 4
2	Government Intervention in International Business: Why government intervene? Instruments of government intervention, Protectionism, Consequences of protectionism, General rationales for government intervention, defensive rationales for government intervention, offensive rationales for government intervention, Types and Effects of Government Intervention, import substitution vs. export led development, Market liberalization process, The process of government intervention during global financial crisis, How firms should respond to government intervention? Should Governments Forgo Trade Sanctions?	2, 3, 5
3	The Cultural Environment of International Business: Three cultural orientations for dealing with international business environment., why culture is like an "Iceberg", perceived cultural attributes that affect international business, elements of national, professional, and corporate culture, different interpretations of culture idioms that symbolize cultural values, low and high context cultures, Hofstede's typology of national culture, different key dimensions of culture, Are cultures converging or diversifying?	1, 2, 4
4	Understanding Emerging Markets: Who are the new global challengers of international business? What are the key differences among the three major country groups? Emerging market economies, What makes emerging markets attractive? The potential of emerging markets key criteria for assessing the attractiveness of emerging markets, challenges for doing business in emerging markets, strategies for doing business in emerging markets.	2, 5, 6
Section B		
CLOs		
5	Foreign Direct Investment and Collaborative Ventures: International Investment and Collaboration, Motives for FDI and Collaborative Ventures, Characteristics of Foreign Direct Investment, Types of Foreign Direct Investment, International Collaborative Ventures, Managing Collaborative Ventures, The Experience of Retailers in Foreign Markets.	1, 3, 5
6	Participants in International Business: Born global firms, MNEs, SMEs, exporting firms, international entry strategies, distribution channel and intermediaries in international business.	2, 4, 5
7	Assess the Suitability of Products and Services for Foreign Markets: Estimating Demand in Emerging Markets, Global Macro Trends That Affect International Business, Assess Industry Market Potential, Choosing Foreign Business Partners, Estimate Company Sales Potential.	1, 3, 4, 6
8	Regional Economic Integration: EU, NAFTA, ASEAN, APEC, CER, Affects of regional integration, success factor of regional integration, ethical dilemmas of regional integration.	1, 4, 5, 6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Comprehend the inter-link between globalization and international business, become familiar with the reasons and different modes of international business.	1,2,5,8
	CLO2	Explain the political and legal systems affecting conduct of business internationally and understand political risks and the approaches to manage those.	2,6,11
	CLO3	Conduct economic analysis of foreign markets, discuss the idea of economic freedom, and profile the idea, drivers and constraints of economic transition.	8,9,10,11
	CLO4	Describe different theories of international trade and explain how global efficiency can be improved through free trade.	1,2,5,9
	CLO5	Explain the rationale for government trade policies and describe the potential and actual effects of governmental intervention on trade.	1,2,5
	CLO6	Understand global, bilateral, and regional integration, describe the impacts of trade agreements on trade, and evaluate effects of different regional trading groups.	2,6,10,12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Problem solving, and scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations,	Short essays, written exams, oral exams, assignments, presentations, MCQs, case studies.
CLO3	PPT slide based practical lecture, analysis of current economic context of the country.	MCQs, short essays, case studies, written exams, oral exams, assignments, presentations.
CLO4	Articles summarizing, problem solving, group discussions, class presentations.	Written exams, assignments, presentations, short essays.
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO6	Scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Oral exams, MCQs, assignments, presentations, short essays, case studies.

Learning Materials

Recommended Readings	S. Tamer Cavusgil, Gary Knight and John R. Riesenberger, (2016) International Business: The New Realities: Third/Fourth Edition: Pearson International Publications.
Supplementary Readings	Charles W L Hill, and Arun Kumar Jain, (2015), International Business – Competing in the Global Marketplace, The Tata McGraw Hill publishing Company Ltd. John D Daniels Lee H Radebaugh, Brigham Young, (2007), International Business Environments and Operations. Anant K Sundaram and J Stewart Black, (2012), International Business Environment, PHI New Delhi, Eastern Economy Edition. V K Bhalla and S Shiva Ramu. (2009), International Business – Environment and management, Anmol Publications Private Ltd. New Delhi 110002 (India).

Course Code: 0413 25 HRM 3105	Year: Third	Term: First
Course Title	Organizational Behavior	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is designed to make students clear about impact of perception, Personality and emotions, values, attitudes and the influence of diversity, major motivational theories that affect the workplace, leadership theories and issues in contemporary organizations. Besides, this course is designed to explain the role of human behavior in workplace and the impact of organizational culture on human behavior. Furthermore, the learning outcome will help to conceptualize and compare different types of conflicts and ways how to manage and utilize organizational conflict and to articulate the impact of values, attitudes and the influence of diversity.	

Course Contents		CLOs
Section A		
1	Introduction and Overview: Definition; Nature and importance of organizational behavior; Individual behavior and its element; Fundamental element of organizational behavior; The dynamics of people and organizations; Models of organizational behavior; Social system and organizational culture.	1, 2
2	Learning Organization: Organizational learning and the learning organization; Dominant models of the learning organization; Power and politics.	1, 2
3	Conflict in Organization: Industrial conflict; Organizational conflicts at the individual and group level; Organizational reaction to conflicts at the individual and group level; Organizational reaction to conflict; Inter organizational conflict.	3, 4
4	Motivation and Reward Systems: Motivational basics; Motivational applications; Appraising and Rewarding performance.	3, 4
Section B		
5	Leadership in Organization: Leadership traits and characteristics; Personality factors; Situation factors; Interaction of personality and situation factors; Leadership effectiveness-Empowerment and participation.	4, 5
6	Individual and Interpersonal Behavior: Employee attitude and their effects; Issues between organizations and individuals; Interpersonal behavior; Quality of Work Life.	5, 6, 7, 8
7	Group Behavior: Group dynamics; The formal and informal groups; Team and team Buildings; Team work.	5, 6, 7, 8
8	Change and its Effect: Work change; Resistance to change; Managing change; Employee stress and counseling.	5, 6, 7, 8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Analyze organizational behavior, apply fundamental element of organizational behavior, and develop models of organizational behavior.	14,5,7,8
	CLO2	Compare power and politics, explain organizational learning and apply the learning in organization, develop dominant models of the learning organization.	2,6,7,12
	CLO3	Explain industrial conflict, develop organizational reaction to conflicts at the individual and group level.	3,4,9,10
	CLO4	Analyze and apply motivation.	5,9,10,11
	CLO5	Explain leadership, evaluate leadership traits and characteristics.	1,2,7,9
	CLO6	Describe quality of work life, explain employee attitude and their effects, interpersonal behavior	4,5,11,12
	CLO7	Understand and apply group dynamics, the formal and informal groups, team and team buildings, team work.	7,8,10,12
	CLO8	Evaluate work change, develop resistance to change, develop employee stress and counseling.	1,2,9,12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, MCQs.
CLO2	Scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Oral exams, MCQs, assignments, presentations, short essays, case studies.
CLO3	Real example, class participation, group discussion, problem solving, and scenario analysis.	Written exams, assignments, presentations, MCQs, short essays, case studies.
CLO4	Group discussions, class presentations, problem solving.	Oral exams, short essays, case studies, assignments, presentations.
CLO5	Problem solving, and scenario analysis, articles, group discussions.	Assignments, presentation.
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays.
CLO7	Nominal technique, brain storming, group discussions, class presentations, problem solving and scenario analysis.	Assignments, presentations, MCQs, short essays, case studies.
CLO8	Articles summarizing, group discussions, class presentations, problem solving.	Written exams, oral exams, assignments, presentations.

Learning Materials

Recommended Readings	Robbins, Stephen P. (2010), Organizational behavior. Hellriegel, Don (.2010), Organizational behavior. Cengage learning,
Supplementary Readings	Ivancevich, John M., Michael T. Matteson, and Robert Konopaske (1990), "Organizational behavior and management." Schermerhorn Jr, John R., Richard N. Osborn, Mary Uhl-Bien, and James G. Hunt. (2011), Organizational behavior. John Wiley & Sons

Course Code: 0413 25 HRM 3107	Year: Third	Term: First
Course Title	Employee Training and Development	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course provides knowledge about training methods, tools, and the techniques involving how to use them effectively and effectively along with the levels of measurement of training effect. Besides, this course is designed to explain training and development methods and to understand training process and relate it with practical organizational settings. Furthermore, the learning outcome will help to develop knowledge on different levels of training evaluation.	

Course Contents		CLOs
Section A		
1	Concept of Training: Concepts and Rationale of Training and Development, Overview of Training and Development Systems, Organizing Training Department, Training and Development Policies, Linking Training and Development to Company's Strategy, Requisites of Effective Training.	1, 2
2	Need Assessment: Meaning and Purpose of TNA, TNA at Different Levels, Approaches for TNA, Output of TNA, Methods Used in TNA.	1, 2
3	Training Design: Organization of Training and Development Programs, Training Design, Kinds of Training and Development Programs- Competence Based and Role Based Training, Orientation and Socialization, Diversity Training, Choice of Training and Development Methods, Preparation of Trainers, Developing Training Materials, E-learning Environment, Flexible Learning Modules, Self-Development, Training Process Outsourcing.	1, 2, 3
4	Methods of Training: Overview of Training Methodologies- Logic and Process of Learning, Principles of Learning, Individual differences in Learning, Learning Process, Learning Curve, Learning Management System, Criteria for Method Selection, Skills of an Effective Trainer, Use of Audio-Visual Aids in Training, Computer Aided Instructions- Distance Learning, Open Learning, E-Learning, Technologies Convergence and Multimedia Environment. Development Techniques for Enhancing Decision-Making And Interpersonal Skills, Case-study, In-basket Exercise, Special Projects, Multiple Management Program Learning, Action Learning, Syndicate Work, Games, Action Maze, Role Play, Demonstration and Practice Monitoring, Coaching, Self-Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training.	1, 2, 3, 4
Section B		
5	Training Implementation: Contents and its impact on implementation, Teaching aids and logistics, Program implementation, Creating enabling learning environment.	5, 6, 7
6	Training Evaluation and Follow Up: Reasons for Evaluating Training and Development Programs, Problems in Evaluation, Evaluation Planning and Data Collection, Different Evaluation Frameworks, Problems of Measurement and Evaluation, Costing of Training, Measuring Costs and Benefits of Training Program, Obtaining Feedback of Trainees, Methods of Evaluating Effectiveness of Training Efforts , Kirkpatrick Model of Training Effectiveness, Training Issues Resulting From The External Environment and Internal Needs of The Company.	6, 7, 8
7	Theories and Management of Organization Development: Operational concept, Characteristic and foundations of managing the organization development and action research	7, 8
8	Human Resource Intervention: Team intervention, Inter group and third party interventions, Personal, Interpersonal and group process intervention, Comprehensive interventions, Structural intervention, Conditions for optimal success and training success.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Conceptualize training and education, describe process and phases of training.	1,4,8
	CLO2	Explain environmental analysis, organizational analysis and individual analysis, compare tools and techniques of need analysis.	6,10,11,12
	CLO3	Compare policy and planning, explain steps involved in setting objectives, and evaluate curricula and its elements. Compare and evaluate various methods of training.	3,5,6
	CLO4	Apply the concept of training implementation in business environment.	7,8,4,5
	CLO5	Evaluate and follow up training.	2,4,5,9,10
	CLO6	Explain characteristics and foundations of managing the organization development and action research.	3,5,7,12
	CLO7	Define intervention, compare various types of intervention.	2,6,7
	CLO8	Apply the concept of power and politics in organization development and future of organizational development.	1,3,9

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Articles summarizing, group discussions, class presentations.	Oral exams, assignments, presentations, MCQs, short essays, case studies, written exams,
CLO3	Group discussions, class presentations, problem solving, and scenario analysis, class lecturers with PPT slides, articles summarizing.	Assignments, presentations, MCQs, short essays, case studies.
CLO4	Problem solving, and scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations.	Presentations, MCQs, short essays, case studies, written exams, oral exams, assignment.
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO7	Group discussions, articles summarizing, class presentations, problem solving.	Oral exams, assignments, presentations.
CLO7	Articles summarizing, group discussions, class presentations.	Short essays, case studies.
CLO8	Work shop, guest lecturer, group discussions, field expert experience sharing.	Written exams, oral exams, presentations.

Learning Materials

Recommended Readings	Noe, Raymond A. (2013), Employee training and development. McGrawHill Education. Jehanzeb, Khawaja, and Nadeem Ahmed Bashir. (2013), "Training and development program and its benefits to employee and organization: A conceptual study." European Journal of business and management 5.2
Supplementary Readings	Anis, Atif, Abdul Nasir, and Nadeem Safwan. (2011), "Employee retention relationship to training and development: A compensation perspective." African journal of business management 5.7: 2679-2685. Vemić, J. (2007). Employee training and development and the learning organization. Facta universitatis-series: Economics and Organization, 4(2), 209-216.

Course Code: 0413 25HRM 3108	Year: Third	Term: First
Course Title	Sessional of Employee Training and Development	
Course Status	Core	
Credit	1.0	
Prerequisite(s)	None	
Rationale	This course provides knowledge about training methods, tools, and the techniques involving how to use them effectively and effectively along with the levels of measurement of training effect. Besides, this course is designed to explain training and development methods and to understand training process and relate it with practical organizational settings. Furthermore, the learning outcome will help to develop knowledge on different levels of training evaluation.	

Course Contents		CLOs
1	Need Assessment: Meaning and Purpose of TNA, TNA at Different Levels, Approaches for TNA, Output of TNA, Methods Used in TNA.	1
2	Training Design: Organization of Training and Development Programs, Training Design, Kinds of Training and Development Programs- Competence Based and Role Based Training, Orientation and Socialization, Diversity Training, Choice of Training and Development Methods, Preparation of Trainers, Developing Training Materials, E-learning Environment, Flexible Learning Modules, Self-Development, Training Process Outsourcing.	2
3	Methods of Training: Overview of Training Methodologies- Logic and Process of Learning, Principles of Learning, Individual differences in Learning, Learning Process, Learning Curve, Learning Management System, Criteria for Method Selection, Skills of an Effective Trainer, Use of Audio-Visual Aids in Training, Computer Aided Instructions- Distance Learning, Open Learning, E-Learning, Technologies Convergence and Multimedia Environment. Development Techniques for Enhancing Decision-Making And Interpersonal Skills, Case-study, In-basket Exercise, Special Projects, Multiple Management Program Learning, Action Learning, Syndicate Work, Games, Action Maze, Role Play, Demonstration and Practice Monitoring, Coaching, Self-Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training.	3
4	Training Implementation: Contents and its impact on implementation, Teaching aids and logistics, Program implementation, Creating enabling learning environment.	4
5	Training Evaluation and Follow Up: Reasons for Evaluating Training and Development Programs, Problems in Evaluation, Evaluation Planning and Data Collection, Different Evaluation Frameworks, Problems of Measurement and Evaluation, Costing of Training, Measuring Costs and Benefits of Training Program, Obtaining Feedback of Trainees, Methods of Evaluating Effectiveness of Training Efforts , Kirkpatrick Model of Training Effectiveness, Training Issues Resulting From The External Environment and Internal Needs of The Company.	5

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Explain environmental analysis, organizational analysis and individual analysis, compare tools and techniques of need analysis.	2,5,8,12
	CLO2	Compare policy and planning, explain steps involved in setting objectives, and evaluate curricula and its elements. Compare and evaluate various methods of training.	1,5,9,10
	CLO3	Apply the concept of training implementation in business environment.	3, 5,9,10
	CLO4	Evaluate and follow up training.	2,5,9,12
	CLO5	Explain characteristics and foundations of managing the organization development and action research.	3,5, 9,10

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Articles summarizing, group discussions, class presentations, problem solving.	Oral exams, assignments, presentations.
CLO3	Problem solving and scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations.	Assignments, presentations, MCQs, short essays, case studies.
CLO4	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis, articles summarizing.	Short essays, case studies, written exams, oral exams, assignments, presentations, MCQs
CLO5	Group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.

Learning Materials

Recommended Readings	Noe, Raymond A. (2013). Employee training and development. McGraw Hill Education. Jehanzeb, Khawaja, and Nadeem Ahmed Bashir. (2013). "Training and development program and its benefits to employee and organization: A conceptual study. European Journal of business and management 5.2
Supplementary Readings	Anis, Atif, Abdul Nasir, and Nadeem Safwan. (2011), "Employee retention relationship to training and development: A compensation perspective." African journal of business management 5.7: 2679-2685. Vemić, J. (2007). Employee training and development and the learning organization. Facta universitatis-series: Economics and Organization, 4(2), 209-216.

Course Code: 0413 25 HRM 3111	Year: Third	Term: First
Course Title	Business Society & Environment	
Course Status	Optional	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is designed to provide students with the practical view about how businesses and society affects each other in a responsible manner.	

Course Contents		CLOs
Section A		
1	Introduction: Industry as a system of production in the society; Technology and organization.	1,2
2	The Social Structure of Industry: The industrial bureaucracy; The executive in the industrial bureaucracy; The role of specialists; The supervisory personnel and the white-collar workers, the blue-collar workers and their role in the production process.	1,2
3	Technology: Technical change and automation; Technology and a social structure in industry; Technical change and resistance to change.	3
Section B		
CLOs		
4	Social Relationship at Work: The structure of social relationship at work; Industrial relations; The cause of industrial conflict; Role of trade unions; Collective bargaining.	4,5
5	Industry- Community and the Policy: Industry and community; Industry influences the community; The community influences industry; Industry and the policy; Political and legal constraints in industry; Industry and political influence.	4,5
6	Business and Government: Causes of government controls; Attitudes of business economic systems; The market economy the planned economy and the mixed economy; Government and allocation of resources.	6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Describe industry as a system of production in the society-technology and organization.	1, 2, 04
	CLO2	Conceptualize industrial bureaucracy and differentiate between the supervisory personnel, the white-collar workers, and the blue-collar workers.	2, 4, 05
	CLO3	Understand technical change and develop resistance to change.	4, 6, 9,
	CLO4	Define industrial relations and apply structure of social relationship at work.	1, 11, 12
	CLO5	Analyze and apply the relationship among industry- community and the policy.	4, 5, 06
	CLO6	Conceptualize market economy and planned economy, develop allocation of resources.	9, 11, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO2	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO3	Lecture, PowerPoint Presentation	Assignment, Presentation,
CLO4	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO5	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO6	Lecture, PowerPoint Presentation	Oral/Written Exam, Presentation

Learning Materials

Recommended Readings	Davis, k. & Blomstrom, R. L. :Business and Society: Environment and Responsibility, 2nd Edition
Supplementary Readings	Veleva, V. R. : Business, Environment, and Society: Themes and Cases

Course Code: 0413 25 HRM 3113	Year: Third	Term: First
Course Title	Agri Business Management	
Course Status	Optional	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is designed to provide idea about how business expertise helps the improvement of agricultural sector.	

