Outcome-based Curriculum of Bachelor of Business Administration

Business Administration Discipline
Khulna University
September, 2022

01. Title of the Academic Program

Bachelor of Business Administration (BBA)

Program Overview	
Degree	Bachelor of Business Administration
Abbreviated form of the Degree	BBA
Major	1. Finance 2. Marketing 3. Human Resource Management 4. Operations and Supply Chain Management
Discipline/Program Offering Entity (POE)	Business Administration Discipline
School	Management and Business AdministrationSchool
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

03. 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.

04. Mission of the University

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

05. Name of the Discipline/Program Offering Entity (POE)

Business Administration Discipline

06. Vision of the Discipline/POE

We envisage ourselves as a leading international business school and aspire to redefine the roles of business professionals and academicians for driving changes in global business and bringing social transformations.

07. Mission of the Discipline/POE

M1	Impart top quality business education to build capable future business professionals who can take the challenges of dynamic corporate demands.
M2	Generate knowledge that can extract outputs and evidences related with contemporary economic, business and social issues that make contributions to both academic and policy making.
M3	Provide ethical, environmental and social knowledge that will help to bring positive and sustainable change in the social behavior.

M = Mission of the Discipline/POE

08. Objectives of the Discipline/POE

O1	Develop dynamic corporate leaders and entrepreneurs.
O2	Achieve excellence in business education consistent with the demand of the twenty first century.
O3	Develop and promote ethics, morality, socially and environmentally responsible behavior through transformative research, education and collaborations.

O = Objective of the Discipline/POE

09. Name of the Degree

Bachelor of Business Administration

10. Description of the Program

The Bachelor of Business Administration program prepares the undergraduate students to create, manage, and lead business organizations that provide sustainable value in a regional and international environment. It is an undergraduate program offered by the Business Administration Discipline of the Management and Business Administration School, Khulna University with an option to select Major in a wide range of areas.

The program runs on course credit system and requires a student to earn a minimum of 143 credit hours to obtain the degree. The program duration is four years distributed along eight terms and contains core courses in the area of Business, Management, Accounting, Finance, Marketing, Entrepreneurship and specialized courses offered in major areas. The major areas include Finance, Marketing, Human Resource Management, International Business, Entrepreneurship and Innovation Management, Operations and Supply Chain Management and Information Technology.

The program is designed with a view to provide students with ample industry and business exposure. Up to date pedagogy are used in all the courses to enrich students' knowledge and skills in critical thinking, managing and leading, effective decision making, dynamic adaptability, teamwork, research and communication. The program aims to prepare the students to face the intense competition in diversified national and multinational environment as well as to set up the startups. It also orients the students to identify real life business problems and solve them within a comprehensive research atmosphere.

Being in line with the ongoing industry practices is a top priority of the program and hence the course contents are designed and regularly updated in collaboration with the stakeholders.

11. Graduate Attributes

GA	Description	Domain
GA1	**Knowledge of Business and Management**: Graduates will be prepared with the contemporary disciplinary and interdisciplinary business and management knowledge. They will be equipped with both fundamental and specialized knowledge with special focus on industry practice.	Fundamental
GA2	**Business Decision Making and Analysis:** Graduates will be able to analyze the business environment, critically analyze the factors affecting the outcome of business decisions, evaluate the available alternatives, and take effective and efficient decision after navigating the risks and uncertainty.	Fundamental
GA3	**Critical and Computational Thinking:** Graduates will be able to develop the ability of critical thinking skills through observation, analysis, interpretation, reflection, evaluation, inference and explanation in order to draw conclusions.	Thinking
GA4	**Effective Communication:** Graduates will attain professional skills in effective verbal and nonverbal communication tailor-made to the needs of different stakeholders and context of different audience consistent with mindful listening, empathy, and reliability.	Personal
GA5	**Leadership and Teamwork:** Graduate will acquire the capacity to operate in a social context and share accountability for achieving specific common goals and direct individual accomplishments toward organizational objectives. They will also be able to identify the need for leadership within organization and work group.	Social
GA6	**Innovation and Entrepreneurship:** Graduates will hold an innovative and entrepreneurial mindset to analyze problems in innovative ways, identify the gap in market and provide unique solutions to create sustainable growth and value.	Fundamental
GA7	**Research Competencies:** Graduates will be aware of the principles and methods of business research for the purpose of responsible and sustainable investigation from an applied perspective in the field of management and business with a high level of personal autonomy and accountability.	Thinking

GA 8	**Cognitive Flexibility:** Graduates will be capable of adjusting their behavior according to a dynamic and changing environment appropriately and efficiently. They will manage to think about multiple concepts simultaneously in organizational problem solving setup.	Thinking
GA 9	**Negotiation Capability:** Graduates will understand negotiation dynamics and will be able to craft agile strategy according to changing circumstances. They will be able to secure maximum value for the organization and also resolve all the conflicts in order to build sustainable relations.	Thinking
GA 10	**Social and Emotional Intelligence:** Graduates will learn to be the master of their own emotions and be able to choose the most constructive response on the basis of others' emotions in given situations, managing professional relations efficiently.	Social
GA 11	**Digital Literacy:** Graduates will be well aware of the ongoing cutting edge technology in business practices. They will learn the use of digital platform in data modeling, process analyzing and business decision making.	Personal
GA 12	**Ethical Awareness:** Graduates will develop values, skills and judgments to make ethical decisions in complex business situations by understanding and demonstrating the sound business principles, needs and goals of different stakeholders.	Social
GA 13	**Cultural and Global Adaptability:** Graduates will be able to work across political borders, different organizational setup, and different cultural values and expectations.	Social

GA = Graduate Attributes

12. Program Educational Objectives (PEOs)

PEOs	Description	Domain
PEO1	To provide the graduates a solid foundation of knowledge for pursuing professional careers, higher education and research in business and allied fields.	Fundamental
PEO2	To enable the graduates to comprehend and apply leadership and managerial skills at the individual and group levels.	Social
PEO3	To empower the graduates in social networking and digital technology to cope up with knowledge economy.	Social
PEO4	To equip the graduates adapting to a rapidly changing global environment and apply knowledge and competencies in order to become socially responsible and value driven citizens, committed to Sustainable Development Goals (SDG).	Thinking
PEO5	To enable the graduates acting with conscience of global, ethical, societal, ecological and commercial awareness with sustainable values for contributing to the country and beyond.	Personal

PEO = Program Educational Objective

13. Program Learning Outcomes (PLOs)

After successful completion of the degree, the learner will be able to:	
A. Fundamental Domain	
PLO1	Promote self-management, independent learning and basic managerial skill.
PLO2	Develop professional skills and aptitude to become successful managers and /or entrepreneurs in the academia, industry or government.
PLO3	Exhibit multidisciplinary teamwork and leadership skills to enable them to discharge professional responsibilities.
PLO4	Acquire adequate knowledge through principles, theory and models of major business areas and allied fields.
B. Social Domain	
PLO5	Exhibit ethical and socially responsible behavior through interaction among business communities and people in general.
PLO6	Develop leadership capabilities to achieve group and organizational goals.
PLO7	Manifest empathy and relationship management with the stakeholders.
PLO8	Obtain knowledge and understanding of the socio-cultural, legal, economic, and geo-political forces for effective decision making.
C. Thinking Domain	
PLO9	Develop ability to apply creative solutions and analyze behavioral change to lead the dynamic business world.
PLO10	Scan the environment for opportunity identification and its capitalization.
PLO11	Negotiate and manage conflict in volatile business environment.
PLO12	Identify business problems, analyze and comprehend the applicability of management principles in solving complex business issues.
D. Personal Domain	
PLO13	Develop professional skills that prepare themselves for immediate employment in home and abroad and for life-long learning and research in advance area of business and related fields.
PLO14	Apply basic communication skill (verbal, nonverbal and interpersonal) in business settings.
PLO15	Acquire business knowledge and develop skills to analyze and solve complex managerial problems with emotional intelligence, digital literacy and other soft skills.
PLO16	Develop the ability to design and integrate strategic and tactical plans to achieve organizational goals.

PLO = Program Learning Outcome

14. Mapping Mission of the University with PEOs

PEOs \ Missions	UM1	UM2	UM3
PEO1	3	3	2
PEO2	3	3	2
PEO3	2	3	3
PEO4	2	3	2
PEO5	2	2	3

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

15. Mapping PLOs with PEOs

Program Learning Outcomes (PLOs)		Program Educational Objectives (PEOs)				
		PEO1	PEO2	PEO3	PEO4	PEO5
A. Fundamental Domain	PLO1	●	●	●		
	PLO2	●	●		●	
	PLO3	●	●			
	PLO4	●	●	●		
B. Social Domain	PLO5			●	●	●
	PLO6	●	●			
	PLO7		●		●	●
	PLO8	●	●		●	●
C. Thinking Domain	PLO9	●	●		●	
	PLO10		●		●	●
	PLO11	●	●	●		
	PLO12	●		●	●	
D. Personal Domain	PLO13	●	●	●		
	PLO14		●	●		●
	PLO15	●		●		●
	PLO16	●	●			●

16. Mapping Courses with PLOs

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				**Social Skills**				**Thinking Skills**				**Personal Skills**			
	PLO1	**PLO2**	**PLO3**	**PLO4**	**PLO5**	**PLO6**	**PLO7**	**PLO8**	**PLO9**	**PLO10**	**PLO11**	**PLO12**	**PLO13**	**PLO14**	**PLO15**	**PLO16**
First Year First Term																
0413 03 BA 1101 Introduction to Business	•	•		•	•			•	•	•					•	•
0413 03 BA 1103 Principles of Management	•	•	•	•	•	•	•		•				•		•	•
0413 03 BA 1105 Principles of Marketing	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•
0421 03 LJ 1167 Commercial and Industrial Law	•	•	•	•	•	•	•	•	•	•	•	•	•			
0231 03 Eng 1181 Communicative English	•	•	•			•		•			•		•	•	•	
0231 03 Eng 1182 Sessional of Communicative English	•	•	•			•		•			•		•	•	•	
0388 03 DS 1191 Bangladesh Studies			•		•	•		•		•						
First Year Second Term																
0413 03 BA 1207 Business Communication	•	•	•	•		•	•	•					•	•		
0413 03 BA 1208 Sessional of Business Communication	•	•	•	•		•	•	•						•		
0413 03 BA 1209 Financial Accounting	•	•		•					•	•		•	•		•	•
0311 03 Econ 1257 Microeconomics	•	•	•	•	•	•		•	•	•		•			•	•
0314 03 Soc 1261		•	•	•	•			•	•	•		•	•		•	•

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				Social Skills				Thinking Skills				Personal Skills			
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16
Introduction to Psychology																
0541 03 Math 1271 Business Mathematics	•	•	•	•	•	•	•	•	•	•	•	•				
0714 03 CSE 1276 Basic Programming Language and Applications	•	•							•			•	•		•	•
Second Year First Term																
0413 03 BA 2101 Introduction to Finance	•	•		•	•		•			•		•	•		•	•
0413 03 BA 2103 Intermediate Accounting		•		•	•			•	•	•	•	•				•
0413 03 BA 2104 Sessional of Intermediate Accounting							•		•	•		•	•		•	•
0413 03 BA 2105 Marketing Management	•	•		•	•		•	•	•	•		•	•		•	•
0413 03 BA 2106 Sessional of Marketing Management	•	•	•	•				•	•	•		•	•		•	•
0413 03 BA 2107 Organizational Behaviour	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
0413 03 BA 2109 Banking and Insurance		•		•				•	•			•	•		•	
0311 03 Econ 2159 Macroeconomics	•	•		•	•			•		•		•	•		•	•
Second Year Second Term																
0413 03 BA 2211 Financial Management	•	•	•	•	•	•	•	•	•	•	•	•				
0413 03 BA 2212 Sessional of Financial Management	•	•	•					•	•	•		•	•			•

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				**Social Skills**				**Thinking Skills**				**Personal Skills**			
	PLO1	**PLO2**	**PLO3**	**PLO4**	**PLO5**	**PLO6**	**PLO7**	**PLO8**	**PLO9**	**PLO10**	**PLO11**	**PLO12**	**PLO13**	**PLO14**	**PLO15**	**PLO16**
0413 03 BA 2213 Human Resource Management	•	•	•	•	•		•		•	•	•	•	•	•		•
0413 03 BA 2215 Entrepreneurship and Start-up Development	•	•		•					•	•		•			•	•
0413 03 BA 2216 Sessional of Entrepreneurship and Start-up Development	•	•		•	•	•	•	•	•	•	•	•			•	
0413 03 BA 2217 International Business		•		•				•			•	•			•	•
0413 03 BA 2218 Comprehensive Viva I	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
0542 03 Stat 2251 Statistics I	•	•	•	•				•	•			•	•		•	•
0388 03 DS 2293 Natural Environment and Sustainability					•		•	•		•						
Third Year First Term																
0413 03 BA 3101 Cost and Management Accounting	•	•		•					•			•			•	•
0413 03 BA 3103 Operations Management	•	•	•	•		•	•	•	•	•	•	•	•	•	•	•
0413 03 BA 3104 Sessional of Operations Management	•	•	•	•		•		•	•	•		•	•	•	•	
0413 03 BA 3105 Supply Chain Management	•	•	•	•		•		•	•	•	•	•	•	•	•	•
0413 03 BA 3107 Project Management	•	•		•					•		•	•	•			•

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				Social Skills				Thinking Skills				Personal Skills			
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16
0542 03 Stat 3153 Statistics II		•	•	•			•	•	•			•	•		•	•
0542 03 Stat 3154 Sessional of Statistics II		•	•	•			•	•	•			•	•		•	•
0314 03 Soc 3163 Ethics and Social Responsibility				•	•		•									•
Third Year Second Term																
0413 03 BA 3209 Management Information System				•				•	•	•		•	•		•	•
0413 03 BA 3210 Sessional of Management Information System				•					•			•	•		•	•
0413 03 BA 3213 Business Research Methods	•	•	•	•	•			•	•			•	•		•	•
0413 03 BA 3214 Sessional of Business Research Methods	•	•	•	•	•	•	•	•	•			•	•	•	•	•
0413 03 Fin 3201 Financial Markets and Institutions	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•
0413 03 Fin 3203 Corporate Finance	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•
0413 03 Fin 3205 International Trade and Finance	•	•	•	•	•	•	•	•	•	•	•	•				
0413 03 Fin 3207 Working Capital Management	•	•	•	•		•		•	•	•	•	•	•		•	•
0413 03 Fin 3209 Public Finance				•	•			•	•	•			•		•	•
0413 03 Mkt 3201	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				Social Skills				Thinking Skills				Personal Skills			
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16
International Marketing																
0413 03 Mkt 3203 Selling and Salesmanship	•	•	•	•	•	•	•	•	•	•		•		•	•	•
0413 03 Mkt 3205 Consumer Behavior	•	•	•	•				•	•	•			•		•	•
0413 03 Mkt 3207 Strategic Marketing	•	•	•	•	•		•	•	•	•	•	•	•	•	•	•
0413 03 Mkt 3209 Relationship Marketing	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•
0413 03 Mkt 3211 Tourism and Hospitality Management	•	•		•				•	•		•					
0413 03 HRM 3201 Human Resource Planning	•			•				•	•	•		•				•
0413 03 HRM 3203 Human Resource Development	•			•				•	•	•		•				•
0413 03 HRM 3205 Compensation Management	•			•				•	•	•		•	•			•
0413 03 HRM 3207 Social Compliance	•	•	•	•	•		•	•	•		•	•			•	•
0413 03 HRM 3209 Industrial Sociology	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
0413 03 HRM 3211 Talent Management	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
0413 03 OSCM 3201 Quality Management	•	•	•	•	•		•	•	•		•	•			•	•
0413 03 OSCM 3203 Product Design and Development	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
0413 03 OSCM 3205	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				Social Skills				Thinking Skills				Personal Skills			
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16
Material and Inventory Management																
0413 03 OSCM 3207 Supply Chain Partners Relationship	•	•	•	•	•	•	•		•	•	•	•	•	•	•	•
0413 03 OSCM 3209 Procurement Management	•	•	•	•	•	•		•	•	•		•	•		•	•
Fourth Year First Term																
0413 03 BA 4101 Innovation and Change Management	•	•	•	•	•	•		•	•	•		•	•		•	•
0413 03 BA 4103 Data Science and Business Analytics	•	•		•					•			•		•	•	
0413 03 BA 4104 Sessional of Data Science and Business Analytics	•	•		•					•			•		•	•	
0413 03 BA 4105 Strategic Management	•	•	•		•		•	•	•	•	•	•	•	•	•	•
0413 03 BA 4106 Sessional of Strategic Management	•	•	•	•	•		•	•	•	•		•			•	•
0413 03 BA 4108 Comprehensive Viva II	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
0413 03 Fin 4111 Capital Budgeting		•		•					•	•	•	•	•		•	
0413 03 Fin 4113 Financial Analysis and Control	•	•	•	•					•	•		•	•		•	•
0413 03 Fin 4115 Investment and Portfolio Management	•	•	•	•		•		•		•		•	•		•	
0413 03 Fin 4117 Financial Derivatives	•	•	•	•		•		•	•	•	•	•	•		•	•
0413 03 Fin 4119				•	•		•	•	•	•		•	•		•	

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				Social Skills				Thinking Skills				Personal Skills			
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16
Islamic Economics and Finance																
0413 03 Fin 4121 Fintech and Digital Economy	•	•		•				•	•		•					
0413 03 Mkt 4113 Digital Marketing	•	•	•	•						•		•	•			•
0413 03 Mkt 4115 Integrated Marketing Communication			•	•		•		•		•		•		•	•	•
0413 03 Mkt 4117 Agricultural Marketing	•	•	•	•		•	•	•	•	•		•	•	•	•	•
0413 03 Mkt 4119 Services Marketing	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•
0413 03 Mkt 4121 Neuro-marketing	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
0413 03 Mkt 4123 Brand Management	•	•			•		•		•	•	•		•	•	•	
0413 03 HRM 4113 Industrial Relations	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
0413 03 HRM 4115 Career Planning and Development	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
0413 03 HRM 4117 Performance Management	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
0413 03 HRM 4119 Conflict Management and Negotiation	•	•	•	•	•		•	•	•	•	•		•	•	•	
0413 03 HRM 4121 International Human Resource Management	•			•				•	•	•		•				•
0413 03 HRM 4123 Strategic Human Resource Management	•		•	•		•	•	•	•	•		•	•			•

Course Code and Course Title	Program Learning Objectives (PLOs)															
	Fundamental Skills				Social Skills				Thinking Skills				Personal Skills			
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16
0413 03 OSCM 4111 Operations Safety Management	•	•	•	•	•		•	•	•	•		•	•	•	•	•
0413 03 OSCM 4113 Compliance Management	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
0413 03 OSCM 4115 Transportation and Logistics Management	•	•		•		•		•		•		•	•	•	•	•
0413 03 OSCM 4117 Strategic Supply Chain Management	•	•	•	•	•	•	•	•	•	•	•	•	•		•	
0413 03 OSCM 4119 Blockchain in Supply Chain Management	•	•	•	•	•	•	•	•	•	•	•	•	•		•	
Fourth Year Second Term																
0413 03 BA 4210 Thesis	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
0413 03 BA 4212 Internship	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
0413 03 BA 4214 Project	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

PART B

17. Structure of the Curriculum

a) Duration of the Program	4 Years	8 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.	
c 1) Graduating Credits / Total Minimum Credit Requirement to Complete the Program	140	
c 2) Available Credits	267	
d) Total Class Weeks in a Term*	14	
e) Minimum CGPA Requirements for Graduation	2.50	
f) Maximum Academic Years of Completion	7	

* 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	11	32	37
	Sessional	03	05	
Fundamental Courses	Theory	04	12	12
	Sessional	00	00	
Core Courses	Theory	19	57	67
	Sessional	10	10	
Optional Courses from Major Area	Theory	45	135	135
	Sessional	00	00	
Capstone Courses***		05	16	16
Total				267

*** Thesis, Internship, Project, Comprehensive Viva I and Comprehensive Viva II

g2) Category of Courses			
Area	Course Type	Course Title	Credits
General Education (GED) Courses	Theory	01. Bangladesh Studies 02. Business Mathematics 03. Microeconomics 04. Commercial and Industrial Law 05. Introduction to Psychology 06. Macroeconomics 07. Statistics I 08. Natural Environment and Sustainability 09. Statistics II 10. Ethics and Social Responsibility 11. Communicative English	32
	Sessional	01. Sessional of Communicative English 02. Basic Programming Language and Application 03. Sessional of Statistics II	05
Fundamental Courses	Theory	01. Principles of Management 02. Principles of Marketing 03. Introduction to Finance 04. Financial Accounting	12
Core/ Compulsory Courses	Theory	01. Introduction to Business 02. Business Communication 03. Intermediate Accounting 04. Banking and Insurance 05. Organizational Behaviour 06. Marketing Management 07. Financial Management 08. Human Resource Management 09. Entrepreneurship and Start-up Development 10. Cost and Management Accounting 11. Operations Management 12. Supply Chain Management 13. International Business 14. Project Management 15. Management Information System 16. Business Research Methods 17. Innovation and Change Management 18. Data Science and Business Analytics 19. Strategic Management	57

Area	Course Type	Course Title	Credits
	Sessional	01. Sessional of Business Communication 02. Sessional of Intermediate Accounting 03. Sessional of Marketing Management 04. Sessional of Financial Management 05. Sessional of Entrepreneurship and Start-up Development 06. Sessional of Operations Management 07. Sessional of Management Information System 08. Sessional of Business Research Methods 09. Sessional of Data Science and Business Analytics 10. Sessional of Strategic Management	10
Courses from Major Area ****	Theory	**Courses from Finance Area** 01. Financial Markets and Institutions 02. Corporate Finance 03. Capital Budgeting 04. Financial Analysis and Control 05. Investment and Portfolio Management 06. International Trade and Finance 07. Public Finance 08. Working Capital Management 09. Financial Derivatives 10. Islamic economics and Finance 11. Fintech and Digital Economy **Courses from Marketing Area** 01. International Marketing 02. Digital Marketing 03. Integrated Marketing Communication 04. Strategic Marketing 05. Selling and Salesmanship 06. Agricultural Marketing 07. Services Marketing 08. Relationship Marketing 09. Consumer Behaviour 10. Neuromarketing 11. Brand Management 12. Tourism and Hospitality Management **Courses from Human Resource Management Area** 01. Human Resource Planning 02. Human Resource Development 03. Compensation Management 04. Strategic Human resource Management 05. International Human Resource Management	24

Area	Course Type	Course Title	Credits
		06. Industrial Sociology 07. Industrial Relations 08. Career Planning and Development 09. Performance Management 10. Talent Management 11. Conflict Management and Negotiation 12. Compliance Management	
		Courses from Operations and Supply Chain Management Area	
		01. Quality Management 02. Product Design and Development 03. Supply Chain Partners Relationship 04. Transportation and Logistics Management 05. Material and Inventory Management 06. Operations Safety Management 07. Blockchain in Supply Chain Management 08. Strategic Supply Chain Management 09. Procurement Management 10. Compliance Management	
Capstone Courses	Sessional	01. Thesis 02. Internship 03. Project 04. Comprehensive Viva I 05. Comprehensive Viva II	06 04 04 01 01
Total			

*** Courses from Major Area:
Students, fulfilling the degree requirements will be awarded the degree Bachelor of Business Administration (BBA) in a "Major" area. For doing Major, students will have to take six (06) courses from one of major areas of specialization listed above. Along with six courses from a particular major area, if a student does three (03) courses from another major area, he or she will be given "Minor" in that area of specialization.