Course Contents		CLOs
Section A		
1	Introduction: Definition; Scope; Types and importance of agribusiness; Agriculture and agribusiness; Historical development of agriculture and agribusiness.	1,2
2	Development of Agribusiness Enterprise: Start-up plan of agribusiness; Preparation of enterprise plan; Setting appropriate business plan; Forms and ownership of agribusiness enterprise.	1,2
3	Technology in Agribusiness: Impact of technology in agribusiness; Quality and safety challenges in agribusiness.	3
4	Market and Marketing in Agribusiness: Concept of marketing; Marketing environment; Marketing mix; Channel of distribution; Storage; Advertising; Pricing; Constrains of agribusiness marketing.	4
Section B		CLOs
5	Finance and Accounting in Agribusiness: Financial Need Assessment; Sources of Finance; Cost of Finance; Cost of finance; Record keeping and Accounting of Agribusiness.	5, 6
6	Entrepreneurship in Business: Concept of entrepreneur and entrepreneurship; Entrepreneur and entrepreneurship in agribusiness; Entrepreneurial environment for agribusiness owners.	6
7	Agribusiness in Bangladesh: Present status of agribusiness; Prospects and challenges of agribusiness development; Institutional supports for agribusiness development in Bangladesh.	6,7

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Explain agribusiness, describe types and importance of agribusiness, and understand agriculture and agribusiness.	1, 4, 10
CL02	Explain start-up plan of agribusiness, and develop forms and ownership of agribusiness enterprise.	1, 4, 7	
CL03	Analyze and develop impact of technology in agribusiness, explain quality and safety challenges in agribusiness.	2, 4, 5	
CL04	Explain and develop channel of distribution.	6, 8,9	
CL05	Explain cost of finance, and apply record keeping and accounting of agribusiness.	1, 7, 11	
CL06	Compare and apply entrepreneur and entrepreneurship in agribusiness.	1, 5, 6	
CL07	Analyze present status of agribusiness, apply prospects and remove challenges of agribusiness development.	4, 9, 11	

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment,
CLO2	Lecture, PowerPoint Presentation,	Oral/Written Exam, Assignment,
CLO3	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO4	Lecture, PowerPoint Presentation,	Oral/Written Exam, Assignment,
CLO5	Lecture, PowerPoint Presentation,	Presentation, Group Work
CLO6	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO7	Lecture, PowerPoint Presentation,	Case Analysis, Group Work

Learning Materials

Recommended Readings	Meena, G.L., Pant, D.C., Burark, S. S. & Sharma, R. : Fundamentals of Agribusiness Management, Latest Edition
Supplementary Readings	Barnard, F. L., Foltz, J. & Yeager, E. A. :Agri Business Management, 5th Edition Diwase, S. :Indian Agriculture & Agri-Business Management, 2nd Edition

Course Code: 0413 25 HRM3115	Year: Third	Term: First
Course Title	International Human Resource Management	
Course Status	Optional	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course establishes a conceptual and analytical framework for understanding international HRM by analyzing contemporary trends at the global, national and regional levels. It will uphold the specific areas of HR practice within MNCs in more detail. This course will cover the development and functioning of international managers and the way international pay and reward policies are formulated, It also considers broader issues around the representation of employees within MNCs, how firms respond to the challenges of CSR and contemporary trends in migration and the movement of labor.	

Course Contents		CLOs
Section A		
1	Globalization, national systems and multinational companies: The nature of contemporary globalization; Debating globalization; Globalization and MNCs; MNCs, the state and 'national effects'.	1
2	National employment systems and international HRM: Types and numbers of national system, National business systems and HRM in MNCs , Management, ownership and country-of-origin effects.	2
3	International structure and strategy :Defining a multinational company , The motivations for internationalization , The arrival of the 'global' firm , Key influences on strategy and structure in MNCs.	3, 4
4	Global integration: The case for global HRM integration, Tools of global HRM integration, Achieving global HRM integration.	4, 5
5	The transfer of HR practices in MNCs: The 'diffusability' of employment practices, The hierarchy of economies and the diffusion of practices, Corporate characteristics promoting and hindering diffusion, The process of diffusion.	5
Section B		
CLOs		
6	Outsourcing and human resource management: Conceptualizing outsourcing, Employment restructuring and the outsourcing decision, Coordination of HRM across organizational boundaries, The outsourcing of (parts of) the HR function.	6
7	Recruitment and selection of international managers :Key concepts and definitions , Criteria for recruitment , Selection , Diversity issues in international recruitment and selection ,The changing international manager	6, 7
8	International pay and compensation: Convergence versus divergence in compensation practices, Factors influencing international compensation, Pay strategy in MNCs, conformance pressures in a pharmaceutical MNC, Expatriate compensation.	8
9	International corporate social responsibility: The concept of corporate social responsibility, CSR in the multinational enterprise, Managing corporate social responsibility, Corporate social responsibility and human resource management.	9
10	International migration and HRM: International migration: dimensions and trends, What shapes migration? The impact of migration, Worker and trade union responses.	9, 10

Upon successful completion of the course, the students will be able to:		Mapping with PLOs	
Course Learning Outcomes (CLOs)	CLO1	Evaluate the concept of globalization, role of multinational companies (MNCs) in the process of globalization, analyze IHRM in MNCs: the organizational, the national, the regional and the global.	1, 3
	CLO2	Explain the impact of 'home' and 'host' country effects on multinational corporations' (MNCs) human resource practices;	1, 4
	CLO3	Examine the extent to which firms have become globally dispersed; explain why firms expand into other countries;	3, 7
	CLO4	Outline the key drivers of global HRM integration in multinational corporations, identify the tools multinational corporations can use to facilitate global HRM integration, and review how they are used;	1, 9
	CLO5	Examine the features of the host environment that inhibit diffusion, or require that practices be altered to fit local conditions; examine the features of the host environment that inhibit diffusion, or require that practices be altered to fit local conditions;	1, 9, 12
	CLO6	Provide background on outsourcing trends; discuss the HRM issues and choices concerning international outsourcing; examine the ways in which national institutions affect the costs and benefits of different strategic choices by firms;	9, 12
	CLO7	Outline the factors that influence the recruitment and selection of international managers; consider how the recruitment and selection of international managers differ from that of more locally based managers;	1, 3
	CLO8	Explain the factors leading to variations in compensation practices; present MNCs' strategies for dealing with the competing pressures of alignment and conformance; introduce expatriate compensation and discuss the issue of internal equity.	1, 3
	CLO9	Introduce the concept of corporate social responsibility (CSR); provide reasons why companies should engage with this idea and explore how they can do this; examine how CSR differs between countries and why; discuss the implications of the rise of CSR for HRM	1, 3
	CLO10	Examine trends in international migration and the links to the analysis of globalization; familiarize readers with the main debates about the causes of migration; explore the main winners and losers of international migration; assess the human resource management challenges that arise from employing a more diverse workforce.	3, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Problem solving, and scenario analysis, class lectures with PPT slides, articles summarizing, group discussions, class presentations,	Assignments, presentations, case studies.
CLO3	Group discussions, class presentations, problem solving, and scenario analysis.	Presentations, written exams, oral exams, assignments
CLO4	Class lectures with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Presentations, written exams, oral exams, assignments
CLO5	Scenario analysis, articles summarizing, group discussions, class presentations.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO6	Class presentations, problem solving, and scenario analysis.	Oral exams, short essays, case studies, assignments, presentations
CLO7	Articles summarizing, group discussions, class presentations	Written exams, oral exams, assignments, presentations, MCQs,
CLO8	Class lectures with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO9	Real example, class participation, group discussion, problem solving.	Assignments, presentations, short essays, case studies.
CLO10		

Learning Materials

Recommended Readings	Tony Edwards and Chris Rees (2017), International Human Resource Management : Globalization, National Systems and Multinational Companies,3rd Edition
Supplementary Readings	Chris Brewster, Paul Sparrow & et.al. (2018), International Human Resource, 3rd Edition. S. Subba Rao, (2007), International Human Resource, 1st Edition. Peter J. Dowling, Marion Festing and Allen D. Engle, Sr., International Human Resource Management, 6th Edition.

Course Code: 0421 25 Law 3151	Year: Third	Term: First
Course Title	Commercial Law	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The goal of this course is to provide managers with increased knowledge concerning important legal and ethical issues in business. The intent is for students to engage in thoughtful, critical analysis about the law, how it works, how it is used to resolve disputes, and how it affects every-day business decision-making. Besides, this course is designed to improve ability to recognize and manage legal risks in business decision making and to introduce legal processes and substantive legal topics affecting business, including employment relationships, business formation, international law, contracts, etc. Furthermore, the learning outcome will help to develop students understanding regarding legal issues in business will lead to better decision-making, just as does an understanding of fundamental issues.	

Course Contents		CLOs
Section A		
1	Law of Contract: Definition, Essential Elements of Contract, Classification of Contracts, Offer and Acceptance, Consideration Capacity, Free Consent, Contract Made Through Agents, Remedies for Breach of Contracts.	1, 2
2	Partnership Act: Definition of Partnership, Essential Elements of Partnership, Formation of Partnership, Relation of Partners and Their Powers, Rights and Duties, Dissolution of Partnership and Its Consequence.	1, 2
3	Sale of Goods Act: Definition, Essential Elements of Contract for The Sale of Goods, Stipulation of Sale-Transfer of Ownership, Goods and Their Classification, Meaning of Price, Conditions and Warranties, Passing of Property In Goods, Transfer of Title by Non-Owners, Performance of a Contract of Sale, Unpaid Seller and His Rights, Remedies For Breach of Contract	2, 3
4	Negotiable Instrument Act: Definition and Nature of Negotiable Instrument, Types of Negotiable Instruments, Rights and Liabilities of Different Parties of Negotiable Instruments, Dishonor of Negotiable Instruments.	3, 4
Section B		CLOs
5	Carriage of Goods Act: Carriage of Goods by Road, Laws Relating to Goods by Road, Sea and Air.	4, 5
6	Consumer Protection Act: Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers.	4, 5, 7
7	Insolvency Act: Insolvent and Its Nature, Effects of Insolvency and Discharge of Liability.	4, 5, 7
8	Company Act: Definition, Features, Classification and Formation of Companies, Memorandum of Association, Articles of Association, Commencement of Business, Management and Winding Up of Company.	4, 5, 7
9	Contracts of Bailment and Pledge: Introduction, Bailment and its Kinds, Definition of Bailment ,Kinds of Bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-Owners, Pledgor and Pledgee.	4, 5, 6, 7

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Understand basic elements of contract, offer and acceptance, consideration capacity, free consent.	1, 4, 9, 11
	CLO2	Conceptualize partnership, rights and duties, dissolution of partnership and its consequence.	4, 8, 9, 10
	CLO3	Understand and narrate essential elements of contract for the sale of goods, stipulation of sale-transfer of ownership, goods and their classification.	2, 5, 9, 12
	CLO4	Comprehend nature of negotiable instrument, Types of negotiable instruments, Rights and liabilities of different parties of negotiable instruments.	3, 5, 7, 11, 12
	CLO5	Know the basic carriage of goods by road, laws relating to goods by road, sea and air.	1, 2, 6, 04
	CLO6	Understand features and classification of companies, formation, memorandum and articles of association, commencement of business	2, 4, 9, 10
	CLO7	Comprehend bailment and its kinds, definition of bailment, kinds of bailment, bailor and bailee, termination of bailment, finder of lost goods, pledge or pawn, pledge by non-owners, pledgor and pledgee.	3, 5, 9, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Problem solving, and scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations,	Short essays, written exams, oral exams, assignments, presentations, MCQs, case studies.
CLO3	PPT slide based practical lecture, analysis of current economic context of the country.	MCQs, short essays, case studies, written exams, oral exams, assignments, presentations.
CLO4	Group discussions, class presentations, problem solving, and scenario analysis. class lecturers, articles summarizing.	Presentations, oral exams, assignments, MCQs,
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO6	Scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Oral exams, MCQs, assignments, presentations, short essays, case studies.
CLO7	Articles summarizing, problem solving, group discussions, class presentations.	Written exams, assignments, presentations, short essays.

Learning Materials

Recommended Readings	Clarke, M. A., Hooley, R. J., Munday, R. J., Sealy, L. S., Tettenborn, A. M., & Turner, P. G. (2017). Commercial law: Text, cases, and materials. Oxford University Press. Baskind, Eric, Greg Osborne, and Lee Roach., (2016) Commercial Law. Oxford University Press
Supplementary Readings	Benson, Bruce L. (1989): "The spontaneous evolution of commercial law." Southern economic journal 644-661. Saleem, Muhammad Yusuf. (2012), Islamic commercial law.

Course Code: 0311 25 Econ 3153		Year: Third	Term: First
Course Title	Labor Economics		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course intends to provide knowledge about theories involving the equilibrium in context of wage earners. It also explains the role of government in determining labor supply, wage rate and other labor related issues. The dynamics of employment and unemployment is also a major concern in the design of this course.		

Course Contents		CLOs
Section A		
1	Labor Factor in the Development of Economic Thought: Introduction to Economics-Some Basic Concepts and Methodology, Introduction to Labour Economics and Personnel Economics, Labor in Classical and Neoclassical Economics, Concept of Market and Major Markets in an Economy, Demand and Supply Analysis, Demand and Supply in a Labour Market, Concepts of Elasticity and Use of Labour Demand Elasticity.	1
2	Individual and Aggregate Labor Supply and Labor Demand: Theories of Individual Labor Supply and Labor Demand, Aggregate labor supply analysis, Hours of work and contingent labor market trends, Problems in aggregating labor demand, Production analysis and concept of marginality, Firm level cost concepts, Use of marginal revenue and marginal cost in determining work force.	1, 4
3	Wage Determination, Wage Structure and Wage Differentials: Concepts of Wages, Wage Theories and Reality, Wage Discrimination, Wage Determination under Different Market Structure, Wage Bargaining and Wage Determination under Collective Bargaining. Executive and Alternative Pay Trends, Wages and Productivity, Competitive and Institutional, Short and Long Run Trends in Productivity, Productivity-Wage Relationships in Postwar Period.	3
4	Benefits, Labor Mobility and Migration, Labor Market: Discrimination and Poverty, Determinants of labor mobility and migration, Offshoring-On shoring trends and H-1B Visa policies, Dimensions, theories, and trends in labor market discrimination.	1, 2
Section B		CLOs
5	Government and Labor Markets: Labour Force Composition, Occupational Distribution of Labour, Employment Theory-Determinants of Employment, Public Policy and Employment. Growth and Composition of Labour Force in Bangladesh, Characteristics of Bangladesh Employment Market, Bangladesh Labour Policy	2, 4
6	Analysis of Employment and Unemployment: Determinants of employment and unemployment, Measurement issues, International comparisons, Unemployment Insurance, Job Search and Frictional Unemployment, Structural vs. Cyclical Unemployment, Trade and Offshoring issues, Relationship between structural and cyclical.	4
7	Relative Income Distribution: Measurement, Causes, Trends, and Theories & Debates: Review of sources, data and methods for estimating inequality, Distinguishing Earnings vs. Income vs. Wealth inequality, Policy-based determinants of income inequality, disaggregating the Data.	3
8	Personnel Economics: Applications of Economic Concepts in Human Resource Management, Outsourcing or Permanent Appointment, Investing in Human Capital, Employment Event Analysis.	2

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	To understand the role of labor in global economic trend.	2, 3
	CLO2	To discuss different types of labor benefits, labor mobility & migration, labor market etc.	2, 3
	CLO3	To understand the role of trade unions along with collective bargaining in securing labor interests	2, 3, 5
	CLO4	To understand how governments become influential in labor market dynamics.	3, 5, 10

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO2	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CLO3	Class lecturers, group discussions, class presentations, problem solving.	Written exams, short essays, case studies.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.

Learning Materials

Recommended Readings	George J. Borjas; Labor Economics, 7th edition; McGraw-Hill; 2016. Ronald G. Ehrenberg, Robert S. Smith; Routledge; Modern Labor Economics: Theory and Public Policy: 2017.
Supplementary Readings	Campbell McConnell, Stanley Brue, David Macpherson; Contemporary Labor Economics: 11th edition; McGraw-Hill Education; 2016. Pierre Cahuc, Stéphane Carcillo, André Zylberberg; Labor Economics: 2nd edition; The MIT Press; 2014. Michael Parkin; Economics, 10th Edition: Prentice Hall Paul Samuelson, William Nordhaus; Economics ,19th edition: McGraw-Hill/Irwin

Course Code: 0314 25 Soc 3155		Year: Third	Term: First
Course Title	Industrial Sociology		
Course Status	Optional		
Credit	3.0		
Prerequisite(s)	None		
Rationale	This course explains the value of using the sociological imagination to understand the nature of institutions of work, organizations, occupations, management and employment and how they are changing in the twenty- first century.		

Course Contents		CLOs
Section A		
1	Studying work, society and organization: People, work and society, social organization, work organizations and thinking about work sociologically, sociology and the historical coming to terms with industrialization, contemporary sociology and the informing of democratic choices about work, continuing challenge, sociology and the future of work, sociology as science, theory, work and society concepts, definitions and theories, a range of research methods, methodological assumptions.	1,2
2	Analyzing work and organization: scientific management, human relations and negotiated orders: Scientific management, Psychological humanism, Emile Durkheim, Human relations and the Hawthorne studies, Systems thinking in the sociology of work and organization, Corporate cultures, The Chicago school and symbolic interactionism, Organizations as negotiated orders, Ethnomethodology.	2,1
3	Analyzing work and organization: institutionalism, labor process and discourse analysis: Max Weber, Orientations to work, Institutional theories of organization and the social construction of reality, Marx and Engels, Marxian industrial sociology and labor process analysis, Postmodernism, Post-structuralist labor process thinking, Foucault, discourse and human subjectivity, Sociology, discourses and working lives.	2,1
4	Work, organization and globalization: The nature of modern societies, The emergence of industrial capitalism-From feudalism to capitalism, Protestantism and the spirit of capitalism, Social groups and the rise of industrialism, Industrialization and the changing division of labor, Technology, science and social change, Post-industrialism and the information society, Post-Fordism, Flexible specialization Postmodernity, McDonaldisation and the blurring of the manufacturing–service distinction, Globalization in perspective	2,3
Section B		CLOs
5	The occupational principle and the social organization of work: The occupational principle of work structuring, Occupational structure, class, status and inequality, Occupations in a changing class structure, Labor market segmentation and non-standard employment, Part-time and temporary work, Home and teleworking, Work outside employment, Self-employment, Paid work in the informal economy, Domestic work, Voluntary work, Women, men and work, Explaining patterns of gender inequality, Ethnicity and work.	4,1
6	Culture, work orientations and the experience of working: Work, meaning and culture, Entering work, Choice and opportunity structures, Class, family and educational influences, Work and satisfaction, Technology, work experience and alienation, Work orientations: variations, dynamics and the negotiation of implicit contracts, Dynamic work orientations and changing worker priorities, Dynamic work orientations and the negotiation of implicit contracts, Patterns of work orientation and experience within the organizational hierarchy, Women's preferences, choices and work orientations.	5
7	Conflict, mobilization and regulation at work: Conflict and co-operation at work, Industrial relations and the sociology of work and industry, Analyzing conflict at work, Frames of reference, Free market thinking, Unitary thinking, Pluralist analyses, Radical/critical perspectives, Contradictions and conflicts, Effort bargains, fragile implicit contracts and the inevitability of grievances, The mobilization of interests, Coalitions and interests, Trade unions and collective bargaining, Changing patterns of employer–union relation.	6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Differentiate 'work' from other human activities and endeavors.	1, 4, 7
	CLO2	Map and make sense of the variety of different sociological approaches to work and its organization.	1, 5, 4
	CLO3	Find out distinctive characteristics of the industrial capitalist type of society and economy which is dominant in the modern world.	4, 8, 10
	CLO4	Examine how occupational principle of the structuring of work survive alongside the organizational principle.	3, 8,9
	CLO5	Know how the meaning of work vary across historical periods and societies.	1, 7, 12
	CLO6	Conceptualize and analyze the wide range of conflicts and conflict behaviours which occur across the range of work situations.	5, 6, 7

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation,	Oral/Written Exam, Assignment
CLO2	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO3	Lecture, PowerPoint Presentation,	Presentation, Case Analysis
CLO4	Lecture, PowerPoint Presentation,	Oral/Written Exam, Assignment
CLO5	Lecture, PowerPoint Presentation,	Oral/Written Exam, Assignment
CLO6	Interactive Discussion, Case Study	Case Analysis, Group Work

Learning Materials

Recommended Readings	Watson, T.J. :Sociology,Work and Organisation, 6th Edition
Supplementary Readings	Brown, R., Child, J. &Parker, S. R.: The Sociology of Industry, 1st Edition

Course Code: 0388 25 DS 3157	Year: Third	Term: First
Course Title	Development Policies and Strategies for Bangladesh	
Course Status	Optional	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course intends to cover three main elements of economic and strategic planning: Conducting Strategic Analysis; Developing Strategic Direction and Implementing Strategic options.	

Course Contents		CLOs
Section A		
1	Introduction: Definition of development plan and planning; Types; Review of the Key Development Policies in global south; Foundations for effective development Policy	1,2
2	Planning Process and Tools: Steps; Monitoring and Evaluation for Development Results; Tools for Development and Planning; Stakeholder Analysis	3,4
3	Planning Models and Techniques: Input-Output Analysis; Social Accounting Matrix; Computable General Equilibrium Model; Cost-Benefit Analysis; Logical Framework Approach	1,3
4	Development Planning in Bangladesh: Bangladesh Planning Commission: divisions and functions; planning process of ADP in Bangladesh; Five Year Plan; perspective plan; Vision 2021; Vision 2041; Bangladesh Delta Plan 2100.	1,3
Section B		
CLOs		
5	Development Management: Basic Concepts; Elements; Approaches; structure and process of development management in Bangladesh; role of democracy and decentralization	3, 4
6	Development Strategies and Macro policies: Development policy actors; policy as a process and its tools; macroeconomic policies and development finance; foreign trade and Direct Investment; capital movements; development policies; reform and outcomes in Bangladesh	1,2,3
7	National Sustainable Development Strategy: Background; Global processes and Bangladesh; principles of formulating NSDS; sustainable development vision; strategic framework; challenges of sustainable development	3,4
8	Development Administration: Meaning; Features; development administration in Bangladesh; Performance Evaluation	1,3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Conduct a strategic analysis of an organization or an economy	1, 2, 3, 7, 10
	CLO2	Utilize several models for strategic analysis	4, 10, 11, 12
	CLO3	Identify key issues and distil the implications for economic development in Bangladesh	2, 3, 6, 09
	CLO4	Identify pitfalls of strategic implementation and current best practice to overcome them build an implementation plan for executing a defined strategy	3, 4, 5, 08

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture and Team Teaching	Quiz and Class Test
CL02	Problem-based Learning and Presentation	Assignment and Final Exam
CL03	Lecture and Group Discussion	Viva voce and Final Exam
CL04	Lecture and Group Discussion	Viva voce and Final Exam

Learning Materials

Recommended Readings	Bhatt, V. V.: Development Perspectives: Problems; Strategies; and Policies. Franklin Book Co; 1st Edition Singh, K. Shishodia, A. Rural development: Principles; policies; and management. SAGE Publishing India; 2016 Sep 30.
Supplementary Readings	Smith, A. Krueger A.B. The wealth of nations (Bantam Classics). Bantam Cla edition. 1776. Sen, A. Resources; values and development. Harvard University Press; 1997.

Course Code: 0321 25 MCJ 3159		Year: Third	Term: First
Course Title	International Relations		
Course Status	Optional		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course will look at the international political and economic system, opportunities, challenges and threats. It will focus on the recent situation and issues of International era. This course works on history, culture, politics, technological achievement, power balance, government policies, foreign policy and bilateral relationships.		

Course Contents		CLOs
Section A		
1	Principles of International Relations: Definition, History, Nature, Scope, Importance, International Relation Theories	1, 2
2	International Power Relations: National Power, Power Balance, Geo-Politics and Collective Security, International Financial System	1, 2, 3
3	International Law and Treaty: Vienna Convention, Geneva Convention, International Human Rights Law, Customary Law, Law of the Sea, United Nations Charter, Contemporary Important Law and Treaties	1, 2
4	History of the World: War in Asia, Europe and North America, First World War, Second World War, Cold War and Contemporary Important War	3, 4
Section B		
5	International Diplomacy, Strategies and Politics: Definition, Type, Goal, and Importance of Diplomacy, Negotiations, Comparative Foreign Policy, String of Pearls and Necklace of Diamond Strategy, Politics with Economics, Development, Media and Other Important Issues.	1, 2, 3
6	Bilateral Relation with Bangladesh: Bilateral relationships Between Bangladesh and India, China, USA, Russia, Japan, South Asia, Middle East and Muslim World, South East Asia, Europe, Africa and Important Country.US and China, US and India, US and Russia, India and China, US and EU, US, EU and Middle East, Russia and EU, Saudi and Iran, and Other Bilateral Relations.	1, 3
7	Problems and Issues: Palestine Problem and the Middle East, Kashmir Issue, , Ukraine-Russia Crisis, The Arab Spring, Rohingya Crisis, Strait of Hormuz, Strait of Gibraltar and Ceuta, Suez Canal, Panama Canal, South China Sea, Falkland Islands, Armenian- Azerbaijani Clashes, Tibet Issue, Blue Economy and Water Politics, Oil Politics, Terrorism, Climate Change, Refugees, Migration, Recent Problems and issues.	1, 2
8	International Organizations: United Nation, NATO, EU, G-7, Commonwealth, African Union, OIC, Arab League, APEC, SAARC, World Economic Forum, and Other Organizations	2, 3, 4
9	International Diplomacy, Strategies and Politics: Definition, Type, Goal, and Importance of Diplomacy, Negotiations, Comparative Foreign Policy, String of Pearls and Necklace of Diamond Strategy, Politics with Economics, Development, Media and Other Important Issues.	1, 2, 3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Explain the history of world and various conflict situations	1, 2, 7, 10
	CLO2	Analyze the government policies, problems and regional issues	2, 05
	CLO3	Follow the bilateral relationships among different nations	3, 10, 12
	CLO4	Respond in the time of international crisis	11,3

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture	Quiz and Continuous Assessment
CL02	Lecture and Presentation	Continuous Assessment, Assignment and Final Exam.
CL03	Lecture and Presentation	Continuous Assessment, Assignment and Final Exam.
CL04	Lecture and Group Discussion	Viva voce and Final Exam.

Learning Materials

Recommended Readings	<p>Devetak, R., George, J., & Burke, A (Eds.). (2017). An introduction to international relations. Cambridge University Press.</p> <p>Scheinflug, C., & Walters, R., (2017). International Relations Theory, E-international Press.</p> <p>Wendt, A. E. (1987). The agent-structure problem in international relations theory. <i>International organization</i>, 41(3), 335-370.</p>
Supplementary Readings	<p>LSE,Epic History, Geo History Youtube Channel</p> <p>International Relation website</p> <p>Recent National and International Research</p>

Third Year Second Term			
Course Code: 0413 25 HRM 3201		Year: Third	Term: Second
Course Title	Cost and Management Accounting		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	This course is designed to provide the students with the knowledge of accounting and cost minimization in a business organization.		

Course Contents		CLOs
Section A		
1	An Introduction to Cost Terms and Purposes: Costs and Cost Terminology, Direct Costs and Indirect Costs, Cost-Behavior Patterns, Variable Costs and Fixed Costs, Total Costs and Unit Costs, Business Sectors, Types of Inventory, Inventorial Costs, and Period Costs, Illustrating the Flow of Inventorial Costs and Period Costs, A Framework for Cost Accounting and Cost Management.	1,2
2	Cost-Volume-Profit Analysis: Essentials of CVP Analysis, Breakeven Point and Target Operating Income, Target Net Income and Income Taxes, Using CVP Analysis for Decision Making, Sensitivity Analysis and Margin of Safety, Effects of Sales Mix on Income, CVP Analysis in Service and Not-for-Profit Organizations, Contribution Margin Versus Gross Margin.	2,3
3	Job Costing: Job-Costing and Process-Costing Systems, Job Costing: Evaluation and Implementation, General Approach to Job Costing Using Normal Costing, Actual Costing, A Normal Job-Costing System in Manufacturing, Budgeted Indirect Costs and End-of-Accounting-Year Adjustments, Variations from Normal Costing: A Service-Sector Example.	3
4	Master Budget and Responsibility Accounting: Budgets and the Budgeting Cycle, Advantages and Challenges of Implementing Budgets, Developing an Operating Budget, Financial Planning Models and Sensitivity Analysis, Budgeting and Responsibility Accounting, Human Aspects of Budgeting, Kaizen Budgeting, Budgeting in Multinational Companies.	3,4
Section B		CLOs
5	Strategy, Balanced Scorecard, and Strategic Profitability Analysis: What Is Strategy, Strategy Implementation and the Balanced Scorecard, Strategic Analysis of Operating Income.	5
6	Process Costing: Case 1: Process Costing with No Beginning or Ending Work-in-Process Inventory, Case 2: Process Costing with Zero Beginning and Some Ending Work-in-Process Inventory, Case 3: Process Costing with Some Beginning and Some Ending Work-in-Process Inventory, Transferred-In Costs in Process Costing, Hybrid Costing Systems.	6,7
7	Performance Measurement, Compensation, and Multinational Considerations: Financial and Nonfinancial Performance Measures, Accounting-Based Measures for Business Units, Choosing the Details of the Performance Measures, Target Levels of Performance and Feedback, Performance Measurement in Multinational Companies, Distinguishing the Performance of Managers from the Performance of Their Subunits.	7,8
8	Planning and Controlling Labor Cost: Time Keeping, Labor Turnover, Job Evaluation and Merit Rating, Method of Remuneration, Time Rate System, Graduated Time Rate System, Taylor's Differential Piece Rate System, Straight Piecework Plan, 100 Percent Bonus Plan, Group Bonus Plan, Falncy and Rowan Remuneration Plan etc. Overtime Payment, Idle Time Payment, Recording Labor Cost.	8,3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Describe a framework for cost accounting and cost management.	2, 4, 5, 07
	CL02	Understand how operating income changes with changes in output level, selling prices, variable costs, or fixed costs.	1, 4, 11
	CL03	Track the flow of costs in job-costing system.	1, 2, 5, 08
	CL04	Prepare the operating budget and its supporting schedules.	1, 4, 05
	CL05	Recognize which of two generic strategies a company is using and understand the four perspectives of the balanced scorecard.	4, 8,9
	CL06	Understand the basic concepts of process costing and identify the situations in which process-costing systems are appropriate.	7, 11, 12
	CL07	Examine accounting-based measures for evaluating a business unit's performance.	2,5, 06
	CL08	Understand the ways of monitoring and controlling labor cost.	6, 11, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CL02	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CL03	Interactive Discussion, Case Study	Presentation, Case Analysis, Group Work
CL04	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment,
CL05	Lecture, PowerPoint Presentation	Assignment, Presentation
CL06	Interactive Discussion, Case Study	Case Analysis, Group Work
CL07	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CL08	Lecture, PowerPoint Presentation	Assignment, Presentation

Learning Materials

Recommended Readings	Reddy, T.S.& Reddy, Y.H.P. :Cost and Management Accounting Gupta, R.K. & Khosla, D. :Cost and Management Accounting
Supplementary Readings	Arora, M.N. &Katyal, P. :Cost and Management Accounting

Course Code: 0413 25 HRM 3203	Year: Third	Term: Second
Course Title	Bank Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	It covers the fundamentals of bank management, banking services, lending procedures, assets and liabilities management, central bank polices and international banking systems.	

Course Contents		CLOs
Section A		
1	Overview of Banks and Their Services: Banks, Service of Traditional Banks, Service of Modern Banks, Historical Evolution of Banking, Trends in Modern Banking, General Structure of Banking Organization, E-Banking, Concepts of Economic System and Financial System, Function of Financial System, Concept of Financial Intermediaries, Bank as a Financial Intermediaries. General Banking Activities.	1
2	Lending Policies And Procedures: Types of Loan, Bank's Rating of Loans, Written Loan Policy, Steps in Lending Process, Characteristics of a Good Loan, Typical Loan Agreement, Loan Overview, Investment Functions in Banking, Investments Instruments of Banks, Money Market Instruments, Capital Market Instruments, Recently Developed Investment Instruments, Factors Affecting Banker's Choice of Investment Instruments, Maturity Strategy and Tools.	1,2
3	Performance Evaluation of Banks :Balance Sheet of Banking Organization, Income Statement, Bank's Assets, Bank's Liabilities, Fund-Flow Statements, Capital-Account Statements, Value of a Bank, Profitability Ratio Analysis, Breaking Down Analysis of Ratios, Measuring Risk in Banking.	3,4
Section B		
4	Assets and Liabilities Management of Banks: Assets, Liabilities and Fund Management Strategies, Concept of Duration, Duration and Hedging Against Interest Rates, Duration Gap Management, Interest Sensitive Gap Management and its Limitations.	4,5
5	Financial Leasing: Lease and Types of Lease, Accounting for Leases, Setting Lease Rates, To Lease or Not Lease, Net Advantages of Leasing.	5,6
6	Central Banking and Bank Regulation: Role of Central Bank, Money Stock Determination, Central Bank and Monetary Policy, Methods of Credit Control, Qualitative and Quantitative, Open Market Operation, Money Multiplier, Multiplier Impact Through Central Banking Operation, Regulating Strategies of Modern Central Banking, Roles of Regulation, Advantages and Disadvantages of Regulation.	7
7	International Banking: Types of Foreign Banking Organization: Representative Office, Agency Offices, Branch Office, Subsidiaries, Joint Venture, and International Banking Act, Services in International Markets: FOREX, Foreign Currency Risk Hedging, Currency Risk Management Techniques: Forward Contracts, Future Contracts, Options, Warrants, Swaps, International Loan and Risk Management. Foreign Exchange Operations.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Know the basic concept of bank, banking services, e-banking and how the bank works as a financial intermediary.	1, 02
	CLO2	Analyze the money lending procedures and how to make a good loan agreement.	1, 2, 4
	CLO3	Know how the bank deals with the instruments of money market and capital market.	4, 5
	CLO4	Analyze the bank's income statement, balance sheet statement and ratios.	6, 8,9
	CLO5	Know how to manage the assets and liabilities of a bank in a proper way.	7, 11, 12
	CLO6	Know the financial leasing systems, leasing rates and take the leasing decisions.	2, 5, 6
	CLO7	Analyze the rules and regulations set by the central banks to regulate the commercial banks.	6, 11, 12
	CLO8	Know how the international banking system works and how to maintain the risk in international bank loan.	5, 6, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO2	Interactive Discussion, Case Study	Case Analysis, Group Work, Presentation
CLO3	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO4	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO5	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO6	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO7	Interactive Discussion, Case Study	Presentation, Case Analysis, Group Work
CLO8	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment

Learning Materials

Recommended Readings	Rose, P. S. :Commercial Bank Management, 5th Edition
Supplementary Readings	Rose, P. S. &Hudgins, S.C. :Bank Management & Financial Services, 9th Edition Hempel, G. H. &Simonson, D. G. :Bank Management: Text and Cases, 5th Edition

Course Code: 0413 25 HRM 3205		Year: Third	Term: Second
Course Title	HR Compliance		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	This course has been designed to address the contemporary compliance issues so that the learners will be able to acquire necessary knowledge, skills and abilities to handle business compliance as per international and national standards, laws, rules and Codes of Conducts (COC).		