18. Year/Term-wise Distribution of Courses

First Year First Term						
Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Remarks
			Theory	Sessional		
0413 03 BA 1101	Introduction to Business	Core	3.0	-	3.0	
0413 03 BA 1103	Principles of Management	Fundamental	3.0	-	3.0	
0413 03 BA 1105	Principles of Marketing	Fundamental	3.0	-	3.0	
0421 03 LJ 1167	Commercial and Industrial Law	Core	3.0	-	3.0	
0231 03 Eng 1181	Communicative English	Core	2.0	-	2.0	
0231 03 Eng 1182	Sessional of Communicative English	Core	-	1.0	1.0	
0388 03 DS 1191	Bangladesh Studies	Core	3.0	-	3.0	
Total	**Core:07; Optional: 00; Theory: 06; Sessional: 01**		**17.0**	**1.0**	**18.0**	

First Year Second Term						
Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Remarks
			Theory	Sessional		
0413 03 BA 1207	Business Communication	Core	3.0	-	3.0	
0413 03 BA 1208	Sessional of Business Communication	Core	-	1.0	1.0	
0413 03 BA 1209	Financial Accounting	Fundamental	3.0	-	3.0	
0311 03 Econ 1257	Microeconomics	Core	3.0	-	3.0	
0314 03 Soc 1261	Introduction to Psychology	Core	3.0	-	3.0	
0541 03 Math 1271	Business Mathematics	Core	3.0	-	3.0	
0714 03 CSE 1276	Basic Programming Language and Application	Core		3.0	3.0	
Total	**Core: 07; Optional: 00; Theory: 05; Sessional: 02**		**15.0**	**4.0**	**19.0**	

Second Year First Term						
Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Remarks
			Theory	Sessional		
0413 03 BA 2101	Introduction to Finance	Fundamental	3.0	-	3.0	
0413 03 BA 2103	Intermediate Accounting	Core	3.0	-	3.0	

0413 03 BA 2104	Sessional of Intermediate Accounting	Core	-	1.0	1.0	
0413 03 BA 2105	Marketing Management	Core	3.0	-	3.0	
0413 03 BA 2106	Sessional of Marketing Management	Core	-	1.0	1.0	
0413 03 BA 2107	Organizational Behavior	Core	3.0	-	3.0	
0413 03 BA 2109	Banking and Insurance	Core	3.0	-	3.0	
0311 03 Econ 2159	Macroeconomics	Core	3.0	-	3.0	
Total	**Core: 08; Optional: 00; Theory: 06; Sessional: 02**		**18.0**	**2.0**	**20.0**	

Second Year Second Term

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Remarks
			Theory	Sessional		
0413 03 BA 2211	Financial Management	Core	3.0	-	3.0	
0413 03 BA 2212	Sessional of Financial Management	Core	-	1.0	1.0	
0413 03 BA 2213	Human Resource Management	Core	3.0	-	3.0	
0413 03 BA 2215	Entrepreneurship and Start-up Development	Core	3.0	-	3.0	
0413 03 BA 2216	Sessional of Entrepreneurship and Start-up Development	Core	-	1.0	1.0	
0413 03 BA 2217	International Business	Core	3.0	-	3.0	
0413 03 BA 2218	Comprehensive Viva I	Capstone	-	1.0	1.0	
0542 03 Stat 2251	Statistics I	Core	3.0	-	3.0	
0521 03 ES 2287	Natural Environment and Sustainability	Core	3.0	-	3.0	
Total	**Core: 09; Optional: 00; Theory: 06; Sessional: 03 including 1 Capstone course**		**18.0**	**3.0**	**21.0**	

Third Year First Term

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Remarks
			Theory	Sessional		
0413 03 BA 3101	Cost and Management Accounting	Core	3.0	-	3.0	
0413 03 BA 3103	Operations Management	Core	3.0	-	3.0	
0413 03 BA 3104	Sessional of Operations Management	Core	-	1.0	1.0	
0413 03 BA 3105	Supply Chain Management	Core	3.0	-	3.0	
0413 03 BA 3107	Project Management	Core	3.0	-	3.0	

0542 03 Stat 3153	Statistics II	Core	3.0	-	3.0	
0542 03 Stat 3154	Sessional of Statistics II	Core	-	1.0	1.0	
0314 03 Soc 3163	Ethics and Social responsibility	Core	3.0	-	3.0	
Total	**Core: 08; Optional: 00; Theory: 06; Sessional: 02**		**18.0**	**2.0**	**20.0**	

Third Year Second Term

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Remarks
			Theory	Sessional		
0413 03 BA 3209	Management Information System	Core	3.0	-	3.0	
0413 03 BA 3210	Sessional of Management Information System	Core	-	1.0	1.0	
0413 03 BA 3211	Research Methodology	Core	3.0	-	3.0	
0413 03 BA 3212	Sessional of Research Methodology	Core	-	1.0	1.0	
0413 03 Fin 3201	Financial Markets and Institutions	Optional	3.0	-	3.0	Major Course
0413 03 Fin 3203	Corporate Finance	Optional	3.0	-	3.0	Major Course
0413 03 Fin 3205	International Trade and Finance	Optional	3.0	-	3.0	Major Course
0413 03 Fin 3207	Working Capital Management	Optional	3.0	-	3.0	Major Course
0413 03 Fin 3209	Public Finance	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 3201	International Marketing	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 3203	Selling and Salesmanship	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 3205	Consumer Behavior	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 3207	Strategic Marketing	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 3209	Relationship Marketing	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 3211	Tourism and Hospitality Management	Optional	3.0	-	3.0	Major Course
0413 03 HRM 3201	Human Resource Planning	Optional	3.0	-	3.0	Major Course
0413 03 HRM 3203	Human Resource Development	Optional	3.0	-	3.0	Major Course
0413 03 HRM 3205	Compensation Management	Optional	3.0	-	3.0	Major Course
0413 03 HRM 3207	Social Compliance	Optional	3.0	-	3.0	Major Course
0413 03 HRM 3209	Industrial Sociology	Optional	3.0	-	3.0	Major Course
0413 03 HRM 3211	Talent Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 3201	Quality Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 3203	Product Design and Development	Optional	3.0	-	3.0	Major Course

0413 03 OSCM 3205	Material and Inventory Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 3207	Supply Chain Partners Relationship	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 3209	Procurement Management	Optional	3.0	-	3.0	Major Course
Total	**Core: 04; Optional: 22; Theory: 02; Sessional: 02**		**72.0**	**2.0**	**74.0**	
Note: Students will have to take three (03) optional major courses from a particular major area of specialization.						

Fourth Year First Term						
Course Code	**Course Title**	**Course Status**	**Contact Hours/Week**		**Credits**	**Remarks**
			Theory	**Sessional**		
0413 03 BA 4101	Innovation and Change Management	Core	3.0	-	3.0	
0413 03 BA 4103	Data Science and Business Analytics	Core	3.0	-	3.0	
0413 03 BA 4104	Sessional of Data Science and Business Analytics	Core	-	1.0	3.0	
0413 03 BA 4105	Strategic Management	Core	3.0	-	3.0	
0413 03 BA 4106	Sessional of Strategic Management	Core	-	1.0	1.0	
0413 03 BA 4108	Comprehensive Viva II	Capstone	-	1.0	1.0	
0413 03 Fin 4111	Capital Budgeting	Optional	3.0	-	3.0	Major Course
0413 03 Fin 4113	Financial Analysis and Control	Optional	3.0	-	3.0	Major Course
0413 03 Fin 4115	Investment and Portfolio Management	Optional	3.0	-	3.0	Major Course
0413 03 Fin 4117	Financial Derivatives	Optional	3.0	-	3.0	Major Course
0413 03 Fin 4119	Islamic Economics and Finance	Optional	3.0	-	3.0	Major Course
0413 03 Fin 4121	Fintech and Digital Economy	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 4113	Digital Marketing	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 4115	Integrated Marketing Communication	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 4117	Agricultural Marketing	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 4119	Services Marketing	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 4121	Neuro-marketing	Optional	3.0	-	3.0	Major Course
0413 03 Mkt 4123	Brand Management	Optional	3.0	-	3.0	Major Course
0413 03 HRM 4113	Industrial Relations	Optional	3.0	-	3.0	Major Course
0413 03 HRM 4115	Career Planning and Development	Optional	3.0	-	3.0	Major Course

0413 03 HRM 4117	Performance Management	Optional	3.0	-	3.0	Major Course
0413 03 HRM 4119	Conflict Management and Negotiation	Optional	3.0	-	3.0	Major Course
0413 03 HRM 4121	International Human Resource Management	Optional	3.0	-	3.0	Major Course
0413 03 HRM 4123	Strategic Human Resource Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 4111	Operations Safety Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 4113	Compliance Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 4115	Transportation and Logistics Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 4117	Strategic Supply Chain Management	Optional	3.0	-	3.0	Major Course
0413 03 OSCM 4119	Blockchain in Supply Chain Management	Optional	3.0	-	3.0	Major Course
Total	**Core: 06; Optional: 23; Theory: 03, Sessional: 03 including 1 Capstone Course**		**78.0**	**3.0**	**81.0**	
Note: Students will have to take three (03) optional major courses from a particular major area of specialization.						

Fourth Year Second Term

Course Code	Course Title	Course Status	Contact Hours/Week		Credits	Remarks
			Theory	Sessional		
0413 03 BA 4210	Thesis	Capstone	-	6.0	6.0	
0413 03 BA 4212	Internship	Capstone	-	4.0	4.0	
0413 03 BA 4214	Project	Capstone	-	4.0	4.0	
Total	**Core: 03, ; Optional: 00; Theory: 00; Sessional: 03**			**14.0**	**14.0**	
Note: *Students will have to take either Bachelor Thesis or Internship or Project*						

19. Course Description

First Year First Term		
Course Code: 0413 03 BA 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:** Concept Of Business, Business Organization, Objectives Of Business, Factors Of Production, Value Chain & The Process Of Value Addition, Concept Of Stakeholder, Branches Of Business: Industry, Commerce & Trade.	1
2	**Business And Economics:** Concept Of Economics, Economic System, Macro And Micro Economics, Major Economic Indicators, Role Of Business In National Economy.	2
3	**Business Environment**: Business Environment– Internal & External Environment- Components Of Those, Interaction Of Business With Environment.	3
4	**Ethics And Social Responsibility:** Concept Of Business Ethics, Ethics &Amp; Legality, Encouraging Ethical Behavior– Code Of Ethics, Social Audit, Whistle Blowers, Concept Of Social Responsibility And Its Importance, Business Responsibility To Consumers, Responsibility To Employees, Responsibility To Environment, Responsibility To Investors.	4
5	**Business Ownership Forms:** Sole Proprietorship, Partnership, Joint Stock Company - Advantages & Disadvantages Of Each, Formation Of Company & Important Documentation- Memorandum Of Association & Article Of Association, Concept Of Double Taxation, Share &Amp; Its Types, Debenture, Co-Operatives; State Owned Enterprise, Considerations For Right Form Of Ownership.	5
Section B		
1	**Functional & Support Areas Of Business**: Utility, Marketing Mix, Product, Classification Of Product, PLC, Pricing, Marketing Channel, Promotion Tools, Market Segmentation, Finance-Financial Management Concept, Financial Market, Financial Management Process, Type Of Funds & Their Sources, Leverage And Potential Risks, Human Resources-Definition, HR Planning, Recruitment, Training, Compensation, Performance Appraisal, Major Issues Of Labor Law, Accounting– Definition– Accounting Information System. Management And Its Functions.	6
2	**International Business:** Concept Of International Business – Motives for Going International, International Economics, Barriers To International Business, Impacts of Globalization, Forms of International Business-MNC, Franchising, Merger, Types Of Merger &Amp; Acquisition.	7
3	**Institutions For Promoting Business:** Export Promotion Bureau – Its Operation, Functions; FBCCI – Objectives &Amp; Functions; Stock Exchange – Definition, Function And Services, DSE; Trade Information Center – Support & Services.	8
4	**Trade Practices In Bangladesh:** Trade Union In Bangladesh, Objectives Of Trade Union, Export And Import Procedures & Required Documentation.	9

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Describe various aspects of business operations and economy.	1, 4, 15
	CLO2	Explain the interaction of business and economics.	4, 8, 15
	CLO3	Describe the environment of business and its interaction	4, 8, 10, 15
	CLO4	Realize the ethical concerns and social responsibility of business	1, 5, 9
	CLO5	Describe the major Forms of Business Ownership and understand the process of selecting the right ownership form for business.	2, 4, 15, 16
	CLO6	Explain the different functional areas of business and their role in successful business operations	1, 4, 15
	CLO7	Describe the motives and modes of doing business internationally.	4, 8, 15
	CLO8	Identify the Institutions for Promoting Business and explain their role in business expansion	4, 15
	CLO9	Describe the Trade Practices in Bangladesh and recognize required documentation in the process of doing business legally.	4, 8, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Final Exam.
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Case/Content Analysis, Class Test, Final Exam.
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Presentation, Class Test, Final Exam.
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Case/Content Analysis, Class Test, Final Exam.
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Final Exam.
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Class Test, Final Exam.
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Class Test, Final Exam.
CLO8	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Final Exam
CLO9	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final Exam.

Learning Materials	
Recommended Readings	1. Introduction to Business by Betty J. Brown (Creator), John E. Clow, Published October 19th 2004 by McGraw-Hill Education, ISBN 0078618770 (ISBN13: 9780078618772) 2. Introduction to Business, Student Edition (BROWN: INTRO TO BUSINESS), ISBN 10: 0078747686 ISBN 13: 9780078747687 Publisher: McGraw-Hill Education, 2007. 3. Introduction to Business by Julian Gaspar, Leonard Bierman, James Kolari,

	Richard Hise, L. Murphy Smith, Antonio Arreola-Risa, 2nd Edition,eISBN-13: 9781942041207 4. Introduction to Business, by Les R. Dlabay, Cengage Learning; 7th,January 1, 2009, ISBN-10 : 0538445629 5. Introduction to Business, Student Edition Glencoe/McGraw-Hill 2008
Supplementary Readings	1. Introduction to Business, Jeff Madura,South-Western College Pub (2006). 2. Business Essentials, Ronald J. Ebert, Ricky W. Griffin, Pearson, (2012). 3. Introduction to Business. Marcella Kelly, Chuck Williams, South-Western College Pub. (2017). 4. Introduction to Business: A Primer on Basic Business Operations, by Patrice Flynn, ISBN 9781949991499 5. Introduction to Business by Jeff Madura, Thomson South-Western (first published May 1st 1997) ISBN0324186266 (ISBN13: 9780324186260 6. Fundamentals of Business, by Stephen J. Skripak, Virginia Tech 3rd Edition, 2018, ISBN 13: 9780997920178. 7. Introduction to Business: Our Business and Economic World by Betty J. Brown February 20th 1996 by McGraw-Hill/Glencoe, ISBN 0028141490 (ISBN13: 9780028141497) 8. Introduction to Business Management, Prof J.A. Badenhorst-Weiss, Prof T. Botha, Prof M.C. Cant, Prof W. Ladzani, Mr R. Machado, Prof J. Mark, Prof R. Mpofu, Prof R. Steenkampn Oxford University Press Southern Africa(2019) 9. Business in Context: An Introduction to Business and its Environment, Burns, Jane, Needle, David, Cengage Learning EMEA (2019). 10. Introduction to Business. Lumen Learning.

First Year First Term		
Course Code: 0413 03 BA 1103	**Year:** First	**Term:** First
Course Title: Principles of Management		
Course Status: Fundamental		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to impart theoretical concepts for understanding the distinctive nature of management, management functions, management strategies to cope with the challenges associated with managing and developing all organizations.	

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		
1	**Staffing:** Definition, HR Planning, Job analysis, Recruitment, Selection, Interview, Training, Performance Appraisal, Compensation.	5
2	**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.	6
3	**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.	7
4	**Controlling:** Meaning and purpose of control, Types of control, Steps in control process, Characteristics of effective control, Resistance to control, Overcoming resistance to control.	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the definition, nature, characteristic, role, skills and the process of management	1, 2, 4, 13
	CLO2	Understand the management thought, history and the development process of management. Define classical, contemporary and modern management.	1, 2, 4, 5, 13
	CLO3	Explain the basic planning and decision making process, different types of plan and their barriers and how to overcome the barriers. Group and team efforts and their importance.	1, 2, 3, 4, 6, 16
	CLO4	Describe the concept of organization, job, departmentalization and reporting relationship.	1, 2, 4, 7, 12, 13
	CLO5	Describe the process and techniques of HR planning, recruitment, selection, and performance appraisal.	1, 4, 7, 13, 16
	CLO6	Define motivations and theories of motivation. Why is motivation important in organization?	1, 2, 4, 7, 9, 16
	CLO7	Understand different leadership theories. Distinguish between leader and manager and their characteristics.	1, 2, 4, 6, 7, 13
	CLO8	Understanding controlling and their types. Process of controlling and barriers of controlling.	1, 2, 4, 13, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, Final examination.
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, Final examination.
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Final examination
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, industry visit, report writing, Presentation (group/Individual), Final examination
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, industry visit, report writing, Presentation (group/Individual), Final examination
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Final examination
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Role playing, /Presentation(individual/group), Final examination
CLO8	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Assignment, Final examination

Learning Materials	
Recommended Readings	1. Management Principles and Practices by Griffin, Ricky W., Cengage Learning India Pvt Ltd.11th edition. ISBN 10- 81- 315-3346-8 ISBN13-978-81-315-3346-8 2. Management: A Global Perspective by Koontz, H. and Weihrich, H.,, McGraw Hill, USA. 3. Management by Stoner, James A. F.; Freeman, R. E.and Gilbert, Jr. Daniel R., , Prentice-Hall 0f India Pvt. Ltd. 6th edition 4. Management, Robbins, S. P. and Coulter, M. A. Pearson. (2017). Principles of Management, Ellen A. BenowitzHungry Minds (2001).
Supplementary Readings	1. Fundamentals of the Process of Management by Rashiduzzaman, ABM, Khulna, Bangladesh 2. Principles of Management: Management for Beginners, Dr. A. Vennila, and Dr. A. Mekala 3. Principles of Management 1st Edition by Ellen A. Benowitz, ISBN-10: 076456384X

First Year First Term		
Course Code: 0413 03 BA 1105	**Year:** First	**Term:** First
Course Title: Principles of Marketing		
Course Status: Fundamental		
Credit: 3.0		
Prerequisite(s): None		
Rationale	The course is designed to help students to acquire knowledge about the nature of the market, fundamentals of marketing, marketing strategy, marketing tools	

	(product, price, place and communication).

Course Contents		CLOs
Section A		
1	**Introduction to Marketing:** Market & Marketing; Understanding market place and customer need (need, wants & demand; market offerings; customer value & satisfaction; exchange & relationship). Designing customer value driven strategy (market segmentation & targeting; marketing philosophies/concepts); Managing customer relationship and capturing customer value; Nature & Scope of marketing;; The changing marketing landscape;	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;	2
3	**Customer value-driven marketing strategy (**creating value for target customer)**:** Market segmentation, Bases of market segmentation; requirement for effective segmentation; Market targeting, different types of target marketing strategies; Differentiation & Positioning, choosing a differentiation and positioning strategy, communication and delivering the chosen positioning.	3
4	**Product:** Products, services, brands, product levels; Product classification; Product line; individual Product decision; Product mix; Product strategies, The nature and characteristics of service; Marketing strategies for service firms.	4
Section B		
1	**Pricing:** Pricing factors; General pricing approaches; new product pricing; Product mix pricing; Price adjustments, Price changes.	5
2	**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.	6
3	**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
4	**Sustainable Marketing:** Concepts of sustainable marketing, Social criticisms of marketing; Consumer actions to promote sustainable marketing; Buyer actions to promote sustainable marketing; Marketing ethics and the sustainable company.	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Conceptualize the market; understand about need, want, and demand.	1, 5, 7, 8, 9
	CLO2	Understand and analyze the Marketing environment (micro and macro environment) and respond accordingly.	1, 2, 6,7, 9, 10, 12
	CLO3	Understanding market segmentation and market aggregation; positioning competitive advantage.	1, 5, 8,9, 10
	CLO4	Define products, services, brands, explore product line; discuss product strategies, types of products; characteristics of service.	1, 3, 7, 8, 9

	CLO5	Conceptualize Pricing factors and general pricing approaches, understand new product pricing; explain product mix pricing and price adjustments.	2, 4 5, 8, 9, 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.	1, 4, 7, 9, 11, 12, 15
	CLO7	Explain promotion mix, explain the personal selling process, describe ways of developing effective marketing communications, and describe and apply major sales promotion tools.	5, 8, 9, 10, 14, 16
	CLO8	Understand sustainable marketing; describe major social criticisms of marketing and ways to overcome those.	1, 3, 5,7, 8, 9,11, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Class test, Final examination.
CLO2	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Class test, Final examination.
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Viva, Final examination
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, industry visit, report writing, Presentation (group/Individual), Final examination
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Presentation(individual/group), Assignment, Case/Content Analysis, Final examination.
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/	Quiz Test, Class Participation, Presentation(individual/group), Report writing, Field work, Final examination
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Role playing, /Presentation(individual/group), Market visit Final examination
CLO8	Lecture/Interactive Discussion// Multimedia Presentation/ Case study	Quiz Test, Assignment, Viva, Final examination

Learning Materials	
Recommended Readings	1. Principles of Marketing, Philip Kotler & Gary Armstrong, Global Edition (17th edition). 2. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy &MithileshwarJha, 14th edition. 3. Marketing Strategy, O.C. Ferrell & Michael D. Hartline: 5th edition. 4. Fundamentals of Marketing, Stanton William J, TATA McGraw Hill.

	5. Marketing concept & Cases, Etzel M.J., Walker B.J. and Stanton William J, Tata McGraw Hill, 13th Edition.
Supplementary Readings	1. Principle of marketing, Philip Kotler-Agnihotri Pearson Education. 2. Marketing Management: Planning, Implementation and Control. Ramaswamy V.S. and Namakumari S –Macmillian. 3. Marketing Management, RajanSaxena, Tata McGraw Hill. 4. Marketing Management, R Kumar &Goel, UDH Publishers, edition 2013.

First Year First Term		
Course Code: 0421 03 LJ 1167	**Year:** First	**Term:** First
Course Title: Commercial and Industrial 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 Content		**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
5	**Carriage of Goods Act:** Carriage of Goods by Road, Laws Relating to Goods by Road, Sea and Air.	5
Section B		
1	**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.	6
2	**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-	6,7

	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.	
3	**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.	6,7,8
4	**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.	6,7,8,9
5	**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.	6,7,8,9,10

	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
Course Learning Outcomes (CLOs)	CLO1	Understand basic elements of contract, offer and acceptance, consideration capacity, free consent.	1, 2, 4, 9, 10
	CLO2	Conceptualize partnership, rights and duties, dissolution of partnership and its consequences.	1, 2, 4, 5, 6, 7, 8
	CLO3	Understand and narrate essential elements of contract for the sale of goods, stipulation of sale-transfer of ownership, goods and their classification.	1, 2, 4, 5, 6, 7, 8, 11, 12
	CLO4	Comprehend nature of negotiable instruments, Types of negotiable instruments, Rights and liabilities of different parties of negotiable instruments.	1, 2, 3, 4, 11
	CLO5	Know the basic carriage of goods by road, laws relating to goods by road, sea and air.	1, 2, 4, 5, 6, 7, 8
	CLO6	Define different concepts related to Bangladesh Labor Act- 2006.	1, 2, 3, 4, 11
	CLO7	Prepare different types of employment related documents like service book, appointment letter, ID card etc.	1, 2, 3, 4, 7, 8, 10, 11
	CLO8	Learn how minimum wage is set up and learn leave procedures in detail.	1, 2, 3, 4, 7, 8, 10, 11
	CLO9	Conceptualize compliance issues as per employment law.	1, 2, 3, 4, 7, 8, 10, 11
	CL1O	Justify the role of professionals in implanting employment laws and rules.	1, 2, 3, 4, 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.	Quiz Test, Class test, Final examination.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Quiz Test, Class test, Final examination.
CLO3	Class lecturers with PPT slides, articles	Quiz Test, Class Test,

	summarizing, group discussions, class presentations, problem solving.	Assignment, Final examination
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Class Test, Assignment, Final examination
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Class Test, Presentation(individual), Final examination
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Quiz Test, Assignment, Final examination
CLO9	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Quiz Test, Class test, Final examination.
CLO10	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Quiz Test, Class test, Final examination.

Learning Materials	
Recommended Readings	1. 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. 2. Baskind, Eric, Greg Osborne, and Lee Roach. Commercial Law. Oxford University Press, 2016.
Supplementary Readings	1. Benson, Bruce L. "The spontaneous evolution of commercial law." Southern economic journal (1989): 644-661. 2. Saleem, Muhammad Yusuf. Islamic commercial law. John Wiley & Sons, 2012.

First Year First Term		
Course Code: 0231 03 Eng 1181	**Year:** First	**Term:** First
Course Title: Communicative English		
Course Status: Core		
Credit: 2.0		
Prerequisite(s): None		
Rationale	All languages (including the English language) proficiency include receptive (listening and reading) and productive (speaking and writing) parts. Business students require having an excellent command in English language both for accomplishing the academic attainments and for the career afterwards. This course focuses the major fundamental areas of English language proficiency development with the help of theoretical lectures along with tutorial workshops. Hopefully, after the successful completion of this course the BBA students will achieve a better proficiency in using English language both in academic and professional life afterwards.	

Course Content	**CLOs**
Section A	

1	**Introduction to language proficiency and Basic English grammar:** Orientation to basic language skills; productive skills, receptive skills, speaking, writing, listening, reading, Use of Nouns, Pronouns, Verbs, Adverbials, Modals, determinants, suffix, prefix, modifiers, degrees, voice, Questions: negatives, answers, tag questions, wh questions, conditionals, narration, transformation (simple, complex, compound, five types of sentences sentences), clauses.	1, 2
2	**Reading and Vocabulary:** Reading comprehension, skimming, scanning, vocabulary, synonyms, antonyms, word formation, proverbs, idioms and phrases, summarization, translations.	3
3	**Listening and Speaking:** Orientation with basic English phonetics, phonetic transcriptions, Conversation & Dialogue; Notions & Functions; Introductions – Oneself, Other Persons & Group; Use of Small Talks, greetings, directions, seeking permissions, requests, agreeing and disagreeing statements, granting and rejecting requests, public speech and presentation. Body language.	4
	Section B	
4	**Writing:** Process writing, Constructive Writing, Paragraph and Essay Writing, Structure, Unity and Coherence, Topic Sentence, Topic Developers, Topic Terminators, Open-ended Paragraph and Essay, Close-ended Paragraph and Essay, opinion paragraph, comparison and contrast paragraph, descriptive and process paragraphs.	5
5	**Business Writing:** Basics of business writing, communication within organizational hierarchies, report writing, order letters, notice, complaint letter, emails, delivering good and bad news, CV writing.	6
6	**Critical Writing:** Cause and effect, situation analysis, suggestive guidelines, conclusive writing, argumentative writing, precis writing.	6

Course Learning Outcomes (CLOs)	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Explain the basic language skills including productive and receptive skills.	4, 14
	CLO2	Use appropriate grammatical structure and components while using English language.	4, 14
	CLO3	Explain the components required to become a good reader. Excursive effective reading skills.	4, 8, 14, 15
	CLO4	Understand the components of listening skills required for English language. Extract the messages from a English speech. Understand the qualities to achieve to become a good speaker. Develop themselves as proficient speakers and presenters.	2, 3, 6, 11, 13, 14
	CLO5	Understand the components of constructive, critical, and business writing. Develop themselves as proficient writer, focusing specially on business writings.	4, 13, 14
	CLO6	Understand the components of constructive, critical, and business writing. Develop themselves as proficient writer, focusing specially on critical and argument writings.	4, 14

Mapping CLOs with Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Class lectures, group discussion, selected readings	Class Test, MCQ, case studies, final exams
CLO2	Class lectures, group discussion, selected readings	Class tests, assignments, final exams

CLO3	Class lectures, group discussion, listening exercise, Standard TOEFL & IELTS Listening Materials.	Written tests, multimedia aided listening test, final exams
CLO4	Class lectures, Vocabulary Building Drills such as Language Games like Word Meaning, Word Making, Word Family etc. speaking exercise, Mock Interview, Dialogue & Conversation Presentation Drills.	Extempore speeches, group discussion, storytelling, formal presentation, final exams.
CLO5	Class lectures, group discussion, selected readings, writing exercise	Class tests, assignments, final exams
CLO6	Class lectures, group reading, selected reading, group discussion	Class tests, assignments, final exams

Learning Materials	
Recommended Readings	1. Eastwood, J. (1999). Practice Grammar. Oxford University Press. 2. Zemach, D. E., & Rumisek, L. A. (2003). Academic writing from paragraph to essay. Macmillan.
Supplementary Readings	1. Munoz, M. E., & Pyle, M. A. (1980). Listening, Grammar, Reading, Writing: Preparing Foreign Students for English and the TOEFL. 2. Hornby, A. S. Oxford Advanced Learner's Dictionary of current English. Oxford University Press, Oxford.

First Year First Term		
Course Code: 0231 03 Eng 1182	**Year:** First	**Term:** First
Course Title: Sessional of Communicative English		
Course Status: Core		
Credit: 1.0		
Prerequisite(s): None		
Rationale	This course focuses the practical application-based exercises, tutorials and workshops of English language proficiency development skills learned into the theoretical course from formal class lectures. Hopefully, after the successful completion of this course the BBA students will achieve a better proficiency in using English language both in academic and professional life afterwards.	

Course Content		**CLOs**
1.	**Introduction to language proficiency:** Orientation to basic language skills; productive skills, receptive skills, speaking, writing, listening, reading.	1
2.	**Listening:** Listening exercises and workshops. Listening Comprehension: Standard TOEFL & IELTS Listening Materials.	2
3.	**Speaking:** Vocabulary Building Drills such as Language Games like Word Meaning, Word Making, Word Family etc., Mock Interview, public speech and presentation. Body language.	3
4.	**Critical writing and Business Writing:** Cause and effect, situation analysis, suggestive guidelines, conclusive writing, argumentative writing, precis writing, Basics of business writing, communication within organizational hierarchies, delivering good and bad news, CV writing.	4
5.	**Reading:** exercises of **r**eading Comprehension, Reading Techniques-skimming, Scanning, Inference, etc.; Vocabulary Building- Synonyms, Use of Words in Different Parts of Speech, Summarizing.	5

Course Learning Outcomes (CLOs)	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Explain the basic language skills including productive and receptive skills.	4, 14
	CLO2	Understand the components of listening skills required for English language. Extract the messages from a English speech.	4, 8, 14, 15,
	CLO3	Understand the qualities to achieve to become a good speaker. Develop themselves as proficient speakers and presenters.	2, 3, 6, 11, 13, 14
	CLO4	Understand the components critical, and business writing. Develop themselves as proficient writer.	4, 13, 14
	CLO5	Explain the components required to become a good reader. Excursive effective reading skills.	4, 14

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lectures, group discussion, selected readings	Written exams, MCQ, case studies
CLO2	Class lectures, group discussion, listening exercise, Standard TOEFL & IELTS Listening Materials.	Written tests, multimedia aided listening test
CLO3	Class lectures, Vocabulary Building Drills such as Language Games like Word Meaning, Word Making, Word Family etc. speaking exercise, Mock Interview, Dialogue & Conversation Presentation Drills.	Extempore speeches, group discussion, storytelling, formal presentation.
CLO4	Class lectures, group discussion, selected readings, writing exercise	Written exams, assignments
CLO5	Class lectures, group reading, selected reading, group discussion	Written exams, assignments

Learning Materials	
Recommended Readings	1. ROSEL, P. (1984). ENGLISH PHONETICS AND PHONOLOGY-A PRACTICAL COURSE-ROACH, P. 2. Hornby, A. S. Oxford Advanced Learner's Dictionary of current English. Oxford University Press, Oxford.[OALDCE].
Supplementary Readings	1. Munoz, M. E., & Pyle, M. A. (1980). Listening, Grammar, Reading, Writing: Preparing Foreign Students for English and the TOEFL. 2. Taylor, L. Y. N. D. A. (2004). IELTS, Cambridge ESOL examinations and the common European framework. Research Notes, 18(2), 3.

First Year First Term		
Course Code: 0388 03 DS 1191	**Year:** First	**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; MujibNagar 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		
1	**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
2	**Culture of Bangladesh:** Lifestyle; Religion; Festivals and Celebration: PohelaBoishakh- Nabanna, language day; Amor EkusheyGrontho-Mela; Baisabi Festival etc.; Sports, music, Theatre, architecture; Folk art etc.	1, 4
3	**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

	Upon completion of this course the students will be able to:		**Mapping with PLOs**
Course Learning Outcome (CLOs)	CLO1	To provide an overview of Bangladesh's history since 1905 when Bengal was partitioned by the colonial British-Raj	3, 8, 10
	CLO2	To develop students' understanding of Bangladesh's formation at different critical intersections of history	5, 8, 10
	CLO3	To make them aware of different movements during the Raj and Pakistani regime leading to Bangladesh's independence	3, 8, 10

	CLO4	To foster the ability to write thoughtful responses to history and interrogate it effectively.	5, 6, 10

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, Final exam.
CLO2	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis.	Assignments, presentations, MCQs, short essays, Final exam.
CLO3	Class lecturers with PPT slides, articles summarizing and analysis.	Written exams, case studies, Final exam.
CLO4	Class lecturers with PPT slides, scenario analysis.	Oral exams, assignments, presentations, short essays, Final exam.

Learning Materials	
Recommended Readings	1. 1971: A Global History of the Creation of Bangladesh by SrinathRaghavan; Harvard University Press. 2. A History of Bangladesh: Willem van Schendel; Cambridge University Press; 2009
Supplementary Readings	1. Nepal & Bangladesh: A Global Studies Handbook Annotated Edition Nanda R. Shrestha ABC-CLIO; Annotated edition (September 1, 2002) 2. Bangladesh: A Political History Since Independence (International Library of Twentieth Century History):Ali Riaz; I.B.Tauris; 2016 3. New Economic Geography of Bangladesh: NafisAhmad;Vikas Publishing House Pvt. Ltd ,India

First Year Second Term		
Course Code: 0413 03 BA 1207	**Year:** First	**Term:** Second
Course Title: Business Communication		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	What qualities you possess may become meaningless if you are not in a better position to expose that. And communication is possibly the only way for your exposure. Communication skills are required when one is looking for a job and even after being engaged in an organization. In fact, communication occupies a major part of our daily life. It is needed at all levels of administration, and every phase of our life. No business can likewise exist without communication. Because communication is so important in business, businesses want and need people with good communication skills. This course focuses on some major operational areas of different communication patterns of the organizations.	

Course Content		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,	2

	Non-Discriminatory Writing, Common Jargons and Acronyms in Business, Writing for Effect, Ways of Bringing Right effect to Business Writing, You View Point	
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	
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 completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Understand the basics of business and professional communication. Get the importance of communication in today's global workplace and career. Know the communication process.	1, 2, 4
	CLO2	Understand the fundamental principles of communication. Make effort for establishing successful and effective communication ensuring the minimum possible communication gap.	4, 3, 14
	CLO3	Familiarize with common forms of communication instruments, their languages, style, and norms.	3, 14
	CLO4	Get the difference in communication due to cultural differences, having the sense of cultural sensitivity and tolerance. Able to manage the cross cultural communication issues.	7, 8, 14
	CLO5	Familiarizing with the contemporary communication correspondences with special focus on report writing and formal communication.	3, 6, 14
	CLO6	Handle the challenges of public speaking and presentation.	2, 3, 14

	CLO7	Understand the unique pattern of communication especially without words and sentences, rather symbols, signs, body languages, color, sound and other form of non-verbal communication.	3, 7, 14
	CLO8	Become proficient in developing and presenting oneself in more professional manner.	1, 13, 14

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecturers, group discussions and case studies.	Written exams, assignments, MCQs, case studies, final exam.
CLO2	Class lecturers, articles summarizing, group discussions, writing exercises.	Written exams, assignments, presentations, MCQs, case studies, final exam.
CLO3	Class lecturers, group discussions, role playing, case studies, and writing drills.	Class test, assignments, MCQs, case studies, final exam.
CLO4	Class lecturers, group discussions, audio-visual aids, case studies, role playing.	Written exams, assignments, MCQs, case studies, final exam.
CLO5	Class lecturers, articles summarizing, group discussions, analyzing simulated reports.	Written exams, assignments, final examination.
CLO6	Class lecturers, speaking drills, role playing.	Oral presentations, public speaking.
CLO7	Class lecturers, fieldwork, group discussions, class presentations and audio visual aids.	Written exams, oral exams, assignments, presentations, and final exams.
CLO8	Class lecturers, professional guest lecture, group discussions, presentations, role playing.	Oral exams, assignments.

Learning Materials	
Recommended Readings	1. Lesikar, R. V., Pettit, J. D., &Flatley, M. E. (1993). Basic business communication. Burr Ridge, IL: Irwin. 2. Guffey, M. E., & Loewy, D. (2012). Essentials of business communication. Cengage Learning. 3. Bovee, C. L. (2008). Business communication today. Pearson Education India.
Supplementary Readings	1. Thill, J. V., Bovée, C. L., & Cross, A. (2013). Excellence in business communication (p. 672). New York: Pearson. 2. Bovée, Courtland L. Business communication essentials. Pearson Education India, 2010.

First Year Second Term		
Course Code: 0413 03 BA 1208	**Year:** First	**Term:** Second
Course Title: Sessional of Business Communication		
Course Status: Core (Sessional)		
Credit: 1.0		
Prerequisite(s): None		
Rationale	Communication is possibly the only way for your exposure. Communication skills are required to do well in the exams as well as when one is looking for a job and even after being engaged in an organization. This course focuses on learning some major operational areas of different communication patterns of the organizations	

	through practical exercise.

Course Content		CLOs
1	**Communication in the Workplace:** Understanding Communication process, Business communication, types of communication, communication among different organizational levels.	1
2	**Fundamentals of Business Writings:** Principles of communication with applications, writing for effect.	2
3	**Visual Media:** create meaningful visual media, finding the best media to present the message, effective use of chart, diagram, and other info-graphics, graphical and video presentation.	3
4	**Public Speaking:** Oral Presentation & Public Speaking, Methods & Tricks of Good Presentation, tips and tricks of delivering effective speech.	4
5	**Communicating through technology and social media:** using audio, video, web components in communication, online communication, and social media communication.	5
6	**Personal Career Communication:** Cover Letters, Strategy in Job Applications, CV & Résumé Writing, Tips for Facing Interviews	6

Course Learning Outcomes (CLOs)	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Demonstrate the communication process; understand the nature of communication among different organizational levels.	1, 2, 4
	CLO2	Initiate effective professional writings, develop persuasive and informative messages.	4, 3, 14
	CLO3	Use different visual aid of communication as the attractive and effective tools of professional communication.	3, 14
	CLO4	Identify key principles of effective public speaking, Describe delivery techniques for use during a public speech, Identify the role and importance of your audience, Discuss tips and tricks to giving an effective speech	7, 8, 14
	CLO5	Apply the technological know-how in professional communication.	3, 6, 14
	CLO6	Create a resume, a cover letter, and a profile on professional social media sites, prepare for the job interview.	2, 3, 14

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecturers, group discussions and role playing.	Assignments, MCQ, case studies, oral exams.
CLO2	Class lecturers,group discussions and writing exercises.	Assignments, report writing.
CLO3	Class lecturers, group discussions, workshops with visual media, powerpoint	Assignments, powerpoint presentations, poster presentations, video presentations.

	presentation, basic audio-video editing.	
CLO4	Class lecturers, group discussions and speaking drills, role playing.	Presentation and interview
CLO5	Class lecturers, contemporary articles, discussions, group discussions, reviewing technological and social media platforms.	Assignments, content development, oral exams.
CLO6	Class lecturers, lectures from industry experts, corporate meet, mock interviews	Assignments, presentations, oral exams.

Learning Materials	
Recommended Readings	1. Lesikar, R. V., Pettit, J. D., &Flatley, M. E. (1993). Basic business communication. Burr Ridge, IL: Irwin. 2. Guffey, M. E., & Loewy, D. (2012). Essentials of business communication. Cengage Learning. 3. Bovee, C. L. (2008). Business communication today. Pearson Education India.
Supplementary Readings	1. Thill, J. V., Bovée, C. L., & Cross, A. (2013). Excellence in business communication (p. 672). New York: Pearson. 2. Bovée, Courtland L. Business communication essentials. Pearson Education India, 2010.