Course Contents		CLOs
Section A		
1	Introduction to HR Compliance: Meaning, Evolution, Types, and Major Challenges of HR Compliance, Parties Involved in Compliance, Importance of Compliance in Export Oriented Businesses, Career in HR Compliance.	1,2
2	Employment Laws and Compliance: Important Issues in Labor Acts and Labor Rules Related to Compliance Such as Classification of Workers, Period of Probation, Termination of Employment, Punishment for Misconduct, Disciplinary Procedure, Working Hours & Leave, Wages & Payment, Maternity Benefit, Law Related to Safety & Health, Workers' Compensation for Injury by Accident, Trade Union & Industrial Relations, Introduction to Laws Relating to Fire Safety.	1,2
3	Service Rules and Compliance: Concept of Organizational Service Rules, Difference Between Service Rules and Employment Laws, Contents of Service Rules, Legal Procedure of Developing and Maintaining Service Rules.	1,2,3
4	Industrial Health, Safety, Welfare and Environment: Fundamentals of Occupational Safety, Health & Welfare, Fundamentals of Labor Welfare in RMG Sector, Prevention of Accident, Measurement of Accident, Exercise on "Accident Measurement", Electrical Safety & PPE, Fire Safety in RMG Sector, ETP and Chemical Safety in Industries, C-TPAT (Customs Trade Partnership against Terrorism).	4
Section B		CLOs
5	Social Compliance and International Standards: Introduction to Social Compliance, Introduction to Corporate Social Responsibility (CSR), Total quality management (TQM), Social Compliance & Productivity, ISO 9001 & Quality Management System Standard, Innovation & Creativity Management , Competency Requirement for Compliance Manager, Comparison among different Buyers' Standards/ Code of Conduct.	4,5
6	ILO and International Labor Standards: Introduction to ILO and ILS, Importance of International Labor Standards for All HR Leaders, ILS Compliance Issues, State Law and ILS, Decent Work Country Programme: Bangladesh 2017-2020, Eliminating child labour and the worst forms of child labour, Strengthening social dialogue and mainstreaming decent work, Promoting gender equality in the world of work.	4,5,6
7	Social Audit & SA8000: Introduction to Social Accountability International (SAI), Fundamentals of Social Audit in RMG Sector, Fundamentals of SA 8000 and Requirement of Social Standards, Relevant SA8000 Definitions, Child Labor, Force & Compulsory Labor, Health & Safety, Freedom of Association, Discrimination & Disciplinary Practices, Working Hour, Remuneration, Management Systems in SA8000, WRAP & BSCI.	7,8
8	Practical Social Audit: Handling audit checklist and documentation procedure for audit, Identification of non-compliances, recommendations, development of a Corrective Action Plan (CAP), Workplace Cooperation and dialogue practices for RMG factories development, Audit Report Writing.	7,8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Understand the basics of social compliance and sustainability.	1, 2, 03
	CLO2	Relate the issues of labor laws with compliance.	2, 4, 05
	CLO3	Design service rules and implement accordingly.	6, 8,9
	CLO4	Identify the significant health, safety, welfare, and environmental issues.	1, 11, 12
	CLO5	Understand the international standards practices related HR Social Compliance.	2, 5, 06
	CLO6	Recognize nature and importance of ILO in designing and implementing International Labor Standards.	6, 11, 12
	CLO7	Gather necessary knowledge on Social Accountability Audit.	4, 9, 11
	CLO8	Conduct practical social audit and write audit report.	1, 5, 06

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment,
CLO2	Lecture, PowerPoint Presentation	Oral/Written Exam, Presentation
CLO3	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment,
CLO4	Interactive Discussion, Case Study	Presentation, Case Analysis, Group Work
CLO5	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment,
CLO6	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment,
CLO7	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment,
CLO8	Interactive Discussion, Case Study	Presentation, Case Analysis, Group Work

Learning Materials

Recommended Readings	Blokdyk, G.: HR Compliance A Complete Guide - 2021 Edition.
Supplementary Readings	Hartsfield, W.E.: HR Audit: How to evaluate your personnel policies and practices. Latest Edition.

Course Code: 0413 25 HRM 3206		Year: Third	Term: Second
Course Title	Sessional of HR Compliance		
Course Status	Core		
Credit	1.0		
Prerequisite(s)	None		
Rationale	This course has been designed to let the students gain practical knowledge, skills and abilities in order to handle business compliance as per international and national standards, laws, rules and Codes of Conducts (COC).		

Course Contents		CLOs
1	Application of Employment Laws and Compliance: Important Issues in Labor Acts and Labor Rules Related to Compliance Such as Classification of Workers, Period of Probation, Termination of Employment, Punishment for Misconduct, Disciplinary Procedure, Working Hours & Leave, Wages & Payment, Maternity Benefit, Law Related to Safety & Health, Workers' Compensation for Injury by Accident, Trade Union & Industrial Relations, Introduction to Laws Relating to Fire Safety.	1,2
2	Service Rules and Compliance: Concept of Organizational Service Rules, Difference Between Service Rules and Employment Laws, Contents of Service Rules, Legal Procedure of Developing and Maintaining Service Rules.	1,2,3
3	Observing Industrial Health, Safety, Welfare and Environment: Fundamentals of Occupational Safety, Health & Welfare, Fundamentals of Labor Welfare in RMG Sector, Prevention of Accident, Measurement of Accident, Exercise on "Accident Measurement", Electrical Safety & PPE, Fire Safety in RMG Sector, ETP and Chemical Safety in Industries, C-TPAT (Customs Trade Partnership against Terrorism).	4
4	Complying with ILO and International Labor Standards: Introduction to ILO and ILS, Importance of International Labor Standards for All HR Leaders, ILS Compliance Issues, State Law and ILS, Decent Work Country Programme: Bangladesh 2017-2020, Eliminating child labour and the worst forms of child labour, Strengthening social dialogue and mainstreaming decent work, Promoting gender equality in the world of work.	4,5,6
5	Social Audit & SA8000: Introduction to Social Accountability International (SAI), Fundamentals of Social Audit in RMG Sector, Fundamentals of SA 8000 and Requirement of Social Standards, Relevant SA8000 Definitions, Child Labor, Force & Compulsory Labor, Health & Safety, Freedom of Association, Discrimination & Disciplinary Practices, Working Hour, Remuneration, Management Systems in SA8000, WRAP & BSCI.	7,8
6	Practical Social Audit: Handling audit checklist and documentation procedure for audit, Identification of non-compliances, recommendations, development of a Corrective Action Plan (CAP), Workplace Cooperation and dialogue practices for RMG factories development, Audit Report Writing.	7,8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Apply the basics of social compliance and sustainability.	1, 2, 07
	CLO2	Relate the issues of labor laws with compliance.	2, 4, 10
	CLO3	Design service rules and implement accordingly.	4, 8,9
	CLO4	Identify the significant health, safety, welfare, and environmental issues.	1, 7, 12
	CLO5	Understand the international standards practices related HR Social Compliance.	1, 2, 6
	CLO6	Recognize nature and importance of ILO in designing and implementing International Labor Standards.	4, 6, 12
	CLO7	Gather necessary knowledge on Social Accountability Audit.	2, 4, 9
	CLO8	Conduct practical social audit and write audit report.	1, 6, 10

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Interactive Discussion, Case Study	Assignment, Case Analysis, Group Work
CLO2	Interactive Discussion, Case Study	Assignment, Case Analysis, Group Work
CLO3	Interactive Discussion, Case Study	Assignment, Presentation, Group Work
CLO4	Interactive Discussion, Case Study	Presentation, Case Analysis, Group Work
CLO5	Industry / Factory Visit	Oral Exam, Assignment, Group Work
CLO6	Industry / Factory Visit	Oral Exam, Assignment, Group Work
CLO7	Industry / Factory Visit	Oral Exam, Assignment, Group Work
CLO8	Industry / Factory Visit	Oral Exam, Assignment, Group Work

Learning Materials

Recommended Readings	Blokdyk, G.: HR Compliance A Complete Guide - 2021 Edition.
Supplementary Readings	Hartsfield, W.E.: HR Audit: How to evaluate your personnel policies and practices. Latest Edition.

Course Code: 0413 25 HRM 3207	Year: Third	Term: Second
Course Title	Career Planning and Development	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course provides students with an opportunity to explore the skills, interests and values most likely to build up the career perfectly.	

Course Contents		CLOs
Section A		
1	Introduction To The Study of Career: Definition, the Changing Landscape of Work, Career Concepts, Understanding Career Management.	1,2
2	Model of Career Management and its Applications: Overview of The Career Management Model, Theory and Research on The Career Management Model, Career Management as an Ongoing Process, Indicators of Effective Career Management, Guidelines to Career Exploration, Types of Career Exploration, Techniques for Effective Self-Exploration Programs, Informal Self-Exploration, Career Goal Setting, Implications of Setting Goal for Organizations and Their Employees, Career Strategies, Career Appraisal, Career Management, A Blend of Formal And Informal Activities.	1,2,3
3	Career Development-An Overview: Adult Life Development, Stages of Career Development, Difficulties in Applying a Career-Stage Perspective.	2,3
4	Occupational Choice, Preparation for Work, Organizational Entry, Early Career Establishment and Achievement: Theories of Occupational Choice, Guidelines For Effective Occupational Decision Making, Establishment Period: Organizational Actions During Establishment, Individual Actions During Establishment; Achievement Period: Organizational Actions During Achievement, Individual Actions During Achievement.	3,4
Section B		CLOs
5	Middle and Late Career Issues: Middle Career, Remaining Productive Growth, Maintenance, or Stagnation, Organizational Actions During Mid-Career, And Individual Actions During Mid-Career, Late-Career, Organizational Actions During Late-Career, Individual Actions During Late Career.	4,5
6	Job Stress and Intersection of Work and Family Roles: Implications for Career Management: Job Stress, Sources and Consequences of Stress: Coping, Social Support, and Stress, Model of Work-Family Conflict, Work-Family Integration, Two-Career Family, Quality of Life in Two-Career Families, Organizational Responses to Work-Families Issues, Changing the Organization's Work-Family Culture, Career Management and the Quality of Life.	6,7
7	Entrepreneurial Careers: Choosing an Entrepreneurial Career, Support for the Entrepreneurial Career, Characteristics and Experiences of Female and Minority Entrepreneurs, Selecting and Managing Entrepreneurial Career.	8
8	Human Resource Support Systems: Integration of Career Management With Human Resource Systems, Illustrations of Career-Oriented Human Resource Systems.	9

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Analyze and apply career concepts for the development of one's career in HR sector.	1, 2, 12
	CLO2	Analyze and evaluate applications of the career management model: a guide to career exploration, explain techniques for effective self-exploration programs.	3, 7, 08
	CLO3	Explain applications of the career management model: goals, strategies, and appraisal.	2, 04
	CLO4	Apply guidelines for effective occupational decision making.	4, 8,9
	CLO5	Analyze organizational actions during mid-career, and apply organizational actions during late-career.	7, 11, 12
	CLO6	Explain and evaluate sources and consequences of stress.	2, 4, 06
	CLO7	Explain intersection of work and family roles, implications for career management, evaluate quality of life in two-career families.	6, 11, 12
	CLO8	Develop their career as an entrepreneur.	2, 4, 11
	CLO9	Integrate career management with human resource systems.	1, 4, 06

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO2	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO3	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO4	Lecture, PowerPoint Presentation	Oral/Written Exam, Presentation
CLO5	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO6	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO7	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO8	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO9	Lecture, PowerPoint Presentation	Oral/Written Exam, Presentation

Learning Materials

Recommended Readings	Greenhaus, J. H. :Career Management, 4th Edition Garnes by, S. :Career Planning & Development: The Path Toward Your Dream Job
Supplementary Readings	Jonathan, P.W.: Career Planning, Development, and Management, 1st Edition

Course Code: 0413 25 HRM 3209	Year: Third	Term: Second
Course Title	Performance Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course has been designed to help the students draw up performance plan, appraise performance and identify situations requiring feedback and pitfalls.	

Course Contents		CLOs
Section A		
1	Introduction to Performance Management: Definition of Performance Evaluation; Evolution of Performance Management; Definitions and Differentiation of Terms Related to Performance Management;	1,2
2	What a Performance Management System Should Do? Importance of Performance Management; Linkage of Performance Management to Other HR Processes. Process of Performance Management: Overview of Performance Management Process; Performance Management Process; Performance Management Planning Process; Mid-cycle Review Process; End-cycle Review Process; Performance Management Cycle at a Glance.	1,2
3	Performance Management Planning and Development: Introduction; Performance Management Planning; the Planning Process; Performance Agreement; Drawing up the Plan; Evaluating the Performance Planning Process.	2,3
4	Performance Appraisal: Definitions and Dimensions of PA; Purpose of PA and Arguments against PA; Necessity of Performance Appraisal and its Usage by Organizations; Characteristics of Performance Appraisal; Performance Appraisal Process; Mistakes made by Human Resource Department.	3,4
Section B		CLOs
5	Performance Appraisal Methods: Performance Appraisal Methods; Traditional Methods; Modern Methods; and Performance Appraisal of Bureaucrats – A New Approach.	4,5
6	Performance Appraisal Feedback: Feedback; Role; Types and Principles; Situations Requiring Feedback and Pitfalls; Components of a Feedback and Steps in giving a Constructive Feedback; Levels of Performance Feedback.	5,6
7	360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organizations; Concept of 360-Degree Feedback System; Purpose; Methodology; Ratings; Advantages and Disadvantages of the Method; The Process of 360-Degree Feedback; Operating 360-Degree Appraisal.	7
8	Facilitation of Performance Management System through Automation: Improving Quality of Planning and Design of Performance Management; Improving the Objectivity of Performance Management; Improving Execution Aspects of Performance Management; Automation in Performance Management; Automation Process.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Analyze and develop performance management, narrate and apply linkage of performance management to other HR processes.	1, 2, 12
	CLO2	Explain and apply performance management process.	5, 7, 10
	CLO3	Analyze performance agreement, and narrate evaluating the performance planning process.	4, 5, 10
	CLO4	Explain and apply the terms of performance appraisal in case of HRM.	4, 6, 9
	CLO5	Analyze and apply performance appraisal methods.	7, 11, 12
	CLO6	Explain components of a feedback and steps in giving a constructive feedback.	1, 2, 5
	CLO7	Understand and apply 360-Degree Appraisal.	6, 11, 12
	CLO8	Define automation, develop design of performance management.	5, 10, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO2	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO3	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO4	Lecture, PowerPoint Presentation	Oral/Written Exam, Presentation
CLO5	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO6	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO7	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO8	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment

Learning Materials

Recommended Readings	Ashdown, L.: Performance Management: A Practical Introduction, 2nd Edition.
Supplementary Readings	Barth, A. L.: Performance Management Success, Latest Edition. Rao, T. V.: Performance Management, 2nd Edition.

Course Code: 0421 25 Law 3251	Year: Third	Term: Second
Course Title	Employment Law	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is designed to make the students capable of dealing employment related legal issues which are especially important for the HR professionals.	

Course Contents		CLOs
Section A		
1	Introduction: Concept of Environment, PESTEL Analysis, Importance of Law in Business and Significance of the Course, Laws and Rules to be Discussed: Bangladesh Labor Act, 2006, Bangladesh Labor Amendment Act, 2013 and Bangladesh Labor Rules 2015 Along with their Contents, Chapters of Bangladesh Labor Act- 2006, How to Read Laws, Chapter, Section, Subsection, Areas where Bangladesh Labor Act- 2006 May not be Applied.	1
2	Definition: Adolescent, Adult, Child, Workshop, Factory, Discharge, Dismissal, Go Slow, Lock-Out, Lay-Off, Defining Working Hours, Trade Union, Federation of Trade Unions, Workers, Wages, Employer, Collective Bargaining Agent,	2
3	Conditions of Service And Employment: Classification of Worker, Letter of Appointment and Identity Card, Service Book, Procedure for Leave, Payment of Wages for Unveiled Leave, Death Benefits, Retrenchment, Re-Employment of Retrenched Workers, Discharge from Service, Punishment for Conviction and Misconduct, Procedure for Punishment, Termination of Employment by Employers otherwise than by Dismissal, Etc. , Termination of Employment by Workers, Retirement of Worker, Time Limit of Final Payment of Worker, Certificate of Service, Grievance Procedure.	2,3
4	Employment of Adolescent: Prohibition of Employment of Children and Adolescent, Prohibition of Certain Agreement in Respect of Children, Certificate of Fitness, Restriction of Employment of Adolescent in Certain Work, Employment of Adolescent on Dangerous Machines, Working Hours for Adolescent, Prohibition of Employment of Adolescent in Underground and Under-Water Work, Exception in Certain Cases of Employment of Children.	3,4
5	Maternity Benefit: Employment of Women Worker Prohibited During Certain Period, Right to, and Liability for, Payment of Maternity Benefit. Procedure Regarding Payment of Maternity Benefit, Amount of Maternity Benefit with Mathematical Calculation, Payment of Maternity Benefit in Case of a Woman's Death, Restriction on Termination of Employment of a Woman in Certain Cases.	5
Section B		CLOs
6	Health, Safety and Environment: Cleanliness, Ventilation and Temperature, Lighting, Drinking Water, Latrines and Urinals, Dust Bean and Spittoon. Safety of Building and Machinery, Precaution in Case of Fire, and other Topics to be discussed under this Chapter, Special Provisions Relating to Health Hygiene and Safety.	5,6
7	Welfare: First-Aid Appliances, Maintenance of Safety Record Book, Washing Facilities, Canteens, Rooms for Children, Recreational and Educational Facilities in Tea Plantation, Compulsory Group Insurance.	6
8	Working Hour And Leave: Daily Hours, Interval for Rest or Meal, Weekly Hours, Weekly Holiday, Extra-Allowance for Overtime, Limitation of Hours of Work for Women, Restriction on Double Employment, Leaves and its Classification.	7
9	Wages And Payment: Special Definition of 'Wages', Time of Payment of Wages, Deductions Which May be Made from Wages, Responsibility for Payment of Wages, Establishment of Minimum Wages Board, Factors to be Considered in Making its Recommendation.	7,8
10	Miscellaneous: Workmen's Compensation for Injury by Accident, Provident Funds for Workers in Private Sector Establishments, Settlement of Disputes, Labor Court, Labor Appellate Tribunal, Legal Proceedings, Etc.	9

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Understand the legal environment of business.	2, 3, 06
	CLO2	Define different concepts related to Bangladesh Labor Act- 2006.	1, 7, 12
	CLO3	Prepare different types employment related documents like service book, appointment letter, ID card etc.	1, 5, 12
	CLO4	Describe the employment related issues with adolescent workers.	5, 8, 10
	CLO5	Identify the laws and rules regulating the employment in Bangladesh.	5, 6, 10
	CLO6	Identify and learn welfare measures taken by an employer and set up proper health, safety and environment friendly equipment in the workplace.	6, 8,9
	CLO7	Learn how minimum wage is set up and learn leave procedures in details.	7, 11, 12
	CLO8	Conceptualize HR compliance issues as per employment law.	1, 5, 06
	CLO9	Justify the role of HR professionals in implanting employment laws and rules.	6, 11, 12

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO2	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO3	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO4	Lecture, PowerPoint Presentation	Oral/Written Exam, Presentation
CLO5	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO6	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO7	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO8	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO9	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment

Learning Materials

Recommended Readings	Halim, M. A. &Rahman, M. S. : The Bangladesh Labour Code, 2006, Latest Edition
Supplementary Readings	Lewis, D. B. &Sargeant, M.: Employment Law, 15th Edition. Aylott, E.: Employment Law, Latest Edition.