First Year Second Term		
Course Code: 0413 03 BA 1209	**Year:** First	**Term:** Second
Course Title: Financial Accounting		
Course Status: Fundamental		
Credit: 3.0		
Prerequisite(s): None		
Rationale	The rationale of this course is to provide the basic concepts and standards underlying financial accounting systems. The course emphasizes the construction of the basic financial accounting statements- the income statement, owner's equity statement and balance sheet as well as their interpretation.	

Course Content		**CLOs**
Section A		
1	**Basic Concepts:** Define Accounting, Users and usages of Accounting Data, Accounting Principles, Assumptions of Basic Accounting Equation, Transaction Analysis Using the Accounting Equation and Financial Statements, Accounting Career Opportunities.	1
2	**The Recording Process:** The Account, Summary of Debit/Credit Rules, Steps in the Recording Process, The Journal & Ledger, The Trial Balance, Limitations of a Trial Balance, Locating Errors.	2
3	**Adjusting the Accounts:** Timing Issues, Fiscal & Calendar Years, and Accrual vs. Cash-Basis Accounting, Recognizing Revenues and Expenses, The Basics of Adjusting Entries, Types of Adjusting Entries, Adjusting Entries for Deferrals & for Accruals, The Adjusted Trial Balance.	3
4	**Preparing 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—An Optional Step.	4
5	**Accounting for Merchandising Operations:** Merchandising Operations, Operating Cycles, Flow of Costs, Recording Purchases of Merchandise, Freight Costs, Purchase Returns and Allowances, Purchase Discounts,	5

	Recording Sales of Merchandise, Sales Returns and Allowances, Sales Discounts, Adjusting Entries, Closing Entries, Periodic Inventory System, Determining Cost of Goods Sold Under a Periodic System.	
Section B		
1	**Accounting for Inventories:** Classifying Inventory, Determining Inventory Quantities, Taking a Physical Inventory, Determining Ownership of Goods, Inventory Costing, Cost Flow Assumptions, Financial Statement and Tax Effects of Cost Flow Methods, Using Inventory Cost Flow Methods Consistently, Lower-of-Cost-or-Market, Inventory Errors, Income Statement Effects, Balance Sheet Effects, Statement Presentation and Analysis, Inventory Cost Flow Methods in Perpetual Inventory Systems, First-In, First-Out (FIFO), Last-In, First-Out (LIFO), Average-Cost, Estimating Inventories, Gross Profit Method, Retail Inventory Method, A Look at IFRS.	6
2	**Accounting for Receivables:** Types of Receivables, Accounts Receivable, Recognizing Accounts Receivable, Valuing Accounts Receivable, Disposing of Accounts Receivable, Notes Receivable, Determining the Maturity Date, Computing Interest, Recognizing Notes Receivable, Valuing Notes Receivable, Disposing of Notes Receivable, Statement Presentation and Analysis.	7
3	**Plant Assets, Natural Resources, and Intangible Assets:** Plant Assets, Determining the Cost of Plant Assets, Depreciation, Factors in Computing Depreciation, Depreciation Methods, Depreciation and Income Taxes, Revising Periodic Depreciation, Expenditures During Useful Life, Plant Assets Disposals, Retirement of Plant Assets, Sale of Plant Assets, Natural Resources, Intangible Assets, Accounting for Intangible Assets.	8
4	**Investments:** Accounting for Debt Investments, Recording Acquisition of Bonds, Recording Bond Interest, Recording Sale of Bonds, Accounting for Stock Investment, Valuing and Reporting Investments, Categories of Securities, Balance Sheet Presentation, Presentation of Realized and Unrealized Gain or Loss.	9

Course Learning Outcomes (CLOs)	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Understand the concept of accounting, its rules and principles as well as its role in business.	1, 2, 4
	CLO2	Explain what an account is and how it helps in the recording process, identify the basic steps in the recording process, explain journal, ledger and trial balance and how they help in the recording process.	1, 2, 4
	CLO3	Explain the time period assumption, the accrual basis of accounting, identify the major types of adjusting entries, and describe the nature and purpose of an adjusted trial balance.	2, 4, 15
	CLO4	Prepare worksheet, explain the process of closing the books, describe the content and purpose of a post-closing trial balance, state the required steps in the accounting cycle and explain the approaches to prepare correcting entries.	4, 15
	CLO5	Identify the differences between services and	2, 9, 13

		merchandising companies, explain the recording of purchases, sales under a perpetual inventory system and periodic inventory system, explain the steps in the accounting cycle for a merchandising company.	
	CLO6	Describe the steps in determining inventory quantities, explain the accounting for inventories and apply the inventory cost flow methods, explain the financial effects of the inventory, cost flow assumptions, explain the lower-of-cost-or-market basis of accounting for inventories, indicate the effects of inventory errors on the financial statements.	4, 15, 16
	CLO7	Identify the different types of receivables, explain how companies recognize accounts receivable, describe the entries to record the disposition of accounts receivable, compute the maturity date of and interest on notes receivable, explain how companies recognize, value and dispose of notes receivable, explain and analysis of receivables.	9, 10, 12, 13
	CLO8	Explain the concept of depreciation, describe the procedure for revising periodic depreciation, distinguish between revenue and capital expenditures, and explain the entries for each, explain how to account for the disposal of a plant asset, compute periodic depletion of natural resources, explain the basic issues related to accounting for intangible assets, indicate how plant assets, natural resources, and intangible assets are reported.	2, 12, 13
	CLO9	Discuss why corporations invest in debt and stock securities, explain the accounting for debt investments, stock investments, describe the use of consolidated financial statements, and indicate how debt and stock investments are reported in financial statements. Distinguish between short-term and long-term investments.	9, 10, 12, 13

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lectures, group discussions and problem solving.	MCQs, case studies, Final Exam.
CLO2	Class lectures, articles summarizing, group discussions and problem solving.	Assignments, presentations, Final Exam.
CLO3	Class lecturesand problem solving.	Class test, Final Exam.
CLO4	Class lectures, group discussions and problem solving.	Case studies, Final Exam.
CLO5	Class lectures, articles summarizing.	Oral exams, assignments., Final Exam.
CLO6	Class lectures, problem based learning.	Class test, case studies, Final Exam.
CLO7	Class lectures, group discussions, class presentations.	Oral exams, presentations, Final Exam.
CLO8	Class lectures, fieldwork, group discussionsand problem solving.	Class test, assignments, report writing, Final Exam.

CLO9	Class lectures, articles summarizing, group discussions.	Written exams, presentations, case studies, Final Exam.

Learning Materials	
Recommended Readings	1. Accounting Principles: Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso Year: 2015 Edition: 12 Publisher: Wiley. 2. Principles of Accounting, 12th Edition, Belverd E. Needles, Marian Powers, Susan V. Crosson
Supplementary Readings	1. Principles of accounting: Needles, B.E., Powers, M. and Crosson, S.V., 2013. 2. Principles of Accounting, Meg Pollard, Sherry K. Mills, Walter T. Harrison, Pearson/Prentice Hall, 2007

First Year Second Term		
Course Code: 0311 03 Econ 1257	**Year:** First	**Term:** Second
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, trade offs, 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	**The Nature and Method of Economics:** What is economics, micro comics vs. macro comics, goals of economics, the nature and methods of economics, Graphs and their meaning?	1
2	**The Economizing Problem:** Opportunity cost, Production Possibility Frontier (PPF); efficiency and equity, economic systems.	2
3	**Understanding Individual Market: Demand and Supply:** The concepts & determinants of demand & supply; market equilibrium; and price ceilings and price floors.	3
4	**Demand and Supply: Elasticity and Its Application:** Price elasticity of demand & supply, income elasticity of demand; cross elasticity of demand;	4
5	**Consumer Behavior and Utility Maximization:** Utility maximization theory, budget line & indifference curve.	5
Section B		
1	**The Cost of Production in the Short Run and Long Run:** Fixed cost, variable cost, total cost, marginal cost, average cost and law of diminishing marginal return.	6
2	**Price and Output Determination: Pure Competition:** Characteristics of pure competition, profit maximization, loss minimization & shutdown case.	7
3	**Price and Output Determination: Pure Monopoly:** Characteristics of pure monopoly, price discrimination; regulated private monopolies, profit maximization, loss minimization & shutdown case in pure monopoly.	8
4	**Price and Output Determination: Monopolistic Competition:** Characteristics of pure competition, profit maximization, loss minimization & shutdown case.	9
5	**Price and Output Determination: Oligopoly:** Characteristics of pure competition, profit maximization, loss minimization & shutdown case.	10

6	**Labor Market:** Introduction to labor market and wage determination	11

	Upon completion of this course the students will be able to:		**Mapping with PLOs**
Course Learning Outcomes (CLOs)	CLO1	Understand the definition of economic, microeconomics & macroeconomics, goal of the economics, Graphs and their meaning.	1, 3, 5, 8, 9
	CLO2	Comprehend the different economic systems; Opportunity cost, PPF and economic efficiency.	1, 2, 6, 9, 10, 12
	CLO3	Understand demand, supply, market equilibrium & how market equilibrium will be changed for any change in demand and supply	1, 5, 8, 9, 10
	CLO4	Comprehend the different types of elasticity and its application.	1, 3, 5, 8, 9
	CLO5	Learn how to maximize utility, budget line and indifference curve.	1, 4 5, 8, 9, 10
	CLO6	Comprehend the different types of cost and law of diminishing marginal return.	1, 2, 4, 6, 9, 12
	CLO7	Understand price and output determination of a pure competitive market.	1, 5, 8, 9, 10, 16
	CLO8	Comprehend price and output determination of pure monopoly Market.	1, 3, 5, 8, 15, 16
	CLO9	Understand price and output determination of monopolistic competition.	1, 5, 8, 15, 16
	CLO10	Realize price and output determination of oligopoly market.	4, 5, 8, 9, 10, 16
	CLO11	Understand the basicsof the labor market and wage determination.	1, 2, 4, 9, 12, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Final examination.
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final examination.
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final examination
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Presentation (group/Individual), Final examination
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Final examination.
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final examination.
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia	Class Test, Final examination

	Presentation/ Case study	
CLO8	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Presentation (group/Individual), Final examination
CLO9	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Final examination.
CLO10	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final examination.
CLO11	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final examination

Learning Materials	
Recommended Readings	1. Microeconomics, 19th edition: Campbell R. McConnell, Stanley L. Brue & Sean M. Flynn; McGraw-Hill/Irwin 2. Economics ,19th edition: Paul Samuelson & William Nordhaus; McGraw-Hill/Irwin 3. Modern Economic Theory: K.K. Dewett and S.M. Akhtar; S.Chand 4. Economics, 10th Edition: Michael Parkin; Prentice Hall
Supplementary Readings	1. Principles of Economics, 18th edition. Gregory Mankiw; Harvard University. 2. The Economics of Inequality Thomas Piketty, Arthur Gold hammer (trans.); Harvard University Press, 2015

First Year Second Term		
Course Code: 0314 03 Soc 1261	**Year:** First	**Term:** Second
Course Title: Introduction to Psychology		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is intended to give the students exposure to the rich and diverse field of Psychology. A lot of psychology often seems like “common sense.” The trick is to discover which part of common sense has been verified scientifically and how. This course introduces students to the methods of inquiry for understanding behavior and an analysis of the scientific approach to psychological questions. This course covers the scientific study of behavior and mental processes, research methods, biological bases of behavior, sensation and perception, developmental psychology, learning, memory, thinking, intelligence, personality, social psychology, and psychological disorders and treatment.	

Course Contents		**CLOs**
Section A		
1	**Introduction to Psychology:** Seeking knowledge in psychology; Psychological research and goals; Pseudo-psychologies- Palms, Planets, and Personality; Problems in stars; Uncritical acceptance; Confirmation bias; Barnum effect; Structuralism, functionalism, and behaviorism; Gestalt psychology.	1
2	**Brain and Behavior:** Neurons and parts of neurons; Nerve impulse; Synapses and neurotransmitters; Major neurotransmitters; Saltatory conduction; Neural regulators; Peripheral nervous system; Mapping brain structure; Exploring brain function; Hemispheric specialization; Lobes of frontal cortex.	2
3	**Sensation and Perception:** Sensory processes; Vision, hearing, smell, and taste; Somesthetic senses; Perception, Selective attention; Depth perception and extrasensory perception; Perceptual learning.	1, 2

4	**Sex, Gender, and Sexuality:** Sexual development and orientation; Gender development; Androgyny; When sex and gender do not match; Sexual behaviour and Human sexual response; Atypical sexual behaviour; Contemporary attitudes and sexual behaviour.	3
5	**Consumer Memory, Fluency, and Familiarity:** Memory; Separate systems theory; A functional analysis; The scape framework; Constructive nature of awareness; Separate systems approach to memory; Episodic or semantic dichotomy; Acquiring knowledge structure; Activation and inhibition; Implicit and explicit dichotomy; Fluency and the mere exposure effect; Fluency, remembering and recognition.	5
6	**Cognition, Language, and Creativity:** Brains over brawn; Mental imagery; Forming concepts and types of concepts; Language; Problem solving; Mechanical solutions; Heuristics; Creative thinking; Tests of creativity; Intuition.	2
	Section B	
1	**Memory and States of Consciousness:** Memory and stages of memory; Short-term and long-term memory; Measuring memory; Forgetting; Memory and the brain; Exceptional memory and improving memory; Many faces of awareness; Sleep, sleep disturbances and stages of sleep; Dreams and hypnosis; Meditation and sensory deprivation; Drug-altered and drug-induced consciousness; Uppers, Downers, and Hallucinogens.	4
2	**Attitude, Intelligence and Personality:** Concept of Attitude, Attitude formation**,** Defining and testing intelligence; Variations in intelligence; Intellectual disability; Heredity and environment; Beyond psychometric intelligence; Psychology of personality; Trait approach; Psychoanalytic theory; Humanistic theory; Learning theories of personality; Nature and nurture; Personality theories and personality assessment.	5
3	**Psychological Disorders and Therapies:** Normality and classifying mental disorders; Disorders in perspective; Psychotic and delusional disorders; Schizophrenia; Mood disorders; Anxiety-based disorders; Anxiety and disorder; Personality disorders; Origins and dimensions of therapy; Psychoanalysis; Humanistic therapies; Cognitive therapy; Therapies based on classical conditioning; Operant and medical therapies.	1
4	**Pro-social and Antisocial Behavior:** Pro-social behavior; Interpersonal attraction; Loving - dating and mating; Helping others; Defining antisocial behavior; Prejudice and intergroup conflict.	4
5	**Motivation and Emotion:** Motivation; Biological motives and homeostasis; Circadian rhythms; Internal and external factors in hunger and obesity; Eating disorders and dieting; Thirst, pain and the sex drive; Stimulus motives; Arousal theory and levels of arousal; Opponent-Process theory and social motives; Intrinsic and extrinsic motivation; Primary emotions; Emotions and the brain; Physiology and emotion; Expressing emotions; James-Lange theory; Cannon-Bard theory; Schachter's cognitive theory of emotion.	1, 2
6	**Social Values in Consumer Psychology:** Theories of values; Critical issues in consumer values research; Value, motivation, goal, and personality; Antecedents and changes of consumer values; Concerns in measuring values; Values-Attitude-Behavior linkage.	5

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Learn the definition of psychology, the historic perspectives of psychology and the various	4, 8, 9, 12, 13

		approaches to behavior, mental processes, and contexts. To learn to think critically and develop good communication skills. To understand cultural diversity as it relates to psychology.	
	CLO2	To gain knowledge about the biology of the brain and nervous system. To understand what psychologists do and to gain knowledge of the various careers in psychology, as well as the ethical principles that psychologists follow.	2, 4, 5, 9, 15
	CLO3	To explore the systems, processes, biological bases, and cultural factors involved in learning and memory.	2, 4, 5, 12, 15, 16
	CLO4	To develop an understanding of personality and the basic schools of psychology including psychodynamic, behavioural, humanistic, and cognitive theories.	4, 8, 10, 14, 15
	CLO5	To learn about human development, including prenatal, birth, physical, cognitive, and social aspects and to examine the various theories of development.	3, 4, 8, 9, 12, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Interactive Discussion	Quiz and Assignment
CLO2	Case Study and Group Discussion	Group Assessment and Class Test
CLO3	Scenario Analysis and Lecture	Role Playing and Creative Project
CLO4	Lecture, Case Study and Group Discussion	Class Test and Presentation
CLO5	Interactive Discussion and Lecture	Term Paper, Debate and Quiz

Learning Materials	
Recommended Readings	1. Coon, D., Mitterer, J. O., & Martini, T. S. (2021). Introduction to Psychology: Gateways to Mind and Behavior (16th Ed.). Cengage Learning. ISBN: 978-0357371398. 2. Dalgic, T., &Unal, S. (2018). Utilizing Consumer Psychology in Business Strategy (1st Ed.). IGI Global. ISBN: 978-1522534488. 3. Weiten, W. (2016). Psychology: Themes and Variations (10th Ed.). Cengage Learning. ISBN: 978-1305498204.
Supplementary Readings	1. Depaz, H. (2021). Learn about Psychology in Business: A Guide to Mastering Career by Using Bargepole Theory: Economy Principles. Independently published. ISBN: 979-8455097928. 2. Kavanaugh, M. H. (2022). Introduction to Psychology (17th Ed.). Independently published. ISBN: 979-8839760165. 3. Lefebvre, E. (2021). Sales Psychology: How to Sell Sand to a Bedouin?: All Sales Skills are Learned through Practice. SBVV SchweizerBuchhändler- und Verleger-Verband. ISBN: 978-3952510285. 4. Lewis, S. (2019). Positive Psychology in Business: 101 Workplace Ideas and Applications. Pavilion Publishing and Media Ltd. ISBN: 978-

	1912755578. 5. Pandit, S. (2021). An Introduction to Psychology (1st Ed.). SAGE Publications Pvt. Ltd. ISBN: 978-9354791116.

First Year Second Term		
Course Code: 0541 03 Math 1271	**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 using in Management Planning and control of Business Operations.	

Course Contents		CLOs
Section A		
1	**Number System:** Natural number, integers, rational number, irrational number, real numbers and their properties.	1
2	**Theory of Sets:** Finite and infinite sets, null sets, unit set, equal and equivalent set, subset and power set, union and intersection of sets, universal set, complement and difference of sets, set operation, Venn diagram, application of sets in business.	2
3	**Linear Relationship and Linear Equations:** Linear equations, independent and dependent variables, slope, equation of a line, straight line equation from two point, piecewise linear functions, fixed, variable and marginal costs, interpretive exercise of cost output, total cost and average cost, break-even analysis, break-even interpretations.	3
4	**Matrix Algebra:** Definition, types of metrics and their properties, addition, subtraction and multiplication of metrics, inverse of metrics, solution of simultaneous equations, application of metrics in business.	4
Section B		
1	**Differential calculus:** Explanation of the concepts of limits and continuity-Derivative and differentiation- Rules of differentiation- Higher Order Differentiation-Chain Order Differentiation-Exponential and logarithmic Differentiation-Partial differentiation-optimization- Rate of growth and decays.	5
2	**Integral calculus:** Meaning of Integration-Rules of integration- Indefinite Integral-Definite integral- Resource depletion- Resource allocation- Area between curves.	6
3	**Mathematics for Basic Business Applications:** Mathematics of payroll, tax, risk management and banking services.	7
4	**Mathematics of Retailing:** Mark-up and mark-down, inventory control, retailing and pricing, ordering inventory, mathematics for supply-demand trade-off.	8
5	**Linear Programming:** Maximization, minimization, applications of linear programming.	9

Course Learning Outcomes	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Conceptualize number systems Fractions, exponents,	1, 2, 3, 7,

(CLOs)		equations, factoring, polynomials, ordered pairs, relations, functions, types of functions.	10, 12
	CLO2	Explain Sets, set notation, operations with sets, and laws of set operations, Venn diagrams, and application of set theory.	1, 2, 9, 10, 11
	CLO3	Explain straight line equation of a line, application of linear equations, slopes, intercepts Cartesian co – ordinate system.	2, 6, 8, 12
	CLO4	Explain Vectors-Matrices, laws and operations, transposes, inverses, adjoins, Cramer's rule, determinants, and solution of system of equations.	1, 3, 4, 7, 12
	CLO5	Understand differential calculus and rules of differentiation.	1, 5, 9, 10
	CLO6	Understand integral calculus, resource depletion, resource allocation, Rules of integration.	2, 6, 8, 10
	CLO7	How mathematics formulas can be used in inventory management.	1, 5, 9, 11
	CLO8	Describe various equation system and solutions of simultaneous equation systems with specific applications to business problems.	2, 6, 8, 10
	CLO9	Applications of linear programming in Business.	1, 5, 9, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ Multimedia Presentation/	Quiz Test, Assignment, Final Exam
CLO2	Lecture/Interactive Discussion/ Multimedia Presentation/	Assignment, Final Exam
CLO3	Lecture/Interactive Discussion/ Multimedia Presentation/	Quiz Test, Final Exam
CLO4	Lecture/Interactive Discussion/ Multimedia Presentation/	Presentation(individual/group), Assignment, Final Exam
CLO5	Lecture/Interactive Discussion/ Multimedia Presentation/	Assignment, Final Exam
CLO6	Lecture/Interactive Discussion/ Multimedia Presentation/	Presentation(individual/group), Final Exam
CLO7	Lecture/Interactive Discussion/ Multimedia Presentation/	Quiz Test, Final Exam
CLO8	Lecture/Interactive Discussion/ Multimedia Presentation/	Quiz Test,, Assignment, Final Exam
CLO9	Lecture/Interactive Discussion/ Multimedia Presentation/	Assignment, Final Exam

Learning Materials

Recommended Readings	1. John Hegarty, Calculus for Management and Social Sciences, Allyn and Bacon Inc., Boston, USA. 2. Frank S. Bundwick, Applied Mathematics for Business, Economics and Social Sciences, McGraw Hill Book Company.
Supplementary Readings	1. Helen B. Siner, Marcia Berner Sorkin, Roslyn R. Attinson, & Gordon A. DiPaolo, Mathematics for Decisions, D. Van Nostrand Company, New York. 2. Alpha C. Chang, Fundamental Methods of Mathematical Economics, McGraw Hill Book Company 3. P.C. Sancheti& V.K. Kappor, Business Mathematics, S. Chand and Sons, New Delhi

First Year Second Term		
Course Code: 0714 03 CSE 1276	**Year:** First	**Term:** Second
Course Title: Basic Programming Language and Application		
Course Status: Core (Sessional)		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to introduce students to technology and new service paradigms and the art of programming.	

	Course Contents	**CLOs**
1	**Introduction to Programming Language:** Setting up programming environment, Evolution of Programming languages, Contemporary programming languages.	1
2	**Introduction to Python:** Running Snippets of Python Code, Python on Different Operating Systems, installation procedure, Hello World Program.	1
3	**Flow control:** Boolean Values, Comparison Operators, Boolean Operators, Mixing Boolean and Comparison Operators, Elements of Flow Control, Program Execution, Flow Control Statements, Importing Modules**,**	2
4	**Variables and types:** Variables, Naming and Using Variables, Numbers-Integers, Floats, Comments, The Zen of Python.	3
5	**List:** What Is a List? Accessing Elements in a List, Using Individual Values from a List, Changing, Adding, and Removing Elements, Modifying Elements in a List, Adding Elements to a List, Removing Elements from a List, Organizing a List, Avoiding Index Errors When Working with Lists, Looping Through an Entire List, Making Numerical Lists, Working with Part of a List.	4
6	**Functions:** Defining a Function, Passing Arguments, Keyword Arguments, Default Values**,** Equivalent Function Calls, def Statements with Parameters, Return Values and return statements, The None Value, Passing a List, Storing Functions in Modules, Styling Functions.	5
7	**Dictionary:** The Dictionary Data Type, Pretty Printing, Using Data Structures to Model Real-World Things,	6
8	**String Manipulation:** Working with Strings, Useful String Methods Changing Case in a String with Methods, Combining or Concatenating Strings, Adding Whitespace to Strings with Tabs or Newlines, Stripping Whitespace, Avoiding Syntax Errors with Strings.	7
9	**File I/O:** Files and File Paths, The File Reading/Writing Process, Saving Variables with the shelve Module, Saving Variables with the pprint.pformat() Function**.**	8
10	**Data Extraction:** Web scraping, HTML, Excel, Google sheets, pdf/word, CSV, Jason	9

11	**Data Warehousing:** My SQL basics, Create, read, update and delete data.	10
12	**Data Analysis and Interpretation:** Using all the tools to derive decisions.	11

	Upon completion of this course the students will be able to:		**Mapping with PLOs**
Course Learning Outcomes (CLOs)	CLO1	Explain basic programming languages and its types along with python.	1, 9, 15
	CLO2	Develop intelligent programs.	9, 12, 13
	CLO3	Use different kinds of data with variables.	2, 9, 12
	CLO4	Learn to work and manipulate information in a list.	9, 12
	CLO5	Learn about functions to break programs into small parts, each of which does one specific job.	9, 12
	CLO6	Create a data structure to model a program.	9, 12, 16
	CLO7	Learn to work through multiple programming projects.	9, 12, 16
	CLO8	Use Python to create, read, and save files on the hard drive.	9, 12, 13
	CLO9	Learn about several modules that make it easy to scrape web pages and work on spreadsheets in Python.	9, 12
	CLO10	Process for collecting and managing data from varied sources.	9, 12
	CLO11	Analyze and review data to arrive at relevant conclusions.	9, 12, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture / Multimedia Presentation	Quiz Test, Class Test, Final Exam.
CLO2	Lecture / Multimedia Presentation	Assignment, Class Test, Final Exam
CLO3	Lecture / Multimedia Presentation	Assignment, Class Test, Final Exam
CLO4	Lecture / Multimedia Presentation	Assignment, Class Test, Final Exam
CLO5	Lecture / Multimedia Presentation	Assignment, Class Test, Final Exam
CLO6	Lecture / Multimedia Presentation	Assignment, Class Test, Final Exam
CLO7	Lecture / Multimedia Presentation	Assignment, Class Test, Final Exam
CLO8	Lecture / Multimedia Presentation	Assignment, Class Test, Final Exam
CLO9	Lecture / Multimedia Presentation	Assignment, Final Exam
CLO10	Lecture / Multimedia Presentation	Assignment, Final Exam
CLO11	Lecture / Multimedia Presentation	Assignment, Final Exam

Learning Materials	
Recommended Readings	1. Automate the Boring Stuff with Python, By Al Sweigart. 2. Python Crash Course, A hands on project based introduction to programming by Eric Matthes
Supplementary Readings	1. Paczkowski, W. R. (2021). Modern Survey Analysis: Using Python for Deeper Insights. Berlin: Springer. 2. Rogel-Salazar, J. (2018). Data Science and Analytics with Python. Chapman and Hall/CRC.

Second Year First Term		
Course Code: 0413 03 BA 2101	**Year:** Second	**Term:** First
Course Title: Introduction to Finance		

Course Status: Fundamental	
Credit: 3.0	
Prerequisite(s): None	
Rationale	Concept of Finance in Business operation is one of the fundamental key points. Business Graduates must have basic knowledge of Finance that determines the decision variables for making bottom line of the business. This course serves the role of starter in underpinning the specification of advanced-level financial concepts.

Course Contents		CLOs
Section A		
1	**Introduction:** The definition of Finance, The role of Financial Management, Agency conflict, the goal of firm, the business and financial environment	1
2	**Financial Statement Analysis:** Ratio analysis for decision making, significance for analyzing ratios, limitations of ratio analysis, Trend Analysis.	2
3	**The Time value of money:** Present value and Future value of single amount, relationship between present value and future value, Present and Future value of annuity, simple and compound interest rate, quoted rate, effective annual rates, annual percentage rates, loan types and amortizations.	3
4	**Short term financing:** Spontaneous financing, Negotiated financing, Factoring accounts receivable, other sources of short term financing.	4, 5
Section B		
1	**Cash, marketable securities and Inventory management:** Motives for holding cash, Optimum cash balances, Investment in marketable securities; Credit and collection policies. Inventory management and control	4, 5
2	**The capital Market:** Primary vs Secondary market,Public issue (IPO), private placement, secondary market, Long term financing, Bond and their features, Preferred stock and their features, Common stock and their features.	6
3	**Intermediate termfinancing:** Term loans, equipment financing, lease financing.	7
4	**Capital budgeting Decisions:** Definition, Objectives, CapitalBudgeting process, Techniques of Capital budgeting, Ranking of projects, Limitations, Estimating project cash flows, Capital rationing	3, 8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand foundations of Finance in Business with a coverage of major objectives and roles in firm's business decision making, relationship between firm, agents and other stakeholders in the operating environment	1, 2, 4, 5, 7, 10, 13
	CLO2	Interpret financial statements usingratios	2, 4, 12, 13, 15
	CLO3	Understand the concept of timing factors of money in financial terms through various calculations	4, 10, 12, 13, 16
	CLO4	Conceptualize the importance and use of various short-term financial instruments in business Operation.	2, 4, 10, 16
	CLO5	Understand cash, marketable securities and inventory management as a means of short term financing.	1, 2, 4

	CLO6	Comprehend basic operations of capital markets, regulations and learn features of various capital market instruments.	2, 4, 10, 13, 16
	CLO7	Characterize the types of loan and lease financing and their importance in business finance	4, 13, 16
	CLO8	Understand capital budgeting techniques in evaluating projects.	2, 4, 10, 13, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture with PPT slides, Interactive Discussion	Quiz Test, Class Participation,, Assignment, Final Examination
CLO2	Lectures, Annual report analysis, Problem solving, Interactive Discussion	Class Participation, Oral exams, Assignments, Report presentation, Final Examination
CLO3	Lecture with PPT slides, Interactive Discussion, Problem solving, Case study	Class test, Class Participation, Assignment, Final Examination
CLO4	Lecture with PPT slides, Interactive Discussion, Problem solving	Class test, Quiz test, Class Participation, Assignment, Final Examination
CLO5	Lecture with PPT slides, Interactive Discussion	Class test, Quiz test, Class Participation, Assignment, Final Examination
CLO6	Lecture with PPT slides, Interactive Discussion, Multimedia Presentation, Case study	Quiz Test, Class Participation, Presentation(individual/group), Assignment, Report writing, Field visit, Final Examination
CLO7	Lecture with PPT slides, Interactive Discussion	Class test, Class Participation, Assignment, Final Examination
CLO8	Lecture with PPT slides, Interactive Discussion, Problem solving, Case study	Class test, Quiz test, Class Participation, Assignment, Presentation, Final Examination

Learning Materials	
Recommended Readings	1. Block S B, Hirt G A &Danielsen B R; Foundations of Financial Management; Fourteenth Edition; McGraw-Hill Irwin; USA. 2011 2. Vanhorne J C &Wachowicz Jr. J M; Fundamentals of Financial Management, Thirteenth Edition; Pearson Education Limited; England. 3. Bringham E F. Eugene & Houston J F; Fundamentals of Financial Management (2004), Twelfth Edition, South Western Cengage Learning;USA . 2009
Supplementary Readings	1. Berk J, DeMarzo P & Harford J: Fundamentals of Corporate Finance; fourth Edition; Pearson Education Ltd, England. 2019. 2. Ross S A, Westerfield R W, Jaffe J & Jordan B D; Corporate Finance, Twelfth Edition; McGraw-Hill Irwin; USA. 2019 3. Bernstein, L. A; Financial statement Analysis: Theory Application and Interpretation; Fifth Edition, Mcgraw-Hill Irwin, USA 1993.

Second Year First Term		
Course Code: 0413 03 BA 2103	**Year:** Second	**Term:** First
Course Title: Intermediate Accounting		
Course Status: Core		

Credit: 3.0	
Prerequisite(s): None	
Rationale	This course is designed to have theoretical concepts of accounting and make students capable in application of accounting in corporate functioning.

Course Content		CLOs
Section A		
1	**Introduction:** Concept and uses of Accounting, International Accounting standard (IAS), International Financial Reporting Standard (IFRS), Characteristics of Accounting Information, Assumptions and Principles of Accounting.	1
2	**Income Statement and Related Information**: IAS-1, Income statement, its elements and format, Extraordinary Items, Unusual Gains and Losses, Changes in Accounting Principle and Estimates, Corrections of Errors, Earnings per Share, Retained Earnings Statement.	2
3	**Balance Sheet:** IAS-1, Balance Sheet, Its Classification and limitations, Asset and Equity, Balance Sheet, Disclosures, Contingencies, Accounting Policies, Contractual Situations, Parenthetical Explanations, Cross-Reference and Contra Items, Company Act 1994.	2
4	**Statement of Cash Flows:** (IAS-7), Cash Flows and Cash Flow Statement, Noncash Activities, Indirect and Direct Methods, Operating Activities, Investing and Financing Activities, Cash Flows and Evaluation of a Company, Free Cash Flow.	2
5	**Acquisition and Disposition of Property, Plant, and Equipment:** (IAS-16) Cost of Land, Buildings and Equipment, Self-Constructed Assets and their costs, Valuation of Property, Discounts, Deferred Payment Contracts, Issuance of Stock, Nonmonetary Assets, Costs of Acquisition, Disposition of Property, Plant and Equipment, Sale of Plant Assets.	3
6	**Intangible Assets:** Intangible Asset Issues, Characteristics, Valuation, Amortization of Intangibles, Types of Intangible Assets, The Value of a Secret Formula, Goodwill, Impairment of Intangible Assets, Research and Development Costs, Presentation of Intangible Assets, Presentation of Research and Development.	3
Section B		
1	**Current Liabilities and Contingencies:** Taxes and other Payables; Current Maturities of Long-Term Debt; Short-Term Obligations, Customer Advances and Deposits; Unearned Revenues; Employee-Related Liabilities; Contingency-concept and types, Litigation, Claims, and Assessments, Guarantee and Warranty Costs, Premiums and Coupons Environmental Liabilities, Presentation of Current Liabilities and Contingencies.	4
2	**Stockholders' Equity:** Corporate Capital, Issuance of Stock, Reacquisition of Shares, Accounting for and Reporting Dividend, its type and distribution Stock Split, Disclosure of Restrictions on Retained Earnings, Presentation and Analysis of Stockholders' Equity.	4
3	**Accounting for Leases:** Concept and Nature of Lease, its Environment, Advantages of Leasing, off–Balance-Sheet Financing, Capitalization Criteria, Asset and Liability Accounted for Differently, Lease accounting –concept and different methods, Accounting by the Lessor, Classification by the Lessor, Direct-Financing Method (Lessor), Operating Method (Lessor), Sales-Type Leases (Lessor).	5
4	**Accounting Changes and Error Analysis:** Changes in Accounting Principles in different statement, Retrospective Accounting Change, Change in Reporting Entity, Correction of Errors, Error Analysis, Balance Sheet Errors, Income Statement Errors, Counterbalancing Errors, Non-	5

	counterbalancing Errors, Preparation of Financial Statements with Error Corrections.	

		Upon completion of this course; the students will be able to:	**Mapping With PLOs**
Course Learning Outcomes (CLOs)	CLO1	Understand the theoretical background of accounting practice.	2, 4
	CLO2	Prepare and understand components of income statement and balance sheet considering company act and international accounting standard, Prepare and analyze cash flow statement.	5, 8
	CLO3	Know how to record acquisition and disposition of real assets under different circumstances, deal with intangible assets; its acquisition, recording and disposition.	9, 10, 12
	CLO4	Record and present correctly various types of current liabilities, long-term liabilities and contingencies in the financial statement.	9, 16
	CLO5	Know types of leases and its accounting treatments, deal with changes in accounting principles and errors in various statements.	10, 11, 12

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lectures, group discussions.	Assignments, case studies, Final exam.
CLO2	Class lectures, Article summarizing, problem based learning.	Class test, assignments, case studies, Final exam.
CLO3	Class lectures, group discussions, presentations.	Oral exams, presentations, Final exam.
CLO4	Class lectures, group discussions and problem solving.	Written exams, assignments, case studies, Final exam.
CLO5	Class lectures, articles summarizing, case presentations and problem solving.	Written exams, assignments, presentations, case studies, Final exam.

Learning Materials	
Recommended Readings	1. Intermediate Accounting: Kieso, D. E., Weygandt, J. J., Warfield, T. D., Wiecek, I. M., &McConomy, B. J. 2. Intermediate Accounting Vol 1; 2019 Edition; Valix, Peralta and Valix; GIC Enterprises & Co., Inc.
Supplementary Readings	1. Intermediate accounting: Robles, N. S., &Empleo, P. M. 2. Financial accounting: Valix, C. T., Peralta, J. F., &Valix, C. A. M 3. Financial Accounting (international Financial Reporting Standards): Jan R. Williams et al; Mc GrawHil.

Second Year First Term		
Course Code: 0413 03 BA 2104	**Year:** Second	**Term:** First
Course Title: Sessional of Intermediate Accounting		
Course Status: Core (Sessional)		

Credit: 1.0		
Prerequisite(s)	None	
Rationale	The course intends to provide the students with practical knowledge of accounting as well as their applicability and relevance in the practical context.	
	Course Contents	**CLOs**
1	**Introduction:** Concept and uses of Accounting, International Accounting standard (IAS), International Financial Reporting Standard (IFRS).	1
2	**Income Statement and Balance Sheet**: Income statement, its elements and format, Extraordinary Items, Unusual Gains and Losses, Corrections of Errors, Earnings per Share, Retained Earnings Statement, Balance Sheet and Its Classification, Asset and Equity, Balance Sheet, Disclosures, Contingencies, Accounting Policies, Contractual Situations, Cross-Reference and Contra Items.	1
3	**Statement of Cash Flows:** Cash Flows and Cash Flow Statement, Noncash Activities, Indirect and Direct Methods, Operating Activities, Investing and Financing Activities, Cash Flows of a Company, Free Cash Flow.	2
4	**Acquisition and Disposition of Property, Plant, and Equipment:** Cost of Land, Buildings and Equipment, Self-Constructed Assets and their costs, Valuation of Property, Discounts, Deferred Payment Contracts, Issuance of Stock, Nonmonetary Assets, Costs of Acquisition, Disposition of Property, Plant and Equipment, Sale of Plant Assets.	3
5	**Stockholders' Equity:** Corporate Capital, Issuance of Stock, Reacquisition of Shares, Accounting for and Reporting Dividend, its type and distribution Stock Split, Disclosure of Restrictions on Retained Earnings, Presentation and Analysis of Stockholders' Equity.	4
6	**Accounting for Leases:** Concept and Nature of Lease, off–Balance-Sheet Financing, Capitalization Criteria, Asset and Liability Accounted for Differently, Lease accounting –concept and different methods, Accounting by the Lessor, Classification by the Lessor, Direct-Financing Method (Lessor), Operating Method (Lessor), Sales-Type Leases (Lessor).	4
7	**Accounting Changes and Error Analysis:** Changes in Accounting Principles in different statement, Retrospective Accounting Change, Change in Reporting Entity, Correction of Errors, Error Analysis, Balance Sheet Errors, Income Statement Errors, Counterbalancing Errors, Non-counterbalancing Errors, Preparation of Financial Statements with Error Corrections.	5

Course Learning Outcome s (CLOs)	Upon completion of this 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, Income Statement and Balance Sheet.	12, 13, 16
	CLO2	Understand components of cash flow i.e. operating, financial and investment activities, analyze and prepare cash flow statement with direct and indirect method.	10
	CLO3	Comprehend cost and valuation of assets, Issuance of stock, disposition of assets.	9, 10
	CLO4	Present and analyze stockholders' equity, corporate capital, dividend, retained earnings and lease accounting.	7, 12, 15

	CLO5	Identify change in Accounting Principles in different statement, Retrospective Accounting Change, Change in Reporting Entity, analyze and correct the Errors i.e. Balance Sheet Errors, Income Statement Errors, Counterbalancing Errors, Non-counterbalancing Errors and prepare Financial Statements with Error Corrections.	12, 13

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lectures, group discussions, problem solving, and scenario analysis.	Assignments, oral exam, short essays, case studies.
CLO2	Lectures, annual report analysis, problem solving and scenario analysis.	Oral exams, assignments, report presentation.
CLO3	Lectures, company visit to collect financial information.	Oral exams, financial information analysis and presentation.
CLO4	Lectures, company visit to collect financial information, problem solving and scenario analysis.	Written exams, oral exams and presentations.
CLO5	Lectures, compare financial information of different companies, problem solving and scenario analysis.	Written exams, oral exams, presentation of financial statements in appropriate format.

Learning Materials	
Recommended Readings	1. Intermediate Accounting: Kieso, D. E., Weygandt, J. J., Warfield, T. D., Wiecek, I. M., &McConomy, B. J. 2. Intermediate Accounting Vol 1; 2019 Edition; Valix, Peralta and Valix; GIC Enterprises & Co., Inc.
Supplementary Readings	1. Intermediate accounting: Robles, N. S., &Empleo, P. M. 2. Financial accounting: Valix, C. T., Peralta, J. F., &Valix, C. A. M 3. Financial Accounting (international Financial Reporting Standards): Jan R. Williams et al; Mc GrawHil.

Second Year First Term		
Course Code: 0413 03 BA 2105	**Year:** Second	**Term:** First
Course Title: Marketing Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course provides an introduction to all aspects of marketing, including strategic marketing planning, marketing research, product planning and development, promotion planning, distribution and pricing. It provides an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle processes of research, planning, organization, implementation and control.	