Fourth Year First Term			
Course Code: 0413 25 HRM 4101		Year: Fourth	Term: First
Course Title	Strategic Management		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The study of Strategic management will help the students understand why an organization fails or succeeds, and how an organization can achieve successful organizational performance through various approaches devised by the management.		

Course Contents		CLOs
Section A		
1	Introduction: Different views of strategic management; Meaning of policy and strategy; Concepts of business goal; Objective; Mission; Mission statement; Competitive advantage; Strategic leadership; Strategic intent; Strategic planning; Strategic decision making; Critical issues of strategic management; Benefits & pitfalls of strategic management.	1,2
2	External Analysis: Analyzing external environment; Analyzing industry structure using the 'Five Forces' model; Macro environment; National and global environment; Processes for analyzing the external environment.	1,2
3	Internal Analysis: Distinctive competencies; Competitive advantage; Value chain; Generic building blocks of competitive advantage; Business functions; Avoiding failure and sustaining competitive advantage.	3
4	Functional Level Strategy: Achieving superior efficiency; Achieving superior quality; Achieving superior innovation; Achieving superior customer responsiveness.	3,4
Section B		
5	Business Level Strategy (BLS): Definition of BLS; Choosing a generic business level strategy; Strategic group and business level strategy; Choosing an investment strategy at the business level; Competitive positioning and BLS.	5
6	Strategy in the Global Environment: Increasing profitability through global expansion; Strategic choice for the global environment; Basic entry decisions in the global market; Global strategic alliances.	6
7	Corporate Strategy: Horizontal integration and vertical integration; Alternative to vertical integration; Expanding beyond a single industry; Increasing profitability through diversification; Types of diversification; Diversification; Restructuring.	4,5,7
8	Corporate Performance and Governance: The causes of poor performance; Strategic change improving performance; Governance mechanism; Ethics and strategy.	7
9	Implementing Strategy: Implementing strategy through organizational structure; Control and culture; Building blocks of organizational structure; Strategic control system; Implementing strategy in single industry; Managing corporate strategy through multidivisional structure; Structure and corporate level strategy.	7,8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Simplify strategic management, objective, mission, competitive advantage, and develop critical issues of strategic management.	1, 7, 10, 12
	CLO2	Compare national and global environment, develop and apply processes for analyzing the external environment.	1, 5, 8, 12
	CLO3	Explain distinctive competencies, understand avoiding failure and sustaining competitive advantage.	5, 7, 8, 10
	CLO4	Evaluate functional level strategy and achieving superior customer responsiveness.	2, 4, 5, 10
	CLO5	Conceptualize and apply Business Level Strategy (BLS), choose and apply an investment strategy at the business level.	4, 6, 8, 9
	CLO6	Analyze strategy in the global environment.	1, 7, 11, 12
	CLO7	Conceptualize corporate strategy, explain diversification and alternative to vertical integration expanding beyond a single industry.	1, 2, 5, 06
	CLO8	Develop implementing strategy and apply it in single industry, develop corporate strategy through multidivisional structure-structure and corporate level strategy.	4, 7, 10, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO2	Interactive Discussion, Case Study	Case Analysis, Presentation
CLO3	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO4	Lecture, PowerPoint Presentation	Oral/Written Exam, Presentation
CLO5	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO6	Interactive Discussion, Case Study	Case Analysis, Group Work
CLO7	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment
CLO8	Lecture, PowerPoint Presentation	Oral/Written Exam, Assignment

Learning Materials

Recommended Readings	Pearce, J & Robinson, R. Strategic Management, 13th Edition.
Supplementary Readings	Lynch, R.: Strategic Management, 8th Edition. Manikutty, S., Hoskisson, R.E., Hitt, M. A. & Ireland, R. D.: Strategic Management, 9th Edition.

Course Code: 0413 25 HRM 4103	Year: Fourth	Term: First
Course Title	Business Research Methodology for Human Resource Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The aim of the course is to help students aware about different methods for conducting business research. Along with that this course will help them to carry fruitful research project by themselves.	

Course Contents		CLOs
Section A		
1	Business Research Strategies: The nature of the relationship between theory and research; epistemological issues; ontological issues; quantitative and qualitative research; the ways in which values and practical issues are also central to business research.	1
2	Research Design: Experimental and related designs; cross-sectional design, the most common form of which is social survey research; longitudinal design and its various forms, such as the panel study and the cohort study; case study design; comparative design.	2
3	Planning a Research Project and Formulating Research Questions: Advice on timing; advice on generating research questions; advice on writing to help you produce compelling findings; advice on understanding the requirements of a dissertation project; advice on what makes a good dissertation.	3
4	Reviewing the Literature: Searching the literature and engaging critically with the ideas of other writers; what is expected in a literature review and the criteria used to evaluate it; how to assess the quality of existing research in your subject area; the role of the bibliography and the importance of referencing the work of others; the importance of understanding what constitutes plagiarism and the penalties that are associated with it.	4
5	The Nature of Quantitative Research: The main steps of quantitative research; the importance of concepts in quantitative research and the ways in which measures may be devised for concepts; the procedures for checking the reliability and validity of the measurement process; four features of quantitative research; some criticisms that are frequently leveled at quantitative research.	2, 3, 6
6	Quantitative Research: The related ideas of generalization (also known as external validity) and of a representative sample; the idea of a probability sample; the main types of probability sample; the main issues involved in deciding on sample size; different types of non-probability sample; potential sources of error in survey research.	2, 3, 6
Section B		
CLOs		
7	Quantitative Data Analysis: The distinctions between the different kinds of variable that can be generated in quantitative research; methods for analyzing: a single variable at a time (Univariate analysis); analyzing relationships between variables (Bivariate analysis); the analysis of relationships between three or more variables (multivariate analysis).	2, 6
8	Qualitative Research: The main steps in qualitative research; the relationship between theory and research; the nature of concepts in qualitative research; reliability and validity as appropriate criteria for qualitative researchers; the main preoccupations of qualitative researchers; criticisms of qualitative research; the main contrasts between qualitative and quantitative research.	2, 6
9	Sampling in Qualitative Research: The significance of a consideration of levels of sampling; the nature of purposive sampling; theoretical sampling; the generic purposive sampling approach; the use of more than one sampling approach in qualitative research.	2, 5
10	Qualitative Data Analysis: Analytic induction as a general strategy of qualitative data analysis; grounded theory; coding as a key process in grounded theory; fragmentation of data by coding; concept of narrative analysis.	2, 3, 6
11	Mixed Methods Research: Combining Quantitative and Qualitative Research: Arguments against the combination of quantitative and qualitative research; possibilities of combining quantitative and qualitative research: the different executions of mixed methods research; the need to recognize that mixed methods research is not inherently superior to research that employs a single research strategy.	2, 3, 6
12	Writing up Business Research: Why writing, and especially good writing, is important to business research; how to write up your research for a dissertation project; how quantitative and qualitative research are composed, using examples.	2, 3, 6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Understand different issues surrounding research philosophies.	2, 3, 8, 9
	CLO2	Setting up relevant research designs that go with the research philosophies.	5, 8, 9
	CLO3	Setting up appropriate and fruitful research questions.	2, 3, 8, 12
	CLO4	Carry literature review for undertaking fruitful and sound research.	2, 5, 8, 9
	CLO5	Selecting appropriate sampling techniques.	5, 8, 9
	CLO6	Carry both qualitative and quantitative research along with conducting data analysis.	2, 5, 8, 9

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing	Written exams, oral exams
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions	MCQs, short essays, case studies
CLO3	Class presentations, problem solving, and scenario analysis.	MCQs, short essays, case studies.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions	Assignments, short essays, case studies
CLO5	Problem solving, and scenario analysis.	Presentations, short essays, case studies
CLO6	Articles summarizing, group discussions	Presentations, Group Work

Learning Materials

Recommended Readings	Bryman, A. and Bell, E. (2015). Business Research Methods. Oxford: Oxford University Press. Easterby-Smith, M., Thorpe, R. and Jackson, P.R, (2015). Management and Business Research. Seven Oaks: Sage Publications. Saunders, M.N.K., Lewis, P. and Thornhill, A. (2012). Research methods for business students. Financial Times / Prentice Hall.
Supplementary Readings	Attride-Stirling, J. (2001), "Qualitative research", Thousand Oaks, Sage publication. Bryman, A. (2012), "Social Research Methods" 4th edition, Oxford University Press. Burrell, G. and Morgan, G. (1979), "Sociological Paradigms & Organisational Analysis", London: Heinemann. Easterby-Smith, M., Thorpe, R. and Lowe, A., (2002), "Management Research: An Introduction", 2nd Edition, Sage Publications, London.

Course Code: 0413 25 HRM 4104	Year: Fourth	Term: First
Course Title	Sessional of Business Research Methodology for Human Resource Management	
Course Status	Core	
Credit	1.0	
Prerequisite(s)	None	
Rationale	The aim of the course is to help students aware about different methods for conducting business research. Along with that this course will help them to carry fruitful research project by themselves.	

Course Contents		CLOs
1	The Nature of Quantitative Research: The main steps of quantitative research; the importance of concepts in quantitative research and the ways in which measures may be devised for concepts; the procedures for checking the reliability and validity of the measurement process; four features of quantitative research; some criticisms that are frequently leveled at quantitative research.	1, 2, 3, 6
2	Quantitative Research: The related ideas of generalization (also known as external validity) and of a representative sample; the idea of a probability sample; the main types of probability sample; the main issues involved in deciding on sample size; different types of non-probability sample; potential sources of error in survey research.	2, 3, 4, 6
3	Qualitative Research: The main steps in qualitative research; the relationship between theory and research; the nature of concepts in qualitative research; reliability and validity as appropriate criteria for qualitative researchers; the main preoccupations of qualitative researchers; criticisms of qualitative research; the main contrasts between qualitative and quantitative research.	2, 4, 6
4	Sampling in Qualitative Research: The significance of a consideration of levels of sampling; the nature of purposive sampling; theoretical sampling; the generic purposive sampling approach; the use of more than one sampling approach in qualitative research.	2, 5
5	Qualitative Data Analysis: Analytic induction as a general strategy of qualitative data analysis; grounded theory; coding as a key process in grounded theory; fragmentation of data by coding; concept of narrative analysis.	2, 3, 6
6	Mixed Methods Research: Combining Quantitative and Qualitative Research: Arguments against the combination of quantitative and qualitative research; possibilities of combining quantitative and qualitative research; the different executions of mixed methods research; the need to recognize that mixed methods research is not inherently superior to research that employs a single research strategy.	2, 3, 4, 6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Understand different issues surrounding research philosophies.	2, 3, 8, 9
	CLO2	Setting up relevant research designs that go with the research philosophies.	5, 8, 9
	CLO3	Setting up appropriate and fruitful research questions.	2, 3, 8, 12
	CLO4	Carry literature review for undertaking fruitful and sound research.	2, 5, 8, 9
	CLO5	Selecting appropriate sampling techniques.	5, 8, 9
	CLO6	Carry both qualitative and quantitative research along with conducting data analysis.	2, 5, 8, 9

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers with PPT slides, articles summarizing	Assignment, Presentation
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions	Short essays, Case studies
CLO3	Class presentations, problem solving, and scenario analysis.	Short essays, Case studies.
CLO4	Articles summarizing, group discussions	Assignments, Short essays, Case studies
CLO5	Problem solving, and scenario analysis.	Presentations, Short essays, Case studies
CLO6	Articles summarizing, group discussions	Report Writing, Presentations

Learning Materials

Recommended Readings	<p>Bryman, A. and Bell, E. (2015). Business Research Methods. Oxford: Oxford University Press.</p> <p>Easterby-Smith, M., Thorpe, R. and Jackson, P.R, (2015). Management and Business Research. Seven Oaks: Sage Publications.</p> <p>Saunders, M.N.K., Lewis, P. and Thornhill, A. (212). Research methods for business students. Financial Times / Prentice Hall.</p>
Supplementary Readings	<p>Attride-Stirling, J. (2001), "Qualitative research", Thousand Oaks, Sage publication.</p> <p>Bryman, A. (212), "Social Research Methods" 4th edition, Oxford University Press.</p> <p>Burrell, G. and Morgan, G. (1979), "Sociological Paradigms & Organisational Analysis", London: Heinemann.</p> <p>Easterby-Smith, M., Thorpe, R. and Lowe, A., (2002), "Management Research: An Introduction", 2nd Edition, Sage Publications, London.</p>

Course Code: 0413 25 HRM 4105	Year: Fourth	Term: First
Course Title	Industrial Relations	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is intended to introduce the students to the issues of labor –management relationship such as, trade union, industrial conflict, collective bargaining, wages, health and safety, participation of workers, rights of workers, inquiries or trials, dispute resolution system, punishments etc., knowledge of which are vital for human resource management practitioners.	

Course Contents		CLOs
Section A		
1	Introduction to Industrial Relations: Approaches to industrial relations: Introduction; The nature of employment organizations; Nature of industrial relations; Wider approaches to industrial relations; Context of Industrial Relations: Economic, social and political environments; Development of industrial relations; Concepts and values in industrial relations.	1
2	Trade Union: Trade union development and function: Introduction; Trade union development; Trade union functions; Trade union structure.	2
3	Representation at the Workplace: Non-union representation; Trade union recognition; Union workplace representative; Management and employer's associations; The role of government; Government intervention and strategies.	2
4	Collective Bargaining: The nature of collective bargaining: Legislative framework; Functions; Content; The structure of collective bargaining.	2
5	Employee Involvement and Participation: Approaches to involvement and participation: Typology of forms; Pressures for participation; Management and union perceptions of involvement and participation.	3
Section B		CLOs
6	Conciliation and Arbitration: The nature of conciliation and arbitration; Relationship to the collective bargaining process; Advisory; Conciliation and Arbitration Services. Negotiation: Introduction; The negotiator: Psychological basis of negotiation; Task of negotiator.	4
7	Pay and Working Arrangements: Pay determination: Equity in pay; Arguments used in pay bargaining; Working arrangements: Productivity bargaining; New technology agreements.	5
8	Grievance, Discipline And Redundancy Procedures: Grievances and disputes: Typology of employee dissatisfaction, Grievance/disputes procedure. Discipline and dismissal: Formal disciplinary process, Legal framework. Redundancy: Nature of redundancy.	6
9	Industrial Relations in Bangladesh: History of industrial relations in Bangladesh, Trade unionism in Bangladesh, Disputes settlement in Bangladesh, Labor policy, ILO and Bangladesh.	7

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Explain industrial relations, apply wider approaches to industrial relations, and compare economic, social and political environments.	1, 3
	CL02	Describe trade unions, identify union characteristics, apply union strategy, and develop trade union structure, explain non-union representation, analyze and evaluate the role of government, develop government intervention and strategies, analyze legislative framework and develop the structure of collective bargaining.	8, 11
	CL03	Evaluate and apply approaches to employee involvement and participation	5, 9
	CL04	Compare conciliation and arbitration, explain nature of conciliation and arbitration and describe the tasks of negotiator.	9, 11, 5
	CL05	Analyze and apply the concepts of pay and working arrangements.	8
	CL06	Explain grievance and discipline, compare discipline and redundancy procedures.	5, 6, 11
	CL07	Evaluate industrial relations, labor policy and ILO in Bangladesh	11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Class lecturers and discussions.	Case studies.
CL02	Class lecturers and discussions.	Written exams, short essays.
CL03	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CL04	Class lecturers.	Written exams.
CL05	Class lecturers, articles summarizing, and class presentations.	Assignments, presentations.
CL06	Class lecturers, group-discussions, class presentations, problem solving.	Written exams, short essays, case studies.
CL07	Class lecturers, group-discussions, articles summarizing, class presentations	Assignments, presentations, short essays.

Learning Materials

Recommended Readings	Singh, B. D. (2004). Industrial relations: Emerging paradigms. Excel Books. Colling, T. & Terry, M. (2010). Industrial relations: Theory and practice. Wiley. Ahmed, I. (2013). Industrial relations and labour management of Bangladesh. Trafford Publishing.
Supplementary Readings	Fossum, J. A. (2015). Labor relations: Development, structure, process. McGraw Hill. Lakhawat, P. S. & Singh, P. (2010). Contemporary issues of industrial relations: An Indian perspective. Central West Publishing. Sahoo, D. P. (2020). Employee relations management: Text and cases. SAGE publications. Leap, T. (1995). Collective Bargaining and labor relations. Prentice Hall.

Course Code: 0413 25 HRM 4107	Year: Fourth	Term: First
Course Title	Entrepreneurship Development and SME Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is intended to provide the students with a clear understanding of the processes of new venture creation and the critical knowledge necessary to manage the new business.	