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	1

	changing, adapting marketing to the new economy, changing marketing practices & customer relationship marketing.	
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.	2
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.	3
4	**Analyzing Consumer Markets:** What influences consumer behavior? Key psychological processes, The buying decision process	4
	Section B	
1	**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.	5
2	**Dealing with the Competition:** Competitive forces, identifying competitors, analyzing competitors, designing the competitive intelligence system, designing competitive strategies, balancing customers & competitor orientation.	6
3	**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.	7
4	**Managing The Total Marketing Effort:** Trends in company organization; Internal marketing practices, marketing organization; marketing implementation; evaluation & control: Social marketing.	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the importance of marketing, scope of marketing, fundamentals concept of marketing and how has the marketing management been changed & the task necessary for marketing manager.	1, 2, 13
	CLO2	Understand the customer value and satisfaction, different marketing tools and their usages to retain customer satisfaction.	1, 2, 4, 7 12, 13
	CLO3	Comprehend the process of carrying out strategic planning at different levels of the organization and develop business unit level marketing plan.	2, 4, 8, 12, 13, 15, 16
	CLO4	Describe consumer buying decision process and the broad forces influencing consumer buying decisions.	1, 4, 5, 7, 9
	CLO5	Understand the nature of business market, differentiate them from consumer market and explain the process of business buying.	1, 4, 5, 7, 9
	CLO6	Analyze market competition and comprehend various strategies to deal with competitors in order to expand and/or defend market share.	1, 4, 7, 10, 12, 13, 16

	CLO7	Explain the reasons and modes of organizations' entry into foreign market and comprehend the necessity and techniques of adaptation in marketing programs for each foreign market.	1, 2, 10, 12, 16
	CLO8	Understand the important trends in marketing practices in the face of dynamic social and technological environment and describe the process of designing socially responsive marketing organizations.	1, 5, 8, 10, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Participation, Assignment, Final examination
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Final examination
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Group presentation, Final examination
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Poster presentation, Final examination
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Final examination
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Final examination
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Assignment, Final examination
CLO8	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Report writing, Viva/Presentation (group/individual), Final examination

Learning Materials	
Recommended Readings	1. Marketing Management by Kotler, P. Prentice-Hall of India Private Limited, 10th edition, ISBN 0-536-63099-2 2. Marketing Management: by Kotler, P and Keller, K. L. Pearson.15th edition. 3. Principle of Marketing, by Kotler, P., Armstrong, G., Agnihotri P.Y. and Haque, E.U., Prentice-Hall of India Private Limited, 13th Edition.
Supplementary Readings	1. Marketing Strategy by Orville C. Walker, Jr, John W Mullins, Harper W. Boyd Jr. and Jean-Claude Larreche, Tata McGraw-Hill Publishing Company Ltd., New Delhi, Tata McGraw-Hill Edition, 2006 2. Marketing Strategy by Ferrell. O.C., Hartline, M. D., Lucas Jr, G. H. and Luck, D., The Dryden Press

Second Year First Term		
Course Code: 0413 03 BA 2106	**Year:** Second	**Term:** First
Course Title: Sessional of Marketing Management		
Course Status: Core (Sessional)		
Credit: 3.0		
Prerequisite(s): None		

Rationale	This course aims to offer hands-on experience of developing strategic corporate, business unit and product level plan for a marketing organization. Students will learn environment scanning, and capitalize on those opportunities to build profitable relationship with target consumers through developing appropriate marketing mix in the face of global competition. At the end of this course, the students will be able to formulate a complete marketing plan including project budgeting, time-line, activities.

	Course Contents	**CLOs**
1	**Marketing Management in New Economy:** Marketing management focused on 21st century, the new economy, how business & marketing are changing, adapting marketing to the new economy, changing marketing practices & customer relationship marketing. The value delivery process, total customer satisfaction, tools for tracking & measuring customer-satisfaction.	1
2	**Marketing Environment of Business:** Natural Environment, Economic Environment, Political Environment, Science and Technological Environment, Social Environment, Legal Environment, PEST and PESTEL Analysis of Business.	2
3	**Market Oriented Strategic Planning: C**orporate & divisional strategic planning, business strategic planning, Assessing growth opportunity; Business unit strategic planning, developing marketing plan: the nature & content of a marketing planning.	3
4	**Analyzing Consumer Market:** What influences consumer behavior? Key psychological processes, The buying decision process: measuring and forecasting demand.	4
5	**Marketing Mix Strategy:** Product, Price, Place, Promotion based case studies and strategy formulation and implementation.	5

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the importance of marketing, fundamentals concept of marketing and how has the marketing management been changed & the task necessary for marketing manager. Understand the customer value and satisfaction, different marketing tools and their usages to retain customer satisfaction.	1, 2, 4, 8, 12
	CLO2	Identify the major environmental forces that affect marketing decisions through SWOT, PEST and PESTEL analysis in order to find opportunities to capitalize on for the marketing organization.	1, 2, 4, 8, 10, 12, 13, 15
	CLO3	Comprehend the process of carrying out strategic planning at different levels of the organization and develop business unit level marketing plan	2, 4, 8, 12, 13, 15, 16
	CLO4	Describe consumer buying decision process, measure current demand and forecast future demands in the competitive market.	1, 2, 4, 9, 13
	CLO5	Analyze Marketing Mix elements, formulate and execute strategic decision	2, 3, 9, 10, 12, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Participation, Assignment, Presentation(Group/individual), Final viva
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Participation, Assignment, Presentation(Group/individual), Final viva
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Participation, Report writing, Presentation(Group/individual), Final viva
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Participation, Assignment, Presentation(Group/individual), Field work/ Market/ Industry visit, Final viva
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Participation, Assignment, Presentation(Group/individual), Market/industry visit, Final viva.

Learning Materials	
Recommended Readings	1. Marketing Management by Kotler, P. Prentice-Hall of India Private Limited, 10th edition, ISBN 0-536-63099-2 2. Marketing Management: by Kotler, P and Keller, K.. L. Pearson.15th edition. 3. Principle of Marketing, by Kotler, P., Armstrong, G., Agnihotri P.Y. and Haque, E.U., Prentice-Hall of India Private Limited, 13th Edition.
Supplementary Readings	1. Marketing Strategy by Orville C. Walker, Jr, John W Mullins, Harper W. Boyd Jr. and Jean-Claude Larreche, Tata McGraw-Hill Publishing Company Ltd., New Delhi, Tata McGraw-Hill Edition, 2006 2. Marketing Strategy by Ferrell. O.C., Hartline, M. D., Lucas Jr, G. H. and Luck, D., The Dryden Press

Second Year First Term		
Course Code: 0413 03 BA 2107	**Year:** Second	**Term:** First
Course Title: Organizational Behavior		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to explain the role of human behavior in organizational settings. This course provides a comprehensive analysis of different theories and practices associated with individual and group behavior in organizations. Its purpose is to provide students an understanding of how organizations can be managed effectively and efficiently to enhance the quality of work life of employees. This course includes the topic of motivation, leadership behavior, conflict management & negotiation, organizational culture, workplace diversity etc, learning of which will enable learners to cope up with challenges associated with managing diverse workforce successfully in dynamic business environment.	

Course Contents		CLOs
Section A		
1	**Introduction:** Definition, Nature and Importance of Organizational Behavior; Historical roots of organizational behavior; Contextual perspective of organizational behavior; Managerial perspective of organizational behavior; Contributory disciplines of OB; Challenges and opportunities for Organizational Behavior.	1
2	**Managing Diversity:** Meaning of workforce diversity; Nature and trend of	2,6

	emerging workforce diversity; Emergence of international management; Dimension of diversity; Multicultural organization and its management.	
3	**Foundation of Individual Behavior:** Behavior and biographical characteristics; Determinants of workplace behavior; Psychological contracts, Person job fit, Individual difference; Personality and behavior, Big Five personality trait, Myers- Briggs framework; Relevant traits with OB; Attitudes, perception, creativity and their implications with workplace behavior; Types of workplace behavior	3,5
4	**Motivation Theories:** Meaning of Motivation, Need theories of Motivations, Equity theory; Expectancy theory; Self-efficacy theory; Integrating theories with workplace motivation.	4,5
5	**Employee Performance, Goal Setting and Reward System:** Designing jobs for individuals and teams; Employee participation & motivation; Goal Setting and motivation; Goal setting theory; Performance management & its purposes and basics; Performance management and TQM; Rewards system; Linking rewards with performance in organization.	4,5
	Section B	
1	**Group Behavior and Team**: Classification and reasons of group formation; Group performance factors; Intergroup dynamics; Group decision making; Types, benefit and cost of teams; Team building	1,6,7
2	**Conflict and Negotiation in Organization:** Nature, forms and causes of Industrial conflict; conflict at interpersonal and group level; Organizational reaction to conflicts; Conflict Management techniques; Approaches to negotiations in Organizations.	6,7
3	**Leadership and Power:** Meaning; Charismatic leadership; Transformational leadership; Authentic leadership; Trust and leadership; Principles and trust; Contemporary leadership roles; Creating effective leaders, Types and uses of Power in organizations; Politics & Political Behavior; Organizational Justice	8
4	**Organizational Culture:** Nature of Organization Culture; Approaches to describing Organization Culture; Emerging Issues in Organization Culture; Managing Organization Culture	2,9,10
5	**Change Management:** Forces for change in organization; Process for planned organization change; Organizational Development; Resistance to Change; Managing successful organization change and development	9,10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand organization behavior, importance and scope of human behavior in organizations. Comprehend subjects and disciplines in forming the study of organizational behavior.	1, 2, 3, 5, 8, 12
	CLO2	Comprehend different diversity issues of workforce and how to Manage those differences successfully in multicultural/multinational environment,	2, 3, 4, 7, 8, 9, 12, 13, 14
	CLO3	Understand the basic internal factors of individual behavior and behavioral differences as well as psychological elements of human behavior and its influence in the working place.	1, 2, 6, 7, 9, 16
	CLO4	Familiar with various theories of motivation and how they motivate the workers in the workplace. Explain the reasons behind individual & group behavior and	1, 2, 4, 6, 7, 9, 15, 16

		reinforce expected behavior.	
	CLO5	Identify the factors behind employee performance, goal setting, and reward system	1, 2, 6, 7, 8, 9, 11, 14, 16
	CLO6	Comprehend type and reasons for joining in groups. Understand the group formation process and how group behavior affects organizational performance; Create and manage better teamwork.	2,3, 6, 7, 14
	CLO7	Realize the nature of conflict arises in organizational settings and develop coping strategies to overcome.	5, 6, 11, 14
	CLO8	Understand the contemporary leadership issues and develop leadership behavior to motivate the workers.	2, 3, 6, 8, 9, 10, 12
	CLO9	Understand culture and its impact on organization. Manage cultural sensitivity and tolerance	5, 7, 8, 10, 12
	CLO10	Understand the forces for and against change. Manage meaningful organizational change to cope up with turbulent and ever changing business environment towards organizational development	2, 8, 9, 10, 11, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture, Interactive Discussion	Quiz Test, Class Participation, Assignment, Report writing, Final Examination
CLO2	Lecture, Interactive Discussion, Multimedia Presentation, Case study	Class test. Quiz Test, Class Participation, Presentation(individual/group), Assignment, Case Analysis, Final Examination
CLO3	Lecture, Interactive Discussion Case study	Quiz Test, Class Participation, Presentation(individual/group), Assignment, Final Examination
CLO4	Lecture, Interactive Discussion, Multimedia Presentation, Case study	Class test & Quiz, Oral Test, Class Participation, Presentation(individual/group), Assignment, Case Analysis, Final Examination
CLO5	Lecture, Interactive Discussion Case study & problem based learning.	Class test & Quiz, Class Participation, Presentation(individual/group), Assignment, Case Analysis, Final Examination
CLO6	Lecture, Interactive Discussion Case study & problem based learning.	Quiz Test, Class Participation, Presentation(individual/group), Assignment, Role playing
CLO7	Lecture, Interactive Discussion, Multimedia Presentation, Case study	Class test, Class Participation, Presentation(individual/group), Assignment, Role playing, Final Examination
CLO8	Lecture, Interactive Discussion Case study and situational analysis.	Class test, Class Participation, Presentation(individual/group), Assignment, Role playing, Final Examination
CLO9	Lecture, Interactive Discussion/ Multimedia Presentation, Case study	Class test & Quiz, Class Participation, Assignment, Case Analysis, Final Examination
CLO10	Lecture, Interactive Discussion,	Class Test, Class Participation,

	Case study	Presentation(individual/group), Assignment, Report writing, Final Examination

Learning Materials	
Recommended Readings	1. Griffin RW & Moorhead ; Organizational Behavior; Eleventh Edition; South-Western Cengage Learning.; USA 2. Robbins, S P, Judge TA and Vohra N ; Organizational behavior; Eighteenth Edition; Pearson Education Services Pvt. Ltd;India.
Supplementary Readings	1. Luthans F., Organizational Behavior; Twelfth Edition; McGraw-Hill/Irwin; USA 2. Newstorm, J W. and Davis, K; Organisational Behavior-Human behavior at Work; Ninth Edition; Tata McGraw-Hill Publishing Company Limited; New Delhi. 3. Hersey PH, Blanchard K H & Johnson D E; Management of Organizational Behavior; Tenth Edition; Pearson Education Inc

Second Year First Term		
Course Code: 0413 03 BA 2109	**Year:** Second	**Term:** First
Course Title: Banking and Insurance		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to provide an understanding of the basic functions of banks and insurance companies, how these institutions work, the roles played by banks and insurance companies in our economy and society as a whole.	

Course Contents		CLOs
Section A		
1	**Overview of Banks and Their Services:** Banks, services of conventional banks, services of Islamic banks, historical evolution of banking, trends in modern banking, technological evolution and modern banking, general structure of banking organizations, Types of Bank Deposit Account, Concepts of economic system and financial system, function of financial system, concept of Financial Intermediaries, Bank as Financial Intermediaries.	1
2	**Lending Policies and Procedures:** Types of loan (Continuous, Demand, Fixed Term, Short term Agricultural Loan, and Micro Credit), Loans for Export and Import Business, bank's Classification of loans (Default Status), steps in lending process, typical loan agreement.	2
3	**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.	3
4	**Islamic Banking:** Concept and Principles of Islamic Banking (IB), Types of Deposit Modes in IB, Investment/Financing Modes under IB, Scope and challenges of IB in Bangladesh.	4
5	**Performance Evaluation of Banks and Duration Gap Management:** Balance sheet of Banking organizations, income statements, bank's assets, bank's liabilities, funds-flow statements, capital-account statements, value of a bank, profitability ratio analysis, breaking down analysis of ratios, measuring risks in banking, Assets, liabilities and fund managements strategies, concept of duration, duration and hedging against interest rates, duration gap managements and its limitations.	5

Section B		
1	**Central Banking and Bank Regulation:** Role of central bank, money stock determination, central bank and monetary policy, 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.	6
2	**Introductory concepts of Risk and Insurance:** Definition of risk, uncertainty, objective vs. subjective risk, chance of loss; Accuracy of prediction- Law of large numbers, number of exposure units required; Frequency and severity of loss-Heinrich triangle, Frequency reduction- Domino Theory, Severity reduction- Separation vs. Duplication; Peril and Hazard, Types of Hazard; Types of basic risk categories-Pure risk vs. Speculative risk, Fundamental risk vs. Particular risk; Risk Management Measures, Concepts of Insurance: definition of insurance, characteristics of insurance, requirements of an insurable risk, Pooling agreement, arson for profit.	7
3	**Risk Management Techniques:** Risk Management and its objectives; Steps of Risk Management Process; Methods of Handling Risk: (I) Non-insurance techniques- Risk Avoidance, Loss Control-Loss prevention, Loss reduction, Loss Control decision; Risk Retention- planned vs. unplanned retention, funded vs. unfunded retention, Risk retention decision; (ii) Insurance techniques; Selection of the optimal mix of risk retention and risk transfer.	8
4	**Insurance Principles and Legal Provisions:** Insurable interest-wageringagreement; Subrogation-Hold harmless agreement; Utmost good Faith-Representation, concealment and warranty; Proximate cause, Basic parts of an Insurance Contract; Distinct legal characteristics of insurance contracts; Types of Deductibles; Insurance Clauses- Law and agent, Waiver and Estoppel, Co-insurance Clauses, Endorsements and riders.	9
5	**Different Insurance Policies:** Life Insurance- Premature death and life insurance; Determination of the amount of the life insurance to own (Capital Retention Approach); Life insurance contractual provisions, creation of annuity funds, methods of premium payment, Mortality Rate and Premium Calculation, Basics of Individual Health Insurance Coverage, Marine Insurance, Fire Insurance, Auto Insurance: Policies and Losses, Contracts for each Policies and Payment Methods.	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Have basic institutional and practical knowledge including up-to-date information in the field of Banking, understand and describe various functions of banks.	4, 12, 13, 15
	CLO2	Carry out financial analysis of banks and other financial institutions; understand various types of loan and lending policies.	4, 9, 12, 13, 15
	CLO3	Apply time value of money tools and techniques to solve practical financial problems.	4, 12, 13, 15
	CLO4	Apply financial tools and knowledge to evaluate the basic structure, functioning and regulation of banking institutions.	4, 12, 13, 15
	CLO5	Understand concept and principles of Islamic	4, 12, 13, 15

		Banking and Islamic Finance.	
	CLO6	Evaluate interest rate behavior and monetary policy in the economy and the impacts on businesses, role of central bank and regulations on economy.	4, 12, 13, 15
	CLO7	Demonstrate knowledge of insurance contracts and provisions, and the features of insurance, various risks involved in insurance.	4, 12, 13, 15
	CLO8	Demonstrate knowledge of the operations and management of insurance entities, various techniques to manage the risks.	2, 4, 8, 12, 13, 15
	CLO9	Develop skills to facilitate insurance product cost and pricing and ability to formulate various clauses and features of insurance contact.	4, 12, 13, 15
	CLO10	Explain different types of insurance, their features, method of payments and coverage.	4, 12, 13, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture	Assignment, Final Exam
CLO2	Lecture/ Case study	Quiz Test, Final Exam
CLO3	Lecture/ Case study	Class Test, Final Exam
CLO4	Lecture	Presentation, Final Exam
CLO5	Lecture/ Case study	Assignment, Final Exam
CLO6	Lecture	Class Test, Final Exam
CLO7	Lecture/ Case study	Assignment, Final Exam
CLO8	Lecture	Class Test, Final Exam
CLO9	Lecture	Presentation, Final Exam
CLO10	Lecture/ Case study	Case Study, Final Exam

Learning Materials	
Recommended Readings	1. Peter S. Rose: Commercial Bank Management, 5th Edition 2. Islamic Banking & Finance: Principles And Practices, Marifa Academy 3. Gupta, P. K. Insurance and risk management. Himalayan Books, 2011.
Supplementary Readings	1. Peter S. Rose, Sylvia C. Hudgins: Bank Management & Financial Services, 9th Edition 2. George H. Hempel, Donald G. Simonson: Bank Management: Text and Cases, 5th Edition 3. Rejda, George E. Principles of risk management and insurance, Pearson Education India, 2011. 4. Baranoff, Esther Zippora, and Esther ZipporaBaranoff. Risk management and insurance. Danvers: Wiley, 2004. 5. Rejda, George E. "Risk management and insurance." Person Education Inc 13 (2005).

Second Year First Term		
Course Code: 0311 03 Econ 2159	**Year:** Second	**Term:** First
Course Title: Macroeconomics		

Course Status: Core	
Credit: 3.0	
Prerequisite(s): None	
Rationale	The structure and contents of this course has been prepared in order to develop the ideas of basic and application of macroeconomics for the undergraduate students. Course design includes various traditional and newly developed theories plus concepts of macroeconomics which will make the students aware about different issues of the field and will also enhance their understandings about the role of macroeconomics in a country from the perspectives of policy making and executions..