Course Contents		CLOs
Section A		
1	Entrepreneurship: Who is an entrepreneur; What is entrepreneurship; Characteristics of an entrepreneur; Functions of entrepreneurs; Importance of entrepreneurship; Famous entrepreneurs of the world & Bangladesh; Importance of entrepreneurship.	1
2	Entrepreneurial Process and Classifications: Qualities of successful entrepreneurs; Entrepreneurship vision; The process of entrepreneurship; Reasons for entrepreneurship failures; Functions and role of entrepreneurs in the economy; Categories & classification of entrepreneurs.	
3	Business Innovation, Creativity and Entrepreneurship: Innovation; Business innovation; Types of innovation in business; Value of innovation in business; Inventor vs. innovator. Importance of creativity for entrepreneurship; Basic elements of creative process; Ways to be creative and think outside of the box; Myths about creativity; Barriers of creativity; Ways to encourage creativity; Measuring creativity.	1
4	Entrepreneurship Theories and Policies: Myths about entrepreneurship; Different theories of entrepreneurship- psychological or personal theories; Anthropological theories; General or background factor theories; Policy practices across the globe; Key aspects of govt. entrepreneurship policy; Importance of entrepreneurship policy; Entrepreneurship policy framework; Steps and stages of entrepreneurship policy framework.	2
5		
	Framework of New Business Development: Planning as part of the business operation; Business plan; The different types of business plans; Who needs a business plan; Preparing a business plan; Outline of a business plan; Presenting the plan; Using and implementing the business plan.	3
Section B		
		CLOs
6	Entrepreneurship in Different Industries: Manufacturing, services and web/internet based entrepreneurship; Concept of technology/high-tech entrepreneurship; Characteristics of high-tech firms or entrepreneurship; Venture management.	5
7	Corporate Entrepreneurship: Corporate entrepreneurship or intrapreneurship; Process model for intrapreneurship; Advantages of intrapreneurship; Types of intrapreneurs; Limitations of intrapreneurship; Team intrapreneurship.	5
8	International Entrepreneurship: International entrepreneurship (IE); Importance of IE; Difference between IE and domestic entrepreneurship; Modes of entrepreneurial entry into foreign market; Franchising model of IE; Barriers of IE.	5
9	Small Business and SMES: Small business; Small scale industries (SSI) and its characteristics; Advantages and shortcomings; Importance in economy; Nature of SME's; Context of SME's in Bangladesh; Constraints of SME growth in Bangladesh; Initiatives to encourage SME's.	5

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Define entrepreneur and entrepreneurship and entrepreneurship vision; describe the process of entrepreneurship; explain the functions and roles of entrepreneurs in the economy.	7
	CL02	Explain innovation and value of innovation in business; types of business innovation; differentiate between inventors vs. innovator; state the value to creativity in entrepreneurship; identify elements; motivators; myths and barriers of creativity as well as find out the ways to encourage and measure creativity.	7, 1
	CL03	Explain different theories of entrepreneurship; conceptualize and apply entrepreneurship policy; develop key aspects of govt. entrepreneurship policy.	7, 8
	CL04	Develop and present business plans.	7, 8
	CL05	Explain the nature and challenges of entrepreneurship in different contexts, distinguish the characteristics of small businesses; describe the significance of small and medium enterprises in the economy; analyze the challenges small businesses face in Bangladesh and suggest ways to overcome those challenges	7, 8

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Class lecturers.	Written exams.
CL02	Class lecturers; group discussions; and problem solving.	Written exams; assignments; presentations; and case studies.
CL03	Class lecturers; articles summarizing; group discussions; and problem solving.	Written exams; oral exams; assignments; presentations; short essays; and case studies.
CL04	Class lecturers with PPT slides; and problem solving	Business plan preparation and presentation.
CL05	Class lecturers; articles summarizing; group discussions; and problem solving.	Written exams; oral exams; assignments; presentations; short essays; and case studies.

Learning Materials

Recommended Readings	Barringer, B. R. (2016). Entrepreneurship. Pearson. Mohiuddin, M. (2007). Entrepreneurship development. Bangladesh Open University. Scarborough, N. M. (2016). Essentials of entrepreneurship and small business management. Pearson.
Supplementary Readings	Spinelli, S. (2016). New venture creation: Entrepreneurship for the 21st century. Richard D. Irwin, Inc. Hatten, T. S. (2016). Small business management: Entrepreneurship and beyond. Cengage Learning. Barringer, B. R. & Ireland D. (2012). Entrepreneurship: Successfully launching new ventures. Prentice Hall, Inc.

Course Code: 0413 25 HRM 4109	Year: Fourth	Term: First
Course Title	Human Resource Information Systems	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is intended to provide insight on the usage and implications of information technology in human resource management.	

Course Contents		CLOs
Section A		
1	Evolution of Human Resource Information Systems: Introduction; Historical Evolution of HRM and HRIS; HR Activities; Interface Between HR and Technology; A Primer on HRIS; What is an HRIS; E-HRM and HRIS; Why Do We Need HRIS; Different Types of HRIS; System Development Process for an HRIS; A Model of Organizational Functioning.	1, 3
2	Database Concepts and Applications in Human Resource Information Systems: Introduction; Data, Information, and Knowledge; Database Management Systems; Introduction to MS Access; Designing an MS Access Database; HR Database Application Using MS Access; Other HR Database; Data Integration; Data Warehouses; Business Intelligence and Data Mining.	2
3	Systems Considerations in the Design of a Human Resource Information System: Introduction; HRIS Customers/Users-Data Importance; HRIS Architecture; Best of Breed	3
4	The Systems Development Life Cycle (SDLC) and HRIS Needs Analysis: The Systems Development Life Cycle (SDLC); HRIS Needs Analysis; The Project Management Process; Controlling Scope Creep.	4
5	System Design and Acquisition: Logical Design; Data View versus Process View; Data Flow Diagram (DFD); Creating and Using the DFD; Physical Design; Preparing a Request for Proposal (RFP); Vendor Selection; Assessing System Feasibility	4
Section B		CLOs
6	HR Administration and HRIS: Technical Support for Job Analysis; Self -Service Portals and HRIS; Shared-Service Centers and HRIS; Outsourcing and HRIS; Off shoring and HRIS; Legal Compliance and HR Administration; HR Strategic Goal Achievement and Balanced Scorecard.	5
7	Recruitment and Selection in an Internet Context: Introduction; Recruitment and Technology; The Impact of Online Recruitment; Attributes of The Recruiting Web Site; Recruitment Strategies and Social Networking; The Relationship of E-Recruiting and HRIS; Online Recruitment Guidelines; Selection and Technology.	6
8	Performance and Reward Management: Introduction; The Meaning of Work; Performance Management; Overviews; Typical Data Inputs, Typical Reports, Data Outflows Decision Support; Compensation; Benefits; Payroll and HRIS Issues.	6
9	HRIS Privacy and Security: Introduction; Employee Privacy - Unauthorized Access to Information, Unauthorized Disclosure of Information, Data Accuracy Problems, Stigmatization Problems, Use of Data in Social Network Websites, Lack of Privacy Protection Policies; Components of Information Security; Information Policy and Management.	7
10	Change Management: Implementation, Integration, and Maintenance of the Human Resource Information System: What is Change Management; The Change Management Process; Models of Change Process; Why Do System Failures Occur- Leadership, Planning, Change Management, Communication, Training; Organizational and Individual Issues HRIS Implementation?	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Discuss how the developments in HRIS have led to HRM becoming a strategic partner in organizations and to the emergence of the field of strategic human resource management, explain the purpose and nature of an HRIS as well as the differences between the types of information systems functionality in an HRIS, discuss how the information from an HRIS can assist in decision making in organizations, describe the difference between e-HRM and HRIS.	7, 8
	CLO2	Identify problems with early database structures, explain what a relational database is and why it is better than older database structure, design a simple database in Microsoft Access.	7, 8, 9, 10
	CLO3	Identify the different types of users or customers of the HRIS and their different data needs, compare five general hardware architectures, discuss the best of breed approaches to HRIS acquisition and the various options available for each functional area of HR.	7, 8, 9, 10
	CLO4	Describe the system development life cycle, discuss the importance of HRIS needs analysis, explain the stages involved in HRIS needs analysis; explain the design considerations during the SDLC, prepare a data flow diagram, analyze the three choices that organizations have when moving into physical design; develop a RFP, assess software options according to a number of criteria, conduct a feasibility assessment.	7, 8, 9, 10
	CLO5	Discuss the complexity of HR administration and the advantages of an HRIS over a paper-and-pencil HR Operation; differentiate among the four structural approaches to HR administration service delivery; discuss the elements important to successful measurement of the strategic alignment of the HR balanced scorecard and how this alignment is related to the strategic alignment of an organization.	7, 8, 9, 10
	CLO6	Explain the ways and benefits of applying internet technology in the recruitment and selection process of an organization; explain the application of information system in performance and compensation management.	7, 8, 9, 10
	CLO7	Describe the importance of privacy issues and the policies to ensure the information security.	7, 8, 9, 10
	CLO8	Describe the change management process, models and what to do when the system fails.	7, 8, 9, 10

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers and discussions.	Oral/Written Exam, Assignment
CLO2	Class lecturers and discussions; demonstration of simple database development using MS Access; and problem solving.	Case Analysis, Presentation
CLO3	Class lecturers with PPT slides.	Oral/Written Exam, Assignment
CLO4	Class lecturers; group discussions; and problem solving.	Oral/Written Exam, Presentation
CLO5	Class lecturers; group discussions; and problem solving.	Case Analysis, Group Work
CLO6	Class lecturers; group discussions; and problem solving.	Case Analysis, Group Work
CLO7	Class lecturers; group discussions; and problem solving.	Oral/Written Exam, Assignment
CLO8	Class lecturers; group discussions; and problem solving.	Oral/Written Exam, Assignment

Learning Materials

Recommended Readings	Kavanagh, M. J., Thite, M. & Johnson R. D. (2016). Human resource information systems: Basics, applications and future directions. Sage Publications.
Supplementary Readings	Torres-Coronas, T. & Aries-Olivia, M. (2008). Encyclopedia of human resource information systems: Challenges in E-HRM. Information Science Reference.

Course Code: 0413 25 HRM 4111	Year: Fourth	Term: First
Course Title	Auditing and Taxation	
Course Status	Optional	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is intended to familiarize interested students to the concepts of auditing and taxation and enable them to learn and apply the general procedures of auditing and the assessment and calculation income tax and VAT.	

Course Contents		CLOs
Section A		
1	Introduction: Meaning and nature of auditing; Auditing vs. accounting; Scope and classification of audit; Objectives and advantages of auditing.	1
2	Internal Control and Control Risk: Definition and purpose; Internal check and internal audit; The control environment; Risk assessment; Control activities; Auditor's duty with regard to internal check; Audit program.	2
3	Vouching: Meaning and importance; Vouching of cash transactions; Vouching of trading transactions.	2
4	Valuation and Verification of Assets and Liabilities: Principles and methods of verification and valuation; Duties and liabilities of an auditor in relation to valuation and verification.	2
5	The Audit of Limited Companies: Qualification of an auditor; Appointment and removal of auditors; Rights and duties of auditor; Forms of income statement and balance sheet.	2
6	Audit Reports: Various types of audit reports; Materiality.	2
Section B		
		CLOs
7	Income Tax: Definition of income and income tax; Characteristics of income; Total income and total world income; Income year and assessment year.	3
8	Classification of Income: Assessable and non-assessable income; Classification of assessee; Residential status of an assessee.	3
9	Heads of Income: Income from salary; Income from interest on securities; Income from house property; Income From agriculture; Income from business and profession; Capital gains; Income from other sources.	3, 4
10	Tax Assessment and Recovery: Assessment procedures; Appeal; Revision; Recovery; Refund and penalties; Income tax authorities.	4
11	Value Added Tax (VAT): Assessment and payment of VAT; Valuation accounting; Refunds; Calculation of VAT; Controlling evasion of VAT.	4

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	State the basics of auditing	3, 10
	CLO2	Describe the importance of internal control and vouching; explain the process of internal control and vouching, explain and use appropriate methods of asset valuation, describe the rights and duties of an auditor; check income statement and balance sheet, and prepare and communicate audit reports.	9
	CLO3	Explain the concept of income and income tax; differentiate between income year and assessment year classify various types of income and assessee; identify different sources of income	9
	CLO4	Calculate taxable income and find out incomes not taxable; describe the procedure of tax assessment and recovery; perform calculation of income tax and Value Added Tax (VAT)	9

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers and discussions.	Written exams; short essays.
CLO2	Class lecturers; and problem solving.	Written exams; assignments; and case studies.
CLO3	Class lecturers and discussions.	Written exams; short essays.
CLO4	Class lecturers; and problem solving.	Written exams; assignments; and case studies.

Learning Materials

Recommended Readings	Whittington, R. (2016). Principles of auditing and other assurance services. Richard D. Irein, Inc. Haque, F. & Akkas, M. A. (2004). Three taxes in Bangladesh: Income tax, Value Added Tax (VAT), gift tax. Book World. Shome, P. (2014). Taxation principles and applications: A compendium. LexisNexis.
Supplementary Readings	Gleim, I. N. (2015). Auditing and systems. Gleim Publications, Inc. Crumbley, L. (2017). Forensic and investigative accounting. Commerce Clearing House. Ibp, U. (2008). Bangladesh taxation laws and regulations handbook. International Business Publications.

Course Code: 0413 25 HRM 4113		Year: Fourth	Term: First
Course Title	Service Marketing		
Course Status	Optional		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course is designed to provide interested students an idea about nature of customers and how to customize services as well as products for better performance.		

Course Contents		CLOs
Section A		
1	Introduction to Service Marketing: The scope of services marketing; The gaps model of services quality; Focus on the customer-what do customers expect? ; Customer perceptions in services.	1
2	Understanding the Customer: Listening to customers through research; Building customer relationships; Service recovery; Customer satisfaction and service quality.	1
3	Standardizing and Aligning the Delivery of Services: Service innovation and design; Customer-defined service standards; Designing and managing service delivery processes and service scape strategies.	2
Section B		CLOs
4	The People Who Deliver and Perform Services: Employees' roles in service delivery; Customers' roles in service delivery; Managing demand and capacity; Service strategies for segmentation; Targeting and positioning.	3
5	Promotions and Pricing Strategies in Services Marketing: Integrated services marketing communications; Pricing of services; The financial and economic impact of service; Communicating and promoting services.	3
6	Customer Relationships: Customer relationships and loyalty programs; Service failure; Complaint behavior; Service recovery.	3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Define service marketing, analyze customer thoughts, expectations and perceptions, explain the process of customer research, build customer relationships, and apply mechanisms to enhance service quality and customer satisfaction.	3, 12
CLO2	Describe the role of innovation and design in service, design and manage service delivery processes and service escape strategies.	3, 7	
CLO3	Describe the roles of employees and customers in service delivery, explain how to match capacity with demand, explain the processes of segmentation, targeting and positioning, analyze integrated services marketing communications and explain pricing and promotion strategies, explain the financial and economic impact of service, design customer relationships and loyalty programs.	3, 8, 9	

Course Code: 0413 25 HRM 4113		Year: Fourth	Term: First
Course Title	Service Marketing		
Course Status	Optional		
Credit	3.0		
Prerequisite(s)	None		
Rationale	The course is designed to provide interested students an idea about nature of customers and how to customize services as well as products for better performance.		

Course Contents		CLOs
Section A		
1	Introduction to Service Marketing: The scope of services marketing; The gaps model of services quality; Focus on the customer-what do customers expect? ; Customer perceptions in services.	1
2	Understanding the Customer: Listening to customers through research; Building customer relationships; Service recovery; Customer satisfaction and service quality.	1
3	Standardizing and Aligning the Delivery of Services: Service innovation and design; Customer-defined service standards; Designing and managing service delivery processes and service scape strategies.	2
Section B		CLOs
4	The People Who Deliver and Perform Services: Employees' roles in service delivery; Customers' roles in service delivery; Managing demand and capacity; Service strategies for segmentation; Targeting and positioning.	3
5	Promotions and Pricing Strategies in Services Marketing: Integrated services marketing communications; Pricing of services; The financial and economic impact of service; Communicating and promoting services.	3
6	Customer Relationships: Customer relationships and loyalty programs; Service failure; Complaint behavior; Service recovery.	3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Define service marketing, analyze customer thoughts, expectations and perceptions, explain the process of customer research, build customer relationships, and apply mechanisms to enhance service quality and customer satisfaction.	3, 12
CLO2	Describe the role of innovation and design in service, design and manage service delivery processes and service escape strategies.	3, 7	
CLO3	Describe the roles of employees and customers in service delivery, explain how to match capacity with demand, explain the processes of segmentation, targeting and positioning, analyze integrated services marketing communications and explain pricing and promotion strategies, explain the financial and economic impact of service, design customer relationships and loyalty programs.	3, 8, 9	

Course Code: 0413025 HRM 4115		Year: Fourth	Term: First
Course Title	Talent Management		
Course Status	Optional		
Credit	3.0		
Prerequisite(s)	None		
Rationale	This course is designed to provide knowledge about how to manage and utilize talent as a critical factor and a strategic weapon.		

Course Contents		CLOs
Section A		
1	Introduction to Talent Management: Introduction; The scope of talent management; Need of talent management; Key Processes of Talent Management; Talent vs. knowledge people; Source of talent management; Consequences of failure in managing talent; Tools for managing talent.	1
2	Talent Management System: Talent Management System; Critical success factors to create talent management system; Some other critical success factors of best practices in talent management system; Factors of unique talent management approach; Key elements of talent management system; Talent management practices and process; Building the talent pipeline; Managing employee engagement; Using talent management processes to drive culture of excellence.	2
3	Life Cycle of Talent Management: Introduction; Linkage between talent management process and workforce; Importance of Talent Management Process; Important steps to assess talent management process; Stages of talent management; Essentials of talent management process.	3
4	Approaches to Talent Management: Talent management approaches; Developing a Talent Management Strategy; Mapping business strategies and talent management strategies; Post recession challenges of talent management.	4
Section B		CLOs
5	Talent Planning: Talent planning; Objectives of talent planning; Steps in strategic talent planning; Succession planning program; Innovative talent planning; Current industry practices for strategic talent planning; Ensuring leadership.	5
6	Role of HR in Talent Management: Introduction; Overview of human resource management; and Role of HR in talent management; Role of the HR manager.	1
7	Compensation and reward strategies for Effective Talent Management: Introduction; Effective talent management; Principles of compensation plans; Defining the elements of total rewards; Integrated rewards philosophy; Designing integrated rewards; Sustainable talent management and reward model; Strategic compensation plan for talent engagement; Finding the path for success.	4
8	Contemporary Talent Management Issues, Challenges, Best Practices: Introduction; Organizational issues; Talent management challenges; Best practices of talent management; Talent management in Bangladesh.	6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Define talent management, compare between talent and knowledge people, and explain the role of HR in talent management.	2, 7
	CLO2	Explain critical success factors of best practices in talent management system, apply factors of unique talent management approach, describe and evaluate different talent management practices and processes	2, 7, 8
	CLO3	Analyze linkage between talent management process and workforce, explain different stages of talent management.	2, 7
	CLO4	Analyze different talent management approaches, develop talent management strategies in line with business strategies, describe and develop compensation plans for talent management.	2, 7, 8
	CLO5	Define talent planning, strategic talent planning and succession planning, describe the steps in talent planning, analyze and evaluate current industry practices for strategic talent planning.	2, 7, 8
	CLO6	Analyze the reality and challenges of talent management in Bangladesh, develop best practices for talent management in Bangladesh.	2, 7, 8

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers and discussions.	Written exams; and short essays.
CLO2	Class lecturers and discussions.	Written exams; and short essays.
CLO3	Class lecturers and discussions.	Written exams; and short essays.
CLO4	Class lecturers and discussions; and case study analysis.	Written exams, assignments, presentations, case studies.
CLO5	Class lecturers and discussions; and problem solving.	Written exams, assignments, presentations, case studies.
CLO6	Class lecturers and discussions; and case study analysis.	Written exams, assignments, presentations, case studies.