Course Content		CLOs
Section A		
1	**Basics of Macroeconomics and National Income Accounting:** Issues of macroeconomics, Classical vs. Keynesian Approach, National Income Accounting, GDP and NDP, Nominal and Real GDP, GDP Measurements, Components of Demand, GDP and Disposable Income, Simple Economy, Equations.	1
2	**Income, Spending and Consumption:** Aggregate Demand & Equilibrium Output, Consumption Function and Aggregate Demand, Consumption and Saving, Equilibrium Income and Output, Savings and Investments, The Multiplier, The Govt. Sector, Income Tax and The Multiplier.	2
3	**Money, Interest and Income:** Goods Market and the IS Curve, Investment Demand Schedule, The Role of the Multiplier, The Asset Market and the LM Curve, Real and Nominal Money Demand, The Demand for Money, Equilibrium and LM Curve, Adjustments.	3
4	**Monetary and Fiscal Policy:** Monetary Policy and Fiscal Policy, Monetary Expansion and its effect on IS-LM curve, Transmission Mechanism, Liquidity Trap, Classical Case, Crowding Out, and Monetary Accommodation of Fiscal Expansion.	4
5	**Budget Deficit and the Public Debt:** The Role of Deficits and Debt in the Economy, How Budget Deficits Are Financed, Public Debt as a Burden, Implications of Deficit Financing for Interest Rates and Growth, Important Aspects of this Discussion Revolve around a Surprising Question, Raising Taxes or Issuing Debt.	5
Section B		
1	**The Demand for Money:** Monetary aggregate, function of money, factors that affect the money demand, money demand function, motives for holding money: (I) transaction motive- Baume approach, (ii) precautionary motive, (iii) speculative motive, liquidity trap and bull-bear factor, interest rate implication in money demand theory, velocity of money and quantity theory.	6
2	**The Central Bank, Money and Credit:** Money supply principles in an economy (role of CB, Public and Banks), money stock determination, Currency Deposit Ratio, Reserve Deposit Ratio, Bank Run, High Powered Money, Money Multiplier, money supply instruments: open market operation, reserve requirement, discount window lending, factors that affect monetary base, money multiplier and money supply.	7
3	**International Linkages:** Balance of Payments and Exchange Rates, Intervention, Different Types of Exchange Rates, Market Equilibrium, Capital Mobility, Policy Dilemmas, Perfect Capital Mobility and Flexible Exchange Rates, Adjustment Process and the Fiscal Policy.	8
4	**Inflation and Unemployment:** Inflation, Aggregate Supply, Aggregate Demand, Wage Setting, Unemployment, Short Run and Long Run, Stagflation, Overshooting, Full Unemployment, Unemployment Benefit.	9

5	**International Adjustments and Interdependence:** The Role of Prices in the Open Economy, Financing and Adjustments, Automatic Adjustments, the J-Curve, the Monetary Approach to the Balance of Payment, Flexible Exchange Rate Money and Prices, Exchange Rate Overshooting, Purchasing Power Parity, Intervention, Interdependence.	10

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Apprehend various factors affecting national income and conceptualize determinants and methods of national income accounting	1, 8, 12, 15
	CLO2	Comprehend different theories as well as equations of the distribution of income among different stakeholders of an economy, impact of different measures taken by the government for accelerating growth in the economic outset.	1, 8, 12, 13
	CLO3	Learn about the goods and money market and the pivotal role played by the interest rate in the context. This chapter also includes basic discussion about the important IS-LM model of assets and money market instruments.	4, 8, 10, 15
	CLO4	Apprehend the basic of the monetary and fiscal policy and also different mechanism to execute as well as control the momentary and fiscal policy in the economy. The elaborative discussion of monetary and fiscal policy also includes various related theoretical concepts like crowding out, transmission mechanism, liquidity trap etc.	2, 5, 8, 10, 15
	CLO5	Develop ideas about the construction of the budget and also theories and practices about managing budget deficit from the policy perspectives. The discussions also consist of challenges and difficulties involved with managing budget deficits such as incrementing tax rate and also taking loans from different parties.	2, 8, 10, 15
	CLO6	Understand different types of money from theoretical perspectives and also about circulation and functions of money from practical scenario.	2, 8, 12, 13
	CLO7	Comprehend the theories and practices of central banking with the inclusion and application IS-LM model. One important addition of this chapter is the policy execution which is carried by the governments of every country through the central banks.	4, 8, 10, 15
	CLO8	Apprehend the ideas of international business transactions from the economics view point. Discussion includes various important concepts of international monetary as well as fiscal economics including balance of payment, FDI, exchange, capital mobility, adjustment processes of international transactions.	2, 8, 12, 13
	CLO9	Learn two very basic and important concepts of economics which are inflation and unemployment.	4, 8, 10, 15

	CLO10	Develop ideas about the interdependence notions of modern international business and economics.	2, 8, 12, 13

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
1	Lecture and Interactive Discussion	Quiz and Assignment
2	Case Study and Group Discussion	Group Assessment and Class Test
3	Scenario Analysis and Lecture	Role Playing and Creative Project
4	Lecture, Case Study and Group Discussion	Class Test and Presentation
5	Interactive Discussion and Lecture	Term Paper, Debate and Quiz
6	Lecture and Interactive Discussion	Quiz and Assignment
7	Lecture, Case Study and Group Discussion	Quiz and Assignment
8	Interactive Discussion and Lecture	Class Test and Presentation
9	Lecture and Interactive Discussion	Quiz and Assignment
10	Interactive Discussion and Lecture	Quiz and Assignment

Learning Materials	
Recommended Readings	1. N. Gregory Mankiw, Macroeconomics, Macmillan Learning, 2015 2. Andrew B. Abel, Ben Bernanke, Dean Darrell Croushore, Macroeconomics, Addison-Wesley, 2011
Supplementary Readings	1. Dornbusch, R., Fischer, S., &Startz, R. (2011). Macroeconomics. McGraw-Hill. 2. Chick, V. (1983). Macroeconomics after Keynes: a reconsideration of the general theory. mit Press. 3. Snowdon, B., & Vane, H. R. (2005). Modern macroeconomics: its origins, development and current state. Edward Elgar Publishing.

Second Year Second Term		
Course Code: 0413 03 BA 2211	**Year:** Second	**Term:** Second
Course Title: Financial Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	A financial manager has to perform multi-dimensional business problems in the competitive corporate environment. The profitability of a business depends on how they make investment and financial decisions. Financial management deals with in-depth insights and analysis of key decision areas of finance. The contents of this course will enable students to understand financial operations and various financial policy dynamics of the firms.	

Course Contents		CLO
Section A		
1	**Introduction:** Definition and Role of financial management; Goal of financial manager; Business ethics, Social responsibility and Corporate Governance, The business and financial environment.	1
2	**Financial Statement Analysis:** Ratio analysis for decision making, significance for analyzing ratios, limitations of ratio analysis.	2
3	**The valuation of long-term securities:** Characteristics and Types of bonds and stocks, Valuation concepts, Determining the value of bond, Common & Preferred stock, YTM, YTC, Different valuation models- constant and supernormal growth of dividends.	3

4	**Risk and Return:** Expected return and variance; Portfolio risk and return, Systematic and unsystematic risk; Diversification, CAPM; The Characteristics line; Beta; Security market line; Financial market Efficiency.	4
5	**Capital budgeting and estimating cash flows:** Overview of Budgeting process, estimating project cash flows.	5
	Section B	
1	**Working Capital Management:** Cash and Marketable securities management; Current Asset Management- credit & collection policies, Inventory classification, ABC analysis, EOQ, JIT inventory; Short term financing-spontaneous financing, negotiated financing, factoring accounts receivables.	6
2	**Financial Leverage and Capital Structure Policy:** Business and financial risk; Operating and financial leverage; EBIT-EPS break-even analysis; Features of appropriate capital structure, Traditional Approaches to capital structure: Traditional approach, Net operating income approach, Modigliani- Miller propositions, Signaling hypothesis.	7
3	**Dividend Policy:** Passive Vs. Active dividend policy; Factors affecting dividend policy; Cash & Stock dividends; Stock splits; Reverse Stock splits; Share repurchase.	8
4	**An Overview of Corporate Financing:** Common stock & its features; Preferred stock& its features; Bond& its features; Convertible security; Issue of corporate securities; Initial public offer (IPO); Privileged subscription; Underwriting, Secondary market, Lease Financing.	9

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Conceptualize basic operation of finance in business and society.	1, 2, 3, 7, 10, 12
	CLO2	Interpret financial statements using financial ratios	1, 2, 9, 10, 11
	CLO3	Understand the concept of financial securities and apply valuation techniques in pricing securities.	2, 6, 8, 12
	CLO4	Calculate return and measure risks of securities using concept of CAPM and SML. Compare various efficiency category of the financial market.	1, 3, 4, 7, 12
	CLO5	Understand project investment decision process and derive the cash flows of business projects	1, 5, 9, 10
	CLO6	Compare inventory management techniques and evaluate short-term financing instruments.	2, 6, 8, 10
	CLO7	Apply capital structure concepts and theories in business financing decisions.	1, 5, 9, 11
	CLO8	Understand different mechanisms of dividend policies.	2, 6, 8, 10
	CLO9	Understand operation of stock markets in company valuation.	1, 5, 9, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**

CLO1	Lecture/Interactive Discussion	Quiz Test, Assignment, Final Exam
CLO2	Lecture/Interactive Discussion// Multimedia Presentation	Assignment, Report writing, Final Exam
CLO3	Lecture/Interactive Discussion// Multimedia Presentation	QuizTest,, Presentation(individual/group), Final Exam
CLO4	Lecture/Interactive Discussion// Multimedia Presentation	Assignment, Final Exam
CLO5	Lecture/Interactive Discussion/	Assignment, Report writing, Case Analysis, Final Exam
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation	Assignment, Report writing, Final Exam
CLO7	Lecture/Interactive Discussion	Quiz Test, Assignment, Report writing,Final Exam
CLO8	Lecture// Multimedia Presentation	Presentation(individual/group), Assignment, Report writing, Case Analysis, Final Exam
CLO9	Lecture/Interactive Discussion	Assignment, Report writing, Case Analysis, Final Exam

Learning Materials	
Recommended Readings	1. Brigham Gapenski&Ehrhardt, Financial Management Theory and Practice, South Western Cenege Learning, USA, ISBN – 13: 978-1-111-97211-9
Supplementary Readings	1. Van Horne and Wachowicz: Fundamentals of Financial Management, 8th ed. Prentice Hall Inc., USA, ISBN: 970-26-0238-6 2. Stephen A Ross, Randolph W Westerfield and Bradford D Jordan – Fundamentals of Corporate Finance, Richard D Irwin Inc, USA 2013. ISBN-13: 978-0-07-105160-6

Second Year Second Term		
Course Code: 0413 03 BA 2212	**Year:** Second	**Term:** Second
Course Title: Sessional of Financial Management		
Course Status: Core (Sessional)		
Credit: 1.0		
Prerequisite(s): None		
Rationale	This course aims to offer hands-on experience of analyzing financial statements and assessing financial performance of a firm. The students will be able to calculate return and risks of investment and /or stock and prepare security market line for a particular stock market. They will also be able to estimate the projected cash flows for a project and can take investment decisions effectively in line with the goal of the firm.	

	Course Contents/Tasks	**CLOs**
1	**Lecture Session One:** Overview on performance analysis of a business firm using financial ratio analysis.	1, 2
2	**Lecture Session Two:** Identification of strong areas and areas to work with using the explanation of different financial statement analysis.	1, 2, 3
3	**Task One:** Performance analysis of a sample business firm using ratio analysis and identification of strong areas and areas plan of improvement.	1,2,3
4	**Presentation One:** Performance analysis of a sample business firm using ratio analysis and identification of strong areas and areas to work with accompanied by detained plan of improvement.	1, 2
5	**Lecture Session Three:** Understanding of development of Security Market	1, 2, 3

	Line for a particular stock market using the concept advocated in Capital Asset Pricing Model (CAMP)	
6	**Task Two:** Develop Security Market Line for Dhaka Stock Exchange using 10 to 15 real stocks that are traded in DSE.	1, 2, 3
7	**Presentation Two:** Develop Security Market Line for Dhaka Stock Exchange using 10 to 15 real stocks that are traded in DSE.	1,2
8	**Lecture Session Four:** Understand the guidelines and process estimating different type of cash flows for capital budgeting purpose.	1, 2, 3, 4
9	**Lecture Session Five:** Understanding how different types of cash flows are integrated to get complete cash flow forecast for a project	1, 2, 3, 4
10	**Lecture Session Six:** understand different techniques used to take the investment decisions based on the forecasted cash flows.	1, 2, 3, 4
11	**Task Three:** Develop a complete cash flow projection for a real life project and decide whether to invest in the project or not.	1, 2, 3,4
12	**Presentation Three:** Develop a complete cash flow projection for a real life project and decide whether to invest in the project or not.	3, 4
13	**Closing Session:** Meeting with a practicing finance manager from national or multinational firm.	1, 2, 3

Course Learning Outcomes (CLOs)	Upon successful completion of the course, the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the performance indicators of the firms and the use ratios to evaluate performance	1, 2, 3, 8, 9, 10, 13
	CLO2	Apply different tools and techniques for effective construction of line depicting risk and return relations for investment projects or stocks.	1, 2, 3, 8, 9, 10, 13
	CLO3	Interpret the challenges of estimating cash flow for a project and understand the use of different mechanisms to evaluate the project and take 'go' decision with the investment project.	1, 2, 3, 6, 12, 13
	CLO4	Formulate a complete cash flow projection for a real life project.	1, 2, 3, 6, 12, 13, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture, Fieldwork, and Workshop	Presentation
CLO2	Lecture, Workshop, and Group Discussion	Group Presentation
CLO3	Lecture, Workshop, and Problem-based Learning	Assignment and/or Presentation
CLO4	Workshop, and Problem-based Learning	Assignment and/or Presentation

Learning Materials	
Recommended Readings	1. Brigham Gapenski&Ehrhardt, Financial Management Theory and Practice, South Western Cenege Learning, USA, ISBN – 13: 978-1-111-97211-9
Supplementary Readings	1. Van Horne and Wachowicz: Fundamentals of Financial Management, 8th ed. Prentice Hall Inc., USA, ISBN: 970-26-0238-6 2. Stephen A Ross, Randolph W Westerfield and Bradford D Jordan – Fundamentals of Corporate Finance, Richard D Irwin Inc, USA 2013.

	ISBN-13: 978-0-07-105160-6

Second Year Second Term		
Course Code: 0413 03 BA 2213	**Year:** Second	**Term:** Second
Course Title: Human Resource Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to ensure that students are able to assess various aspects of human resources management (HRM) with critical awareness of HR issues of theoretical and practical relevance. Students will be equipped to display knowledge of 'human resources' encompassing such issues as HR planning, recruitment, selection, promotion, transfer, training and development.	

Course Contents		CLOs
Section A		
1	**Introduction to Human Resource Management:** Definition; Manager's HRM Jobs; Importance of HRM; Analytical approach' to HRM, HR and Personnel Management, Line and Staff Aspects of HRM; Functions of the HR Manager; The Changing Environment of HR Management; HR's Strategic Role.	1
2	**Job Analysis:** Definition; Nature; Types of Information Collected; Uses of Job Analysis Information; Steps in Job Analysis; Methods of Collecting Job Analysis Information; Writing Job Description; Writing Job Specifications; Define Job Design; Types of Job Design.	2
3	**Employment Planning:** Definition; Explain how to develop a workforce plan; Explain the need for effective recruiting and how to make recruiting more effective; Discuss the main outside sources of candidates, and create an employment ad.; Explain how to recruit a more diverse workforce.	3
4	**Selection:** Why is it important to test and select employees? Explain what is meant by reliability and validity; Describe ways to improve an employer's background checking process.	4
Section B		
1	**Interviewing Candidates:** Definition; Types of Interviews; Factors Affecting Interviews; Designing and Conducting the Effective Interview; Guidelines for Interviewer; Guidelines for Interviewer.	5
2	**Training and Developing Employees:** Orienting Employees; Definition of Training; Training Process; Traditional Training Methods; Managerial Development and Training; Evaluating the Training Effort.	6
3	**Performance Management and Appraisal:** Definition; Appraisal Process; Appraisal Methods; Appraisal Problems and Solutions; Appraisal Interview; Guidelines for Developing a Legally Defensible Appraisal Process; 360 Degree Performance Appraisal	7
4	**Compensation:** Definition; Determining Pay Rates; Establishing Pay Rates; Job Evaluation Method; Pricing Managerial and Professional Jobs	8

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping with PLO**
	CLO1	Explain the purpose and objective of Human Resource Management. Discuss the challenges arising from the globalization of businesses.	1, 2, 5, 7, 11, 12, 13

	CLO2	Discuss the nature of job analysis, including what it is and how it is used. Writing job descriptions, job specification.	3, 9, 11, 13
	CLO3	Explain the main techniques used in employment planning, forecasting and recruiting. List and discuss the main outside sources of candidates. Explain how to recruit a more diverse workforce.	3, 7, 12, 13
	CLO4	Explain how you would go about validating a test. Discuss employment tests you could use for employee selection, and how you would use them. Explain the key points to remember in conducting background investigations.	4, 10, 12, 13
	CLO5	Know the main types of selection interviews. Explain and illustrate each guideline for being a more effective interviewer.	5, 7, 10, 16
	CLO6	Understand the purpose and process of employee orientation. List and explain the steps in the training process. Explain how to use training techniques.	3, 5, 10, 14
	CLO7	Comprehend appraisal Process, appraisal methods, 360 Degree Performance Appraisal.	3, 10, 12, 14
	CLO8	Understand the basic factors determining pay rates, How to conduct a job evaluation. List and explain important trends in compensation management.	1, 2, 7, 12, 13, 16

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.	Quiz, Assignment, Final exam.
CLO2	Class lecturers with PPT slides, articles summarizing, visit HR department of organizations, and problem solving	Individual presentation, Assignment, Report writing, Field work, Final exam.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, and scenario analysis.	Quiz, Assignment, Report writing, Viva, Final exam.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class test, Group presentations, Report on organizational visit, Final exam.
CLO5	Class lecturers with PPT slides, articles summarizing, problem solving, and website search related to the chapter.	Quiz, Individual presentation, Assignment, Field work, Viva, Final exam.
CLO6	Class lecturers with PPT slides, group discussions, class presentations, problem solving, and scenario analysis.	Class test, Individual presentation, Assignment, Final exam.
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and	Quiz, Assignments, Report writing on organizational visit, Viva, Final exam.

	scenario analysis.	
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and experiential exercises.	Quiz, Group report writing, Group presentation, Viva, Final exam.

Learning Materials	
Recommended Readings	1. Human Resource Management, 16 Edition, Gary Dessler, Pearson Education, 2020. 2. Fundamentals of Human Resource Management, 12 Edition, David A. DeCenzo, Stephen P. Robbins, Wiley, 2015.
Supplementary Readings	1. Fundamentals of Human Resource Management, 7 Edition, Raymond A. Noe, Patrick M. Wright, McGraw Hill, 2018.

Second Year Second Term		
Course Code: 0413 03 BA 2215	**Year:** Second	**Term:** Second
Course Title: Entrepreneurship and Start-up Development		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course has been designed to make the students understand about the concept, theories, practices and importance of entrepreneurship. In order to do so; it is consisting of different learning material which include both prominent theories and concepts and also real life examples of best practices in diversified parts of the world. Through comprehensive and multidimensional learning episodes, students will be able to know about: historical development of the field of entrepreneurship, theories of entrepreneurship, what are really needed to be an entrepreneur, benefits of becoming an entrepreneur for an individual and also for the country.	

Course Contents		CLOs
Section A		
1	**Entrepreneurship:** Conceptual and functional view of entrepreneur and entrepreneurship; Knightian-Schumpeterian-Kirznarian view of entrepreneurship; entrepreneurship vs. intrapreneurship, entrepreneur vs. manager, entrepreneurship and economic and social development, forms of entrepreneurship	1, 2
2	**Innovation and Entrepreneurship:** Concept of creativity and innovation; incremental, architectural and radical innovation; process view of innovation and fuzzy-front end of innovation	2, 3
3	**Entrepreneurial and Innovation Ecosystem:** Conceptualization of entrepreneurial ecosystem; components of entrepreneurial ecosystem, alternative conceptualization of entrepreneurial ecosystem, levels and measures of the quality of entrepreneurial ecosystems, conceptualization of system of innovation and national innovation system, triple helix – quadruple helix – quintuple helix model of innovation system	4
4	**Entrepreneurial orientations and competencies**: Nature of entrepreneurial orientation; Dimensions and measures of entrepreneurial orientation, entrepreneurial competencies, entrepreneurial capital, cultural intelligence, emotional intelligence	3, 4
Section B		
5	**Entrepreneurial alertness, opportunity recognition and entrepreneurial**	4, 5

	intention-activation: Nature of entrepreneurial alertness and opportunity recognition, drivers of entrepreneurial alertness and opportunity recognition, models explaining entrepreneurial opportunity recognition, approaches entrepreneurial intention-action models.	
6	**Business models and forms of entrepreneurship**: Nature of value proposition, Business model and its components, business model innovation and business model development, innovation-business model types (10 types of innovation), social entrepreneurship and business, ecopreneurship-biopreneurship-technopreneurship-neuroentreprenurship, assessment of total entrepreneurial activities.	6, 7
7	**Entrepreneurial financing and marketing**: Nature of entrepreneurial financing, angel financing vs. venture capital financing, mechanism of venture capital financing, checklists for preparations for angel and venture capital finance getting, myths and realities of venture capital financing, crowdfunding mechanism, crowdfunding vs crowdsourcing, nature of entrepreneurial marketing, components and process of entrepreneurial marketing	5, 6
8	**Business Plan**: Nature, purpose and types of business plan, steps in preparation of a business plan, typical contents and organization of a business plan, typical evaluation criteria for a business plan by the investors, writing and presentation business plan	6, 7

	Upon completion of this course, the students will be able to:		**Mapping with PLO**
	CLO1	Understand the meaning, process, theories and historical outset of innovation and development of entrepreneurial businesses venturing which generated from innovation and creative ideas. Discussion topics also include various theories and traditional concepts of business innovation and entrepreneurship.	1, 2, 4, 9, 10, 12, 15
	CLO2	Comprehend the cycle through which traditionally entrepreneurial venturing actually develops and accelerates. Learning outcomes also include classifications of entrepreneur which has been articulated and published by the experts in this field over the years.	2, 4, 9, 10, 12, 15
	CLO3	Learn about various theories of entrepreneurship starting from classical trait theory to latest INV theories.	1, 4, 9, 10, 12, 15
	CLO4	Apprehend about creativity and different barriers which poses serious obstacles towards nurturing creativity and developing entrepreneurial business venturing from that context.	1, 4, 9, 10, 12, 15
Course Learning Outcomes (CLOs)	CLO5	Develop ideas about best entrepreneurial policies across the world and also the efforts of the policy makers of different countries are actually doing to foster entrepreneurship into their territory.	9, 10, 12, 15
	CLO6	Learn virtually everything of developing business plan related with new business development and will be able to understand various sub-tasks of a comprehensive ad robust business plan.	12, 15, 16

	CLO7	Develop ideas about the various activities, programs, policies, institutions for developing and supporting small and medium business development in Bangladesh.	1, 4, 9, 10, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Team Teaching	Quiz, Class Test and Final Exam
CLO2	Lecture and Group Discussion, Problem-based Learning and Presentation	Article review assignment, Case development and analyses, Class Test, and Final Exam
CLO3	Lecture and Group Discussion	Case development, Case development and analysis, Guest speaker lecture, Quiz, Class Test and Final Exam
CLO4	Lecture and Team Teaching	Quiz, Class Test and Final Exam
CLO5	Lecture and Team Teaching, Problem-based Learning and Presentation	Article review assignment, Case development and analyses, Class Test, and Final Exam
CLO6	Lecture and Group Discussion	Case development, Case development and analysis, Guest speaker lecture, Quiz, Class Test and Final Exam
CLO7	Lecture and Group Discussion	Article review assignment, Case development and analyses, Class Test, and Final Exam

Learning Materials	
Recommended Readings	1. Hisrich, R., Peters, M. and Shepherd, D. 2012. Entrepreneurship (9th Edition). McGraw-Hill Education. 2. Osterwalder, A. and Pigneur, Y. 2010. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley and Sons.
Supplementary Readings	1. Goldstein, Beth. (2020). Entrepreneurial Marketing – A Blueprint for Customer Engagement, 1st Edition, Sage: London. 2. Lam, Miranda.S, and Vega Gina (2021). Entrepreneurial Finance – Concepts and Cases, 2nd Edition, Routledge: London. 3. Aagaard, A. 2019. Sustainable Business Models: Innovation, Implementation and Success. Palgrave Macmillan, Cham. 4. Shams, SMR, Vrontis, D, Weber, Y, Rogdia, ET, and Santoro G. 2021. Business Model Innovation: New Frontiers and Perspectives. Routledge.