Learning Materials

Recommended Readings	Mahapatra, A. & Dhir, S. (2021). Talent management: A contemporary perspective. SAGE Publications, Inc. Wilcox, M. (2016). Effective talent management: Aligning strategy, people and performance. Routledge.
Supplementary Readings	Collings, D. G., Scullion, H. & Caligiuri, P. M. (2019). Global talent management. Routledge.

Course Code: 0413 25 HRM 4117	Year: Fourth	Term: First
Course Title	International Finance	
Course Status	Optional	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is designed to introduce the interested students to international flow of funds and impact of inflation, interest rate and exchange rates in multinational investment and business operation.	

Course Contents		CLOs
Section A		
1	Multinational Financial Management: Goal of the MNC; Theories of international business; International business methods; International opportunities; Exposure to international risk; Overview of an MNC's cash flows; Valuation model for an MNC.	1
2	International Flow of Funds: Balance of payments; International trade flows; Factors affecting international trade flows; Correcting balance of trade deficit; International capital flows; Agencies that facilitate international flows; How international trade affects MNC's value.	2
3	International Financial Markets: Motives for using international markets; Foreign currency market; Eurocurrency market; Euro credit market; Eurobond market; Comparing interest rates among currencies; International stock markets; Comparison of international financial markets; How financial markets affect an MNC's value.	2
4	Exchange Rate Determination: Measuring exchange rate movements; Exchange rate equilibrium; Factors that influence exchange rates; How exchange rates affect an MNC's value.	3
Section B		
CLOs		
5	Currency Derivatives: Forward market; Currency futures market; Currency options market; Currency call options; Currency put options; Contingency graphs for currency options; Conditional currency options; How the use of currency futures and options affect an MNC's value.	4
6	Government Influence on Exchange Rates: Exchange rates systems; A single European currency; Government intervention; Exchange rate target zones; Intervention as a policy tool; How central bank intervention can affect an MNC's value.	3
7	International Arbitrage and Interest Rate Parity: International arbitrage; Interest Rate Parity (IRP); Impact of arbitrage on an MNC's value.	5
8	Relationship among Inflation, Interest Rates and Exchange Rates: Purchasing Power Parity (PPP); International Fishers Effect (IFE); Comparison of IRP, PPP and IFE theories; Impact of foreign inflation on an MNC's value.	6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Describe the goals of MNCs, state the theories, methods, opportunities and risks of international business and determine the value of an MNC.	3
	CLO2	Analyze and compute the international flow of funds, balance of trade and its impact on MNC, explain and compare different types of financial markets, analyze the effects of different financial markets on an MNC's value.	3, 8
	CLO3	Determine the exchange rates and explain their impact, analyze the effects of exchange rates markets on an MNC's value, Clarify the influence of government of exchange rates and analyze the impact of central bank's intervention on MNCs.	3, 8, 9
	CLO4	Explain the functions and characteristics of currency derivatives, analyze the effects of currency futures and options on an MNC's value.	3, 8
	CLO5	Explain the international arbitrage activities and interest rate parity, analyze the effects of arbitrage on an MNC's value.	3, 8
	CLO6	Explain and interpret the relationship among inflation, interest rate and exchange rates, analyze the effects of foreign inflation on an MNC's Value.	3, 8

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers and discussions.	Written exams; and short essays.
CLO2	Class lecturers and discussions.	Written exams; and short essays.
CLO3	Class lecturers and discussions; problem solving; and case study analysis.	Written exams; assignments; and case study analysis.
CLO4	Class lecturers and discussions; and case study analysis.	Written exams; assignments; and case study analysis.
CLO5	Class lecturers and discussions.	Written exams; and short essays.
CLO6	Class lecturers and discussions; problem solving; and case study analysis.	Written exams; assignments; and case study analysis.

Learning Materials

Recommended Readings	Madura, J. (2018). International finance management. Cengage Learning. Eun, C. (2012). International financial management. Richard, D. Irwin.
Supplementary Readings	Eiteman, D. K. (2016). Multinational business finance. Pearson. Shapiro, A. C. & Sarin, A. (2009). Foundations of multinational financial management. John Wiley & Sons, Inc.

Fourth Year Second Term		
Course Code: 0413 25 HRM 4201	Year: Fourth	Term: Second
Course Title	Compensation Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is intended to develop skills in the complex strategic compensation planning, job evaluation systems and the establishment of an effective compensation structure.	

Course Contents		CLOs
Section A		
1	Introduction: Exploring and defining the compensation context; Extrinsic and intrinsic compensation; Historical perspective on compensation; Compensation and organizational strategy; Lifestyle and compensation; Pay and social class.	1
2	The Pay Model: The employment relationship; Transactional and relational returns; A pay model; Compensation objectives; Pay policies; Pay techniques.	2
3	Designing Pay Levels and Pay Structure: Compensation strategy; internal consistency; shaping internal structure; Structural variation; Strategic choice among pay structures.	2
4	Traditional Bases for Pay: Seniority and merit; Seniority and longevity pay; Merit pay performance appraisal; Limitations of merit base and seniority base pay.	2
5	Incentive Pay: Exploring incentive pay; Individual incentive plans; Group incentives companywide incentives; Designing incentive pay programs.	2
Section B		
6	Person Focused Pay: Person based structures; Skill plan; Designing pay for knowledge programs; Competency base pay structure.	2
7	Measuring and Paying for Performance: Pay for Performance in Knowledge Based economy; Application of motivation theories; Designing merit guidelines; Performance appraisal; Issues and opportunities	3
8	Benefits and Services: Benefits administration; Employee benefits; Employee services costing benefits; Flexible benefits plan.	2
9	Pay Delivery Administration: The budget process; Administration of pay; Quality of work life and pay administration; Due process; other compensation administration issues.	4
10	Legal Aspects of Compensation Management: Industrial and labor laws related to salary and wages administration; Wages and its payment; Wage board.	5

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Define compensation management, Explain extrinsic and intrinsic compensation, and analyze compensation and organizational strategy.	6
	CLO2	Describe pay model, compensation objectives, evaluate and apply pay policies and techniques, design pay levels and pay structure, analyze various traditional bases for pay, Explore incentive pay; design incentive pay programs, describe person focused pay, designing pay for knowledge programs, design flexible benefits plan.	8, 9
	CLO3	Describe application of motivation theories, describe the performance appraisal process.	5, 11
	CLO4	Analyze quality of work life and pay administration, explore due process.	5
	CLO5	Evaluate industrial and labor laws related to salary and wages administration.	6, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers and discussions.	Written exams and MCQs.
CLO2	Class lecturers, articles summarizing, group discussions, class presentations, problem solving, and case study analysis.	Written exams, oral exams, assignments, presentations, MCQs, short essays, case studies.
CLO3	Class lecturers, articles summarizing, group discussions, and problem solving.	Written exams, assignments, presentations, MCQs, and case studies.
CLO4	Class lecturers, discussions, and problem solving.	Written exams.
CLO5	Class lecturers and discussions.	Assignments, presentations, MCQs, and short essays.

Learning Materials

Recommended Readings	Henderson, R. I. (2006). Compensation management in a knowledge-based world. Prentice Hall, Inc. Martocchio, J. J. (2017). Strategic Compensation: A human resource management approach. Pearson.
Supplementary Readings	Milkovich, G. T. (2011). Compensation and benefits. Richard D. Irwin. Gerhart, B. & Rynes, S. (2003). Compensation: Theory, evidence and strategic implications. SAGE Publications. Stumpff, A. (2011). Employee benefits and executive compensation. Foundation Press.

Course Code: 0413 25 HRM 4203	Year: Fourth	Term: Second
Course Title	Strategic Human Resource Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	This course is intended to develop appreciation for and primary skills in the strategic management of human resources.	

Course Contents		CLOs
Section A		
1	An Investment Perspective of Human Resource Management: Adapting an investment perspective; Understanding and measuring human capital; Human resource metrics; Factors influencing how investment-oriented an organization is.	1
2	The Evolving/Strategic Role of Human Resource Management: Strategic HR versus traditional HR; Barriers to strategic HR, Outsourcing and revamping HR	2
3	Human Resource Planning: Objectives of human resource planning; Aggregate planning, Succession planning and mentoring.	3
4	Design and Redesign of Work Systems: Design of work systems; Redesign of work systems; Strategic work redesign in action; Mergers and acquisitions; Impact of technology; HR issues and challenges related to technology; Understanding change; managing change.	4
Section B		
5	Staffing: Recruiting; Selection; International Assignments; Documentation of employment eligibility; New trends in staffing.	5
6	Training and Development: Planning and strategizing training; Organizational development; Integrating training with performance management system and compensation; The group learning process; Stages of corporate university development.	6
7	Performance Management and Feedback: Performance feedback versus performance appraisal; Use of performance management system; Who evaluates; What is evaluated, How to evaluate; Measures of evaluation; Why performance management systems often fail; Multisource feedback; Performance leadership.	7
8	Compensation: Compensation systems; Equity; Legal issues in compensation; Executive compensation.	8

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Identify the sources of employee value, explain the importance of human capital and how competitive advantage can be achieved through investment in employees, describe and use different HR metrics, and evaluate the obstacles that prevent organizations from investing in their employees.	2, 4
	CLO2	Differentiate between traditional and strategic HR, explain why some organizations still fail to deliver HR strategically, describe the outcomes and benefits of strategic HR, and explain how different company strategies might result in the need for HR to assume different primary roles.	8
	CLO3	Identify the link between an organization's strategy and its human resource plan, and explain the value of succession planning and the role of mentoring in succession planning.	8
	CLO4	Analyze how individual and organizational factors affect job design, explain the necessity of "fit" between individuals and jobs and how such fit can be achieved, point out the reasons for outsourcing, describe the role of HR in merger and acquisition, and explain the impact of technology on job design.	7, 8
	CLO5	Analyze the strategic issues associated with recruiting and assessing job candidates, describe the benefits associated with behaviorally based interviews, and explain the process of employment branding and candidate relationship management and the benefits they provide to employers.	2, 10, 11
	CLO6	Explain how training and development activities can contribute to an organization's strategic objectives, describe different modes of delivery of training and how to maximize transfer of training, and analyze the critical link between training, performance management and compensation in ensuring success of training.	2, 7, 10, 11
	CLO7	Describe the role performance feedback plays in performance management; explain the strategic choices an organization faces in establishing a performance management system, and suggest the strategies by which PM systems may be improved.	2, 10, 11
	CLO8	Describe the multifaceted nature of compensation, explain different types of equity and their resultant effects on employee behavior, analyze the nature of salary compression and the challenges it presents to employees, evaluate the advantages and disadvantages of pay for performance and the conditions under which it might be most successful, describe the legal issues in compensation, and identify the challenges inherent in setting executive compensation levels.	2, 10, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01-2	Class lecturers and discussions.	Written exams; assignments; presentations; short essays.
CLO3	Class lecturers and discussions; and problem solving.	Written exams; assignments; presentations; short essays.
CL04-7	Class lecturers and discussions. .	Written exams; assignments; presentations; short essays.
CLO8	Class lecturers and discussions; and problem solving.	Written exams; assignments; presentations; short essays.

Learning Materials

Recommended Readings	Mello, J. A. (2018). Strategic human resource management. Cengage Learning. Schuler, R. S. & Jackson, S. S. (2007). Strategic human resource management. Wiley-Blackwell.
Supplementary Readings	Rees, G. & Smith, P. (2021). Strategic human resource management: An international perspective. SAGE Publications. Nkomo, S., Fottler, M. D. & McAfee, R. B. (2010). Human resource management applications: Cases, exercises, incidents and skill builders. South-Western Cengage Learning.

Course Code: 0413 25 HRM 4205	Year: Fourth	Term: Second
Course Title	Metrics and Decision Making for Human Resource Management	
Course Status	Core	
Credit	3.0	
Prerequisite(s)	None	
Rationale	The course is intended to equip the students with the quantitative issues involved in Human Resource Management and their applications in decision making.	

Course Contents		CLOs
Section A		
1	Making HR Measurement Strategic: How a decision is science; Influence of HR measurement; Decision frameworks; Data, measurement and analysis.	1
2	Analytical Foundations of HR Measurement: Traditional versus contemporary HR measures; Four levels of sophistication in HR analytics; Fundamental analytical concepts from statistics and research; Design; Generalizing from sample data; Fundamental analytical concepts from economics and finance; Fixed, variable and opportunity costs/savings.	2
3	The Hidden Costs of Absenteeism: Employee absenteeism; The logic of absenteeism: how absenteeism creates costs; Direct costs and the incidence of employee absenteeism; Causes of employee absenteeism.	3
4	The High Cost of Employee Separations: The logic of employee turnover: separations; Voluntary versus involuntary turnover; Functional versus dysfunctional turnover; Dismissals and layoffs; Separation costs; Replacement costs; Training costs.	3
Section B		
CLOs		
5	Employee Health, Wellness, and Welfare: Health, wellness and worksite health promotion; Health care costs; Cost-effectiveness analysis; Cost-benefit and return-on-investment analysis.	5
6	Employee Attitudes and Engagement: Satisfaction behaviors and financial outcomes; Employee engagement and competitive advantage; Employee engagement and service climate; Measures of employee attitudes.	1
7	Financial Effects of Work-Life Programs: "Remixing" rewards; Impact of work-life strains on job performance; Work-life programs and professional employees programs to outcomes; Child care; Flexible work arrangements; Work-life policies and firm performance; Stock market reactions to work-life initiatives; Influencing senior leaders.	4
8	The Economic Value of Job Performance: Why does performance vary across jobs? Measures: estimating the monetary value of variations in job performance; Cost-accounting approach; The Cascio-Ramos Estimate of Performance in Dollars (CREPID); System effectiveness technique; and Superior equivalents technique.	6

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Analyze role of data in making HR quantitative decision and discuss fundamental analytical concepts from economics, finance and statistics.	1, 8
	CLO2	Differentiate between traditional and contemporary HR measures and identify different types of costs.	2, 3
	CLO3	Analyze absenteeism and explore the costs of absenteeism, compare different types of separations and evaluate their effects in organizational performance, describe the measures for employee health and welfare, and their cost effective analysis, evaluate work-life programs and their financial benefits in quantitative terms.	4, 8, 11
	CLO4	Describe and analyze employee-attitude and employee-engagement and their outcomes.	5, 9
	CLO5	Explain and evaluate the financial contribution of job performance in organizations and the estimation techniques.	1, 8

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lecturers and discussions.	Short essays.
CLO2	Class lecturers and discussions; and problem solving.	Written exams; oral exams.
CLO3	Class lecturers; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Written exams; oral exams; assignments; presentations; MCQs; short essays; and case studies.
CLO4	Class lecturers; articles summarizing; and group discussions.	Written exams; assignments; presentations; short essays; and case studies.
CLO5	Class lecturers; problem solving; and scenario analysis.	Written exams.

Learning Materials

Recommended Readings	Bhattacharyya, D. K. (2017). HR analytics: Understanding theories and applications. SAGE Publications. Edwards, M. & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metrics. Kogan Page.
Supplementary Readings	Waters, S. D. et al. (2018). The practical guide to HR analytics: Using data to inform, transform and empower HR decisions. Society for Human Resource Management. Ferrar, J. (2021). Excellence in people analytics: How to use workforce data to create business value. Kogan Page. Ng, M. S. (2019). Predictive HR analytics, Text mining and organizational network using Excel.

Course Code: 0413 25 HRM 4104	Year: Fourth	Term: Second
Course Title	Sessional of Metrics and Decision Making for Human Resource Management	
Course Status	Sessional	
Credit	1.0	
Prerequisite(s)	None	
Rationale	This course is intended to provide the students practical orientation relevant to different HR metrics and their use in decision making for human resource management.	

Course Contents		CLOs
1	The Hidden Costs of Absenteeism: The logic of absenteeism: how absenteeism creates costs; Direct costs and the incidence of employee absenteeism.	1
2	The High Cost of Employee Separations: The logic of employee turnover: separations; Voluntary versus involuntary turnover; Functional versus dysfunctional turnover; Dismissals and layoffs; Separation costs; Replacement costs; Training costs.	1
3	Employee Health, Wellness, and Welfare: Health, wellness and worksite health promotion; Health care costs; Cost-effectiveness analysis; Cost-benefit and return-on-investment analysis.	1
4	Employee Attitudes and Engagement: Satisfaction, behaviors and financial outcomes; Employee engagement and competitive advantage; Employee engagement and service climate; Measures of employee attitudes.	2
5	Financial Effects of Work-Life Programs: "Remixing" rewards; Impact of work-life strains on job performance; Work-life programs and professional employees programs to outcomes; Child care; Flexible work arrangements; Work-life policies and firm performance; Stock market reactions to work-life initiatives; Influencing senior leaders.	3
6	The Economic Value of Job Performance: Measures: estimating the monetary value of variations in job performance; Cost-accounting approach; The Cascio-Ramos Estimate of Performance in Dollars (CREPID); System effectiveness technique; and Superior equivalents technique.	4
7	Industrial Tour and Reporting	5

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CL01	Estimate the costs of absenteeism, Calculate employee turnover and evaluate the financial effect of different types of employee turnover in organizational performance, conduct cost-effectiveness analysis of different health, wellness and welfare programs.	
CL02	Measure and analyze employee attitudes, conduct cost-effectiveness analysis of employee-engagement programs.		5, 9
CL03	Evaluate work-life programs and their financial effectiveness in quantitative terms.		8, 11
CL04	Evaluate the financial contribution of job performance in organizations and use the estimation techniques.		1, 8
CL05	Observe, describe and evaluate contemporary industry practices in dealing with employee absenteeism, turnover, motivation, satisfaction and performance, and industry initiatives for ensuring wellness of employees.		2, 8

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CL01	Class lecturers; problem solving sessions.	Written exams; and assignments.
CL02	Class lecturers; articles summarizing; problem solving sessions.	Written exams; and assignments.
CL03	Class lecturers; articles summarizing; problem solving sessions.	Written exams; and assignments.
CL04	Class lecturers; problem solving sessions.	Written exams; and assignments.
CL05	Industry visit, active observation; and data collection.	Report submission.

Learning Materials

Recommended Readings	<p>Waters, S. D. et al. (2018). The practical guide to HR analytics: Using data to inform, transform and empower HR decisions. Society for Human Resource Management.</p> <p>Bhattacharyya, D. K. (2017). HR analytics: Understanding theories and applications. SAGE Publications.</p> <p>Edwards, M. & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metrics. Kogan Page.</p>
Supplementary Readings	<p>Ferrar, J. (2021). Excellence in people analytics: How to use workforce data to create business value. Kogan Page.</p> <p>Ng, M. S. (2019). Predictive HR analytics, text mining and organizational network using Excel.</p>

Course Code: 0413 25 HRM 4208		Year: Fourth	Term: Second
Course Title	Thesis		
Course Status	Core		
Credit	6.0		
Prerequisite(s)	None		
Rationale	Thesis has been offered in order to develop student's research conducting capabilities by engaging them in developing research proposal with completing literature review, identifying gap and developing appropriate research methods, collecting data, analyzing data, writing report and also making theoretical and practical contribution.		

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Conduct thorough literature review in their respective field of research.	2, 3
CLO2	Identify fruitful theoretical and practical research gaps for making scientific contribution.	2, 3	
CLO3	Write introduction and background of research proposal.	2, 3	
CLO4	Develop as well as set appropriate research methods that are consistent research philosophical positions.	7, 8	
CLO5	Write a comprehensive research proposal with a feasible timeline.	2, 3	
CLO6	Collect data through field work ad also from archival and other secondary resources	8, 9	
CLO7	Analyze data using appropriate methods and software.	8, 9	
CLO8	Interpret and report the result in academic way.	8, 9	
CLO9	Learn about producing academic publication and also about appropriate publication outlets.	2, 3	

Course Code: 0413 25 HRM 4210		Year: Fourth	Term: Second
Course Title	Internship		
Course Status	Core		
Credit	3.0		
Prerequisite(s)	None		
Rationale	Internship has been offered in order to give the students on the job experience prior to join the organizational set-up. It will also enhance their communication abilities and will also serve as important on the job training activities.		

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		Mapping with PLOs
	CLO1	Learn about organizational atmosphere	10, 12
CLO2	Communicate professionally about working in organizational hierarchy	10, 12	
CLO3	Gain knowledge and experience about professional life	10, 12	
CLO4	Build networking with corporate and other organizational professionals that might help them in future career	10, 12	

20

Grading and Evaluation

20.1 Grading Scale

a) Letter Grades and corresponding Grade Points will be awarded following provisions shown below:

Numerical Grade	Letter Grade	Grade Point
80% or 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 (regular)	2.25
40 to less than 45%	D	2.00
Less than 40%	F	00
Incomplete	I	
Withdrawn	W	
Continuation (for the project, thesis design, etc. course)	X	

20.1.1 Evaluation of Theory Courses

a) All theory courses will be evaluated out of 100 marks, the distribution of which is given below:

Sl. No.	Items	Marks
1	Attendance and Class Participation	10
2	Continuous Assessments	30
3	Term Final Examination	60
	Total	100

b) The basis for awarding marks for class attendance and participation will be as follows:

Attendance & Participation	Marks
90% or above	10
85 to below 90%	9
80 to below 85%	8
75 to below 80%	7
70 to below 75%	6
65 to below 70%	5
60 to below 65%	4
Below 60%	0

c) The continuous assessments of the theory courses may be conducted in the form of class tests, assignments, homework, presentation, quiz, viva voce, etc. The course teacher(s) will evaluate every continuous assessment and share the result with the students within 2(two) weeks of conducting that continuous assessment.

d) The duration of a class test may be 20-45 minutes, and it will preferably be given during class hours.

e) If a student does not attend the class test for reasons satisfactory enough to the course teacher, the course teacher may allow the student one more chance for such assessment during the term; however, it must be held before the term final examinations. A student who has been absent for a short period, up to a maximum of three weeks due to illness, should approach the course teacher(s) or Coordinator(s) for make-up of quizzes/class tests or assignments, etc.,

immediately on returning to the classes. Such request should be supported by a medical certificate endorsed by the Chief Medical Officer of the University. The medical certificate issued by a registered medical practitioner (with the registration number shown explicitly on the certificate) and endorsed by the Chief Medical Officer of the University will also be acceptable only when the student has valid reasons for his/her absence from the University.

f) The number of Continuous Assessments (CAs) in each course will be as follows:

No. of credit(s)	Total no. of CA required	CAs to be considered for grading
3 – 4	4 (2 in each section)	Section best assessments shall be averaged for grading
1.5 – 2	3 (at least one in each section)	

g) If two teachers teach a course, both the teachers will conduct continuous assessments individually.

h) Answer scripts of the continuous assessment may be shown to the students to identify their strengths and weaknesses, but those would not be returned to them. The concerned teacher would submit the evaluated continuous assessment answer scripts and attendance register to the Head of the Discipline/Program Offering Entity (POE). The final score of attendance and class participation (out of 10) and continuous assessment (out of 30) should be displayed on the Discipline's notice board/ Discipline website/ Course web page before starting the term final examination.

i) The course teachers must submit the continuous assessment mark sheets to the Chair of the Examination Committee before the starting of the term final examination.

j) The Term Final Examination will carry 60 marks. There will be two separate answer scripts for Section A and Section B in the Term Final Examination.

k) When a student repeats a course in which he/she previously obtained an F grade, he/she will be given just an immediate lower grade that he/she obtained in the repeated course. However, in case he/she obtains a D grade, that will be maintained, and this grade will be shown in the transcript. If a student has to repeat a course due to punishment on him/her, the grade obtained will be maintained. If a student obtains a grade other than an F in a course, he/she will not be allowed to repeat the course for grade improvement.

l) If a student obtains an 'F' grade in any Core course in any term, this 'F' grade will not be counted for Grade Point Average (GPA) but will be shown on the grade sheet, and in such case, he/she will have to retake the course for grade improvement.

m) While registering for a retake/re-retake theoretical course, a student must be given an option to decide whether s/he intends to sit for continuous assessment of the course. If s/he opts to sit for continuous assessments, his/her fresh mark will be counted to prepare the result. However, the class attendance and participation marks will be taken from the previous record.

n) A student has to register for the backlog/retake/re-retake core courses first followed by the fresh courses offered by the Discipline for the term s/he is going to enrol subject to the compliance with: (i) completion of prerequisite courses (if any) and (ii) maximum registration limit of 25 credits per term. However, s/he may not choose to register the optional backlog/retake/re-retake courses first.

o) In addition, a student may be allowed to register for advance course(s) in a term subject to: (i) his/her all backlog/retake/re-retake and offered core courses are either clear or registered, (ii) his/her current terms' offered all core courses are registered, (iii) completion of corresponding prerequisite courses (if any), (iv) compliance with a maximum registration limit of 25 credits per term, and (v) the desired advance courses are offered by the Discipline/POE in the current term. However, such advance course registration option will not be applicable for capstone courses like Thesis/Project/ Internship/ Research study/ Monograph/ Portfolio, and so on.

p) A Special Term may be offered for the final year students who have retake/re-retake course(s). In this case, the maximum credit limit for a student will be 15 credits. This will be a Non-Taught Term. The Examination of Special Term will start 4 (four) weeks after publishing 4th-year 2nd Term results and will continue not more than 2 (two) weeks. The continuous assessment marks (40%) will be carried over from previously registered theory course(s), and Special Term Final Examination will carry the remaining (60%) marks. Final Year Term Thesis/Dissertation/Design or Core Sessional(s) supervisor(s)/course teacher(s) in consultation with the Head may allow the student(s) to re-submit the Thesis/

Dissertation Design or Core Sessional(s) within the Special Term schedule. However, it must be within the allowed limits of the Special Term credits.

20.1.2 Evaluation of Sessional Courses

a) All sessional courses will be evaluated out of 100 marks, the distribution of which is given below:

Sl. No.	Items	Marks
1	Attendance/Class Participation/Contact with teachers	10
2	Sessional Evaluation/Internal criticism/Observation	60
3	Viva Voce/ Final Jury	30
	Total	100

b) Sessional evaluation would be done through a laboratory test, class test, quiz, assignment, assigned project, report, oral test, performance/behaviour of the students, etc. The course teacher(s) will complete every sessional evaluation and share the result with the students within 2(two) weeks of conducting that item. Attendance and sessional evaluation mark sheets (out of 10+60=70) will be displayed on the Discipline's notice board/Discipline website/Course web page before starting the term final examination.

c) Viva Voce of each sessional course will usually be conducted by the course teacher(s). The senior most among the course teachers (if any) will be the Chair of the viva board. However, such viva voce/final assessment of a sessional course can also be done through jury board in applicable cases. The jury board will be headed by the Head of the Discipline or any other senior teacher of the Discipline/POE not below the rank of Assistant Professor. The Chairman of the viva/jury board may appoint other teacher(s) as a board member if necessary. A student must attend a sessional evaluation and viva voce. In case of absence in any component, he/she will get an F grade in that course.

d) The course teachers must submit the continuous assessment mark sheets to the Chair of the Examination Committee before the starting of the term final examination.

e) A student may register sessional courses as retake/re-retake (if applicable) on the Discipline Head's written approval. For retake/re-retake sessional courses, no previous records/marks will be counted.

20.1.3 Evaluation of Capstone Courses

a) The distribution of marks for a Capstone (Thesis/ Monograph/ project paper/ etc.) course will be as follows:

Sl. No.	Description	Marks
1	Contact/Discussion/Communication with the Supervisor	10
2	Evaluation	60
3	Oral presentation and/or Viva voce	30
	Total	100

b) There will be two examiners (including the Supervisor) to examine the Thesis. Each examiner will evaluate the Thesis separately, and the average marks will be considered for grading. However, if the marks given by the First and Second Examiners vary 20% or more, a Third Examiner to be appointed by the concerned Examination Committee from the outside the University will evaluate the Thesis Monograph/Project paper. Among these numbers, the average of the closest two numbers will be considered for grading. However, if the marks given by the Third Examiner happen to stand at the middle of the marks given by the first two Examiners, the average of the three marks will be considered for grading.

c) For the thesis/dissertation/final project/other projects like the thesis of the final year students, there will be a presentation and defense session before the board (Jury/ other board). If deemed necessary to the concerned Examination Committee, these sessions might be arranged online. The chairman of the board normally will be the Discipline Head or any other senior teacher of the Discipline/POE not below the rank of an Assistant Professor. All supervisors of the thesis/project/ internship/ research study/ monograph/ portfolio courses will be the concerned board members. The chairman may appoint other teacher(s) as member(s). Every member of the board will evaluate individually and the final marks will be calculated by averaging all the marks given by the members.

d) A Discipline might allow some students to register for an Internship program/ Project paper/ Monograph/ Research study according to the course curriculum of the respective Discipline. Such an internship program/ Project paper/

Research study course might be considered as the substitute of Thesis for those students. The evaluation and related activities of such Internship program/ Project paper/ Research study courses will be similar to Thesis. Usually, a Thesis will carry double weight in terms of credit compared to other alternatives like Project/ Internship/ Research study/ Monograph/ Portfolio and so on.

e) A Discipline might allow splitting the thesis/similar course into more than one term. 'X' grade may be assigned for continuing the same course in multiple terms to assign a complete grade in the last term. Alternatively, multiple courses under thesis/similar course might be assessed by providing complete grades at the end of each term. The curriculum of the concerned Discipline/Entity will clarify all such issues.

20.1.4 Evaluation of Viva Voce

a) There might be a grand viva voce in each term. A student will not usually be allowed to register for more than one course of this type bearing 01 (one) credit in a term. The concerned Examination Committee of that Term will conduct the viva and assess the students. The distribution of marks for viva voce will be as follows:

Description	Marks
Viva voce	100

20.2 Grades

Grade related issues are reported in section 20.1.

20.3 Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA)

a) Grade Point Average (GPA) is the weighted average of Grade Points obtained in all the courses passed/completed by a student. For example, if a student has passed/completed five courses in a term having credits of C1, C2, C3, C4, and C5 and his/her points in these courses are G1, G2, G3, G4, and G5, respectively, then,

$$GPA = \frac{\sum C_i G_i}{\sum C_i}$$

b) A Numerical Example: Suppose a student has completed five courses in a term and obtained the following grades:

Course	Credit	Grade	Grade Point
A	3	A+	4.00
B	3	C+	3.00
C	3	A	3.75
D	2	B	3.25
E	1	B+	3.50

Then his/her GPA for the term will be computed as follows:

$$GPA = \frac{3(4.0) + 3(3.0) + 3(3.75) + 2(3.25) + 1(3.5)}{3 + 3 + 3 + 2 + 1} = 3.52$$

c) A student's performance will be evaluated in terms of three indices- Term Grade Point Average (TGPA), Yearly Grade Point Average (YGPA), and Cumulative Grade Point Average (CGPA). The TGPA is computed by dividing the total points earned in a Term by the number of credits taken in the Term. The YGPA is computed by dividing the total grade points earned in two Terms in a year by dividing the number of credits taken in that year. The CGPA is computed by dividing the total grade points accumulated till date by the total completed credits. Thus a student who has earned 275 grad points in attempting 100 credits of courses would have an overall CGPA of 2.75.

20.4 Course Withdrawal

a) 'W' is the corresponding grade for withdrawn of a course, as mentioned in section 20.1.

b) If any student cannot complete the Term Final Examination due to severe illness or serious accident, he/she may apply to the Dean through the Head of the concerned Discipline for total withdrawal from the Term within eight working days after the Term Final Examination. However, he/she may choose not to withdraw from any sessional course if the grade obtained in such a course is C or better. A medical certificate endorsed by the Chief Medical Officer of the University must support the application. The Dean of the concerned School will decide on such an application and inform the Academic Council. If a student is allowed to withdraw from a Term, he/she will have to register as fresh from the Term he/she has withdrawn. However, he/she may be allowed to register for backlog courses, if offered.

20.5 Incomplete (I) Courses

'I' is the corresponding grade for an incomplete course, as mentioned in section 20.1.

20.6 Retake

Retake related issues are reported in sections 20.1.1 and 20.1.2.

20.7 Grade Improvement

Grade improvement related issues are reported in section 20.1.1.

20.8 Dropout/Cancellation of Studentship

a) A first-year first term student's admission will stand cancelled if he/she fails to complete course registration by ten working days from the beginning of the classes.

b) A first-year first term student's admission will stand cancelled if he/she fails to attend at least 50 percent of classes during ten working days from the beginning of the classes. However, in case of severe illness/accident this provision may be relaxed subject to submission of a medical certificate issued by a registered medical practitioner (with the registration number shown explicitly on the certificate) and endorsed by the Chief Medical Officer of the University.

c) A student's studentship will stand cancelled if he/she fails to comply with registration of minimum credit requirements under article 12.2 of the latest (July 2022) 'Ordinance for Undergraduate Program' of Khulna University. According to that article, a student must register for at least 15 credits per term and may be allowed to register for up to a maximum of 25 credits if recommended by his/her Discipline Head. The Discipline/POE might offer less than, greater than or equal to 25 credits per term as per the approved curriculum. The student will enjoy the option of choosing backlog, re-take, re-retake, advance courses (subject to compliance with applicable requirements/restrictions, as reported in other articles of the Ordinance) in addition to fresh courses to comply with the restriction of maximum 25 credits per term. If any student fails to register, in any way, for minimum credits (15 credits), his/her studentship at the University will stand cancelled. This minimum 15-credit registration limit may be relaxed if: (i) the student requires less than 15-credit to complete his/her graduation, or (ii) the sum of applicable (for the student) credits offered by the Discipline is less than 15-credit in the corresponding term for any valid reason.

d) A student's studentship will stand cancelled if he/she fails to earn minimum credits under article 12.5.2 of the latest (July 2022) 'Ordinance for Undergraduate Program' of Khulna University. According to that article, when a student is going to register for his/her courses in the 3rd year 2nd term, his/her earned credits up to 2nd year 2nd term must be at least 36. Otherwise, his/her studentship at the University will stand cancelled.

Approval Records	
Approving Authority	Date of Approval
Curriculum Committee of the Discipline	07.09.2022
Executive Committee of the School	
BOAS (if applicable)	
Academic Council	
Syndicate (if applicable)	

Appendix 01: Summary of Major Changes in the OBE Format Curriculum

Program : Bachelor of Business Administration in Human Resource Management

Discipline : Human Resource Management

School : Management and Business Administration School

Sl. No.	Criteria	Existing Curriculum	OBE Curriculum
1	Duration of the Program (in Year)	4	4
2	Total Available Credits	154	170
3	Minimum Credit Requirement to Complete the Degree	139	140
4	Available Credits from GED Courses	-	44
5	Credits from GED Courses (% of Total Credits)	-	25.88
6	Credits from GED Courses (% of Required Credits)	-	31.43
7	Available Credits from Core Theory Courses*	117	126
8	Available Credits from Core Sessional Courses*	10	11
9	Available Credits from Optional Theory Courses*	21	21
10	Available Credits from Optional Sessional Courses*	0	0
11	Available Credits from Capstone Courses	-	12
12	Term Duration (in week)	21	22
13	Credits from Newly Introduced Courses	-	16
14	Number of Newly Introduced Courses	-	6
15	Number of Omitted Courses	-	0
16	Change in Course Title (Number of Courses)	-	0
17	Change in Course Status (Number of Courses)	-	0
18	Inter-term Shift (Number of Courses)	-	0
19	Change in Course Contents (Number of Courses)	-	24
20	Name of Majors (if Applicable)	N/A	N/A
21	Name of Modes (if applicable)	-	N/A

* including GED

Appendix 01: Concerned Committee of the Discipline/POE

Sl. No.	Name	Affiliation
01	Professor Dr. Md. Nur Alam	Convener and Head (In charge)
02	Professor Dr. Tarun Kanti Bose	Convener and Head(Former Head in charge)
03	Prosenjit Tarafdar	Member
04	Md. Mehedi Hasan	Member
05	Mahfuja Khatun	Member
06	Kajol Karmoker	Member
07	Tasnia Zannat	Member
08	Fariya Tabassum	Member
09	Ripon Kumar Paul	Member
10	Imtiaz Masroor	Member
11	Professor Mohammed Ziaul Haider, Ph.D	Director, IQAC
12	Professor Dr. Md. Matiul Islam	Additional Director, IQAC
13	Professor Dr. Jagadish Chandra Joardar	Additional Director, IQAC
14	Professor Dr. Md. Noor Un Nabi	Dean, Management and Business Administration School
15	Professor Dr. Mohammad Thoufiqul Islam	Expert Member
16	Professor Dr. Sumon Das	Expert Member

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