Second Year Second Term		
Course Code: 0413 03 BA 2216	**Year:** Second	**Term:** Second
Course Title: Sessional of Entrepreneurship and Start-up development		
Course Status: Compulsory		
Credit:3.0		
Prerequisite(s): None		
Rationale	This course has been designed to engage the students with real life experiences so that they can have proper practical ideas about the incubation and development of new ventures. In addition, at the end of this course the participants will also be able to comprehend the different experiences that are likely to be taking place in the life of an entrepreneur.	

Course Contents		CLOs
1	Entrepreneurial idea stimulation and incubation Based on supplied structured inputs students perform brainstorming and develop initial idea of innovation and business	1
2	Pain and Gain Analysis Customer profile development through Pain and Gain Canvas focusing on 1.	2
3	Customer Persona Analysis Customer Persona Development based on 1.	1, 2
4	Value Proposition Designing Working out Value Proposition Canvas based on	3
5	Business Model Canvas Development Working out Business Model Canvas based on the understanding of 1,2,3, and 4.	4
6	Design Thinking and Minimum Value Product Development Design Thinking Workshop	5
7	Entrepreneurial decision making under complexity and risk analysis Working out Decision Canvas	5
8	Writing and presenting Business Plan Writing and presenting complete business plan based on the understanding of 1-	6

	Upon completion of this course, the students will be able to:		**Mapping with PLO**
Course Learning Outcomes (CLOs)	CLO1	Entrepreneurial idea stimulation and incubation.	1, 2, 4, 9,
	CLO2	Pain and gain analysis involved in the life of an entrepreneur.	1, 2, 10, 12,
	CLO3	Value Proposition Designing.	1, 2, 10, 12,
	CLO4	Business Model Canvas Development	1, 2, 4, 9,
	CLO5	Entrepreneurial decision making.	10, 12, 15
	CLO6	Writing and presenting Business Plan.	4, 9, 10, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Team Teaching	Workshop, Quiz, Presentation, Interview, Final Report
CLO2	Lecture and Group Discussion, Problem-based Learning and Presentation	Workshop, Quiz, Presentation, Interview, Final Report, Individual and group viva
CLO3	Lecture and Group Discussion	Workshop, Quiz, Presentation, Interview, Final Report, Individual and group viva
CLO4	Lecture and Team Teaching	Workshop, Quiz, Presentation, Interview, Final Report
CLO5	Lecture and Team Teaching, Problem-based Learning and Presentation	Workshop, Quiz, Presentation, Interview, Final Report, Individual and group viva
CLO6	Lecture and Group Discussion	Workshop, Quiz, Presentation, Interview, Final Report, Individual and group viva

Learning Materials	
Recommended Readings	1. Hisrich, R., Peters, M. and Shepherd, D. 2012. Entrepreneurship (9th Edition). McGraw-Hill Education. 2. Osterwalder, A. and Pigneur, Y. 2010. Business Model Generation: A

	Handbook for Visionaries, Game Changers, and Challengers. John Wiley and Sons.
Supplementary Readings	1. Goldstein, Beth. (2020). Entrepreneurial Marketing – A Blueprint for Customer Engagement, 1st Edition, Sage: London. 2. Lam, Miranda.S, and Vega Gina (2021). Entrepreneurial Finance – Concepts and Cases, 2nd Edition, Routledge: London. 3. Aagaard, A. 2019. Sustainable Business Models: Innovation, Implementation and Success. Palgrave Macmillan, Cham. 4. Shams, SMR, Vrontis, D, Weber, Y, Rogdia, ET, and Santoro G. 2021. Business Model Innovation: New Frontiers and Perspectives. Routledge.

Second Year Second Term		
Course Code: 0413 03 BA 2217	**Year:** Second	**Term:** Second
Course Title: International Business		
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 Content		**CLOs**
Section A		
1	**Theories of International Trade and Investmen**t: 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	2, 5, 6

	attractiveness of emerging markets, challenges for doing business in emerging markets, strategies for doing business in emerging markets.	
	Section B	
1	**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
2	**Participants in International Business**: Born global firms, MNEs, SMEs, exporting firms, international entry strategies, distribution channel and intermediaries in international business.	2, 4, 5
3	**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
4	**Regional Economic Integration:** EU, NAFTA, ASEAN, APEC, CER, effects of regional integration, success factor of regional integration, ethical dilemmas of regional integration.	1, 4, 5, 6

Course Learning Outcomes (CLOs)	Upon completion of this 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.	02, 04, 12, 15
	CLO2	Explain the political and legal systems affecting conduct of business internationally and understand political risks and the approaches to manage those.	04, 08, 11, 15
	CLO3	Conduct economic analysis of foreign markets, discuss the idea of economic freedom, and profile the idea, drivers and constraints of economic transition.	02, 04, 08, 11, 15, 16
	CLO4	Describe different theories of international trade and explain how global efficiency can be improved through free trade.	04, 08, 12, 15, 16
	CLO5	Explain the rationale for government trade policies and describe the potential and actual effects of governmental intervention on trade.	04, 08, 11, 15
	CLO6	Understand global, bilateral, and regional integration, describe the impacts of trade agreements on trade, and evaluate effects of different regional trading groups.	02, 04, 08, 11, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecturers with PPT slides	Written exams,, MCQs, short essays, Final Exam
CLO2	Class lecturers with PPT slides, problem solving, and	Oral exams, assignments, case

	scenario analysis.	studies.
CLO3	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis.	Assignments, presentations,, case studies, Final Exam
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions	Short essays, case studies, Final Exam
CLO5	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis.	Written exams, presentations, MCQs, short essays, case studies.
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions	Oral exams, assignments, presentations, MCQs, short essays

Learning Materials	
Recommended Readings	1. S. Tamer Cavusgil, Gary Knight and John R. Riesenberger, 2016. International Business: The New Realities: Third/Fourth Edition: Pearson International Publications.
Supplementary Readings	1. Charles W L Hill, and Arun Kumar Jain, 2015, International Business – Competing in the Global Marketplace, The Tata McGraw Hill publishing Company Ltd. 2. John D DanielsLee H Radebaugh, Brigham Young, 2007, International Business Environments and Operations. 3. Anant K Sundaram and J Stewart Black, 2012, International Business Environment, PHI New Delhi, Estern Economy Edition. 4. V K Bhalla and S Shiva Ramu, 2009, International Business – Environment and management, Anmol Publications Private Ltd. New Delhi 110002 (India).

Second Year Second Term		
Course Code: 0413 03 BA 2218	**Year:** Second	**Term:** Second
Course Title: Comprehensive Viva I		
Course Status: Core		
Credit: 1.0		
Prerequisite(s): None		
Rationale	The objective of Comprehensive Viva is to assess the overall knowledge of the students in the courses that they were taught in the first year and second year. Verbal and non-verbal communication skills along with the body language will be improved by the Comprehensive Viva.	

Course Learning Outcomes (CLOs)	Upon completion of the thesis work, the students will be able to:		**Mapping With PLOs**
	CLO1	Increase the depth of knowledge on basic subjects	1, 2, 10
	CLO2	Improve verbal and non-verbal communication skill.	10, 12
	CLO3	Increase the readiness for oral examination in terms of dressing and body language	10, 12

Second Year Second Term		
Course Code: 0542 03 Stat 2251	**Year:** Second	**Term:** Second
Course Title: Statistics I		
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 especially 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		
1	**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
2	**Moment, Skewness and Kurtosis:** Definition; Properties; Computations; Applications in business.	1, 2, 3
3	**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
4	**Statistical Quality Control:** Definition; Control Chart; Types of Control Chart; Setting up a control procedure; Applications in Business.	1, 2, 3
5	**Introduction to Probability Theorem:** Basic Concepts; Addition and Multiplication Theorems; Conditional Probability; Bayes' Theorem.	1, 2, 3

Course Learning Outcome s (CLOs)	Upon completion of this 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, 2, 8, 9, 12, 15
	CLO2	To outline a sound understanding of the theoretical and practical knowledge of statistics	1, 2, 3, 4, 8, 12, 13, 15, 16
	CLO3	To apply statistical knowledge and skills throughout future studies and careers.	2, 3, 8, 9, 12, 13, 16

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.	Assignments, Class test, Final examination..
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Oral exams, assignments, Final examination.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Assignments, presentations, MCQs, Final examination.

Learning Materials	
Recommended Readings	1. Business Statistics: S.C. Gupta and Indra Gupta; 4th edition; Himalaya Publishing House; 2021. 2. Basic Statistics For Business And Economics: Douglas A. Lind, William G. Marchal, Samuel Adam Wathen; McGraw-Hill Education; 2018.
Supplementary Readings	1. Essentials Of Business Statistics: Communicating With numbers: SanjivJaggia, Alison Kelly Hawke; 2nd edition; McGraw-Hill Higher Education; 2020. 2. Statistics for business and economics: Paul Newbold, William Lee Carlson, Betty M. Thorne; 8th edition; Pearson; 2013. 3. Business Statistics, Global Edition: Fry, Phillip C., Groebner, David F., Shannon, Patrick W.; 10th edition; Pearson Education Limited; 2017.

Second Year Second Term		
Course Code: 0521 03 BA 2287	**Year:** Second	**Term:** Second
Course Title: Natural Environment and Sustainability		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	Natural resources support all human productivity; their sustainable management is among the preeminent problems of current century. This course intends to provide student with the knowledge of the role and interplay between science and policy that leads to sustainable management of natural resources	

Course Content		**CLOs**
Section A		
1	**Definition and Historical perspective:** Definition and appreciation of natural resource management in environmental science, Historical perspective of natural resource management, Drivers of change.	1, 2
2	**Natural resource degradation causes and problems:** Poor farming practices, deforestation, pollution, contamination, wastage.	1, 3
3	**The conflict between the perception and the reality of nature:** Natural resources usage, limitations of usage, renewable and non-renewable energy resources, renewable uses of energy and resources.	1, 2, 3
4	**Integrated natural resources management:** Incorporating multiple aspects of natural resource, system of sustainable management, explicit production goals, profitability, risk reduction, goals of the wider community sustainability.	2, 3
Section B		
1	**Framework for understanding problem-solving processes:** More efficient	2, 3

	use of electricity, Use of More Renewable Energy, Sustainable fishing rules, Avoid single-Use plastics, Improve recycling systems, Sustainable agriculture practices, Reduce food waste.	
2	**Messy problems in natural resource management:** Population pressure Vs increasing food demand, Climate change VS Climate variability, Forest Cover and Degradation, Responsibility of understanding at community level.	1, 2, 3
3	**Complexity systems approach:** General system theory; ecology theory; resilience theory; the adaptive cycle; synthesis and system dynamics.	2, 3
4	**Social-ecological system perspective:** Humans are a part of not separate from nature, Delineation between social systems and natural systems as arbitrary and artificial.	1, 2, 3

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Acquire knowledge on dynamics of natural resources.	5, 7, 10
	CLO2	Evaluate the value of natural resources and its use.	7, 8, 10
	CLO3	Create a framework for natural resource management.	5, 7, 8

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecturers with PPT slides	Written exams, short essays, case studies, Final Exam
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions	Oral exams, assignments, presentations, short essays, case studies, Final Exam
CLO3	Class lecturers with PPT slides, problem solving, and scenario analysis.	Written exams, oral exams, assignments, presentations, MCQs,, Final Exam

Learning Materials	
Recommended Readings	1. M.H. Fulekar , Bhawana Pathak , R K Kale: Environment and Sustainable Development, 2014th Edition, Springer.
Supplementary Readings	1. Tom Theis, Jonathan Tomkin: Sustainability: A Comprehensive Foundation, 2015th Edition, OpenStax CNX. 2. Basanta Kumara Behera, Ram Prasad: Human Impact on the Natural Environment, 8th Editionm Wiley-Blackwell .

Third Year First Term		
Course Code: 0413 03 BA 3101	**Year:** Third	**Term:** First
Course Title: Cost and Management Accounting		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to make the students capable of doing cost analysis, cost calculation, planning and controlling cost as well as of using various accounting techniques in managerial decisions in different organizations.	

Course Contents	**CLOs**
Section A	

1	**Introduction:** Definition of cost accounting, Costing methods, Cost Classifications, Cost analysis, Preparation of cost sheet	1
2	**Planning and Controlling Material and Labor Costs**: Material costing, Controlling and reducing material cost: Economic order quantity, Maximum level, Minimum level, Reorder level, Danger level, Accounting of material, Normal loss, Abnormal loss, Recording material cost, Time Keeping, Labor turnover, Job evaluation and merit rating, Method of remuneration, Overtime payment, Idle time payment, Recording labor cost	2
3	**Planning and controlling Overhead:** Definition, Classification and Allocation of overhead, Production department and service department overhead, Bases of primary distribution, Method of overhead distribution, charging overhead to product, Under or over absorption of overhead, Recording overhead cost.	3
4	**Job and Batch Costing:** Job Costing, Evaluation and Implementation, Time Period Used to Compute Indirect-Cost Rates, Normal Costing, General Approach to Job Costing, Actual Costing, A Normal Job-Costing System in Manufacturing, Under allocated and Over Allocated Direct Costs, Adjusted Allocation-Rate Approach, Economic batch quantity.	4
5	**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, Physical Units and Equivalent Units (Steps 1 and 2), Calculation of Product Costs (Steps 3, 4, and 5), Journal Entries, Case 3: Process Costing with Some Beginning and Some Ending Work-in-Process Inventory, Transferred-In Costs in Process Costing, Cost of production report	5
	Section B	
1	**Cost-Volume-Profit Relationships**: Basics of Cost-Volume-Profit (CVP) Analysis, Contribution Margin, CVP Relationships in Graphic Form, Some Applications of CVP Concepts, Break-Even Analysis, Equation Method, Contribution Margin Method, Target Profit Analysis, The Margin of Safety, Cost Structure and Profit Stability, Operating Leverage, Structuring Sales Commissions, Sales Mix and Break-Even Analysis, Assumptions of CVP Analysis	6
2	**Master Budgeting**: A Tool of financial Planning: basic framework of budgeting, preparing the master budget; sales budget, production budget, inventory purchases—merchandising firm, direct materials budget, direct labor budget, manufacturing overhead budget, ending finished goods inventory budget, selling and administrative expense budget, cash budget, budgeted income statement, budgeted balance sheet.	7
3	**Standard Costs and the Balanced Scorecard:** Standard costs—management by exception, setting standard costs, general model for variance analysis, direct materials variances, responsibility for the variance, direct labor variances, manufacturing overhead variances, variance analysis and management by exception, international uses of standard costs.	8
4	**Segment Reporting and Decentralization:** decentralization in organizations, responsibility accounting, decentralization and segment reporting, traceable and common fixed costs, hindrances to proper cost assignment, segmented financial information in external reports, evaluating performance; return on investment, residual income, divisional comparison and residual income.	9
5	**Relevant Costs for Decision Making:** Cost concepts for decision making, adding and dropping product lines and other segments, the make or buy decision, opportunity cost, special orders, utilization of a constrained resource, joint product costs and the contribution approach, activity-based costing and relevant costs	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Know theoretical background of cost accounting and nature of cost.	1, 4, 15
	CLO2	Calculate, plan and control material cost; design labor payment and control labor cost in the organization.	1, 2, 4, 9, 16
	CLO3	Plan, record, allocation and control of production overhead in the organization	1, 2, 4, 12, 16
	CLO4	Know how to determine the cost of a particular job and cost of a single unit in batch production.	1, 2, 4, 12, 16
	CLO5	Prepare production cost report under process costing.	1, 2, 4, 12, 16
	CLO6	Identify the relationship between production cost and volume of production and its impact on profitability.	1, 2, 4, 12, 16
	CLO7	Prepare a master budget with a view to preparing the financial plan of the organization.	1, 2, 4, 12, 16
	CLO8	Find out reasons for the difference between standard cost and actual cost and be capable of controlling this variance.	1, 2, 4, 12, 16
	CLO9	Prepare segment report and based on segment report, be capable of doing performance analysis	1, 2, 4, 12, 16
	CLO10	Use the concept of relevant cost in decision making.	1, 2, 4, 12, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Multimedia Presentation	Quiz Test, Class Test, Final Exam.
CLO2	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO3	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO4	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO5	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO6	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO7	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO8	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO9	Lecture/ Multimedia Presentation	Assignment, Final Exam.
CL10	Lecture/ Multimedia Presentation	Assignment, Final Exam.

Learning Materials	
Recommended Readings	1. Matz, A., &Usry, M. F. (1980). Cost accounting: Planning and control. South-Western Publishing Company. 2. Basu, S. P., & Das, M. (1997). Theory and practice of costing. Calcutta, India: Rabindra Library. 3. Managerial accounting / Ray H. Garrison, Eric W. Noreen, Peter C. Brewer.—13th ed.
Supplementary Readings	1. Cost Accounting: Foundations and Evolutions, Eighth Edition. Michael R. Kinney, Cecily A. Raiborn 2. Managerial Accounting, Kurt Heisinger, Sierra College,Joe Hoyle, University of Richmond, Year: 2012

Third Year First Term

Course Code: 0413 03 BA 3103	**Year:** Third	**Term:** First
Course Title: Operations Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	Production and Operation management is one of the major functional areas of business that determines the business competitiveness and cost aspects. Inception from production to delivering goods aiming at satisfying expected customer demand, production/operations management focuses on such key concepts as capacity planning decision, location analysis, inventory control etc. The ultimate business objective of value creation process is materialized through approaching production and operational real-life problems in a firm. Therefore, acquiring conceptual and operational knowledge in Production and Operations Management is a pre-requisite for a business graduate.	

	Course Contents	**CLOs**
	Section A	
1	**Introduction to Operation Management**: Meaning, Differentiating features of production system, Scope of OM, Operation management and decision making, Historical evolution of OM, competitiveness, strategy and productivity.	1
2	**Product and Service Design:** Meaning, Reasons of product design, Viewpoints, Recent trends in PD, Standardization, Design process, Aspects of PD, Stages of PD, QFD, Kano model, service design, Terminologies of service design, phases in service design.	2
3	**Process Analysis:** Meaning, Facts of process design, Process analysis.	3
4	**Design of Work system:** Work measurement & standard, Method of work measurement, Learning curves, and Managerial considerations.	4
5	**Inventory Management:** Inventory meaning, Independent demand VS Dependent demand, Types of inventory, Functions of inventory Objectives of inventory, Requirements for effective inventory management. Inventory models, MRP, Overview of MRP.	5
	Section B	
1	**Capacity Decision:** measuring capacity, economies of scale, focused facilities, globalization of operation.	6
2	**Location Analysis:** Factors affecting location decision, locating a single facility, locating within a network of facilities, globalization of operations.	7
3	**Layout Analysis:** Lay out planning, Strategic issues, process layout for ware house and offices, hybrid layout, designing process layout, product layout.	8
4	**Quality Management:** Meaning, Dimensions of quality, Determinants of quality, The consequence of poor quality, The cost of quality, Quality Gurus, TQM, approaches of TQM, elements of TQM Quality awards, Quality certification: ISO-9000.	9
5	**Operations Scheduling:** Meaning, Scheduling operations, scheduling in low volume systems, personnel scheduling in service.	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the basics of operations management including terminologies, key decisional aspects, historical background, current trends and practices and impact of competitive advantages and productivity strategies in business operations.	4, 8, 13, 15
	CLO2	Operationalize the design concept of business	3, 8, 9

		products/services, key aspects in product/service design and development phases.	
	CLO3	Analyze key aspects of Process management.	1, 8, 9, 12
	CLO4	Use work design concepts and compare work methods.	1, 2, 3, 12
	CLO5	Evaluate different types of inventory modeling and estimate capacity requirement planning.	1, 9, 15, 16
	CLO6	Use capacity considerations and methods to match the expected demand.	1,, 6, 8, 9, 12
	CLO7	Use the concepts and techniques of facility location in business application.	1, 8, 10, 12, 14
	CLO8	Analyze the layout process and planning.	1, 3, 4, 7, 14
	CLO9	Apply managerial implications of quality and its aspects including drivers, impact, philosophies, various tools, process improvement techniques and quality control mechanisms.	1, 4, 5, 10, 11,
	CLO10	Apply scheduling mechanisms in business systems.	1, 6, 11, 12, 14

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Presentation, Final Exam
CLO8	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO9	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO10	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam

Learning Materials	
Recommended Readings	1. Stevenson, W. J. (2012). Operations management. New York: McGraw-Hill/Irwin.
Supplementary Readings	1. Jacobs, F. R. (2018). Operations and supply chain management. USA. McGraw-Hill Education. 2. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2010). Operations management: Processes and supply chains. New Jersey: Pearson.

Third Year First Term		
Course Code: 0413 03 BA 3104	**Year:** Third	**Term:** First

Course Title: Sessional of Operations Management		
Course Status: Core (Sessional)		
Credit: 1.0		
Prerequisite(s): None		
Rationale	This course is designed to prepare the students to demonstrate the knowledge of different aspects of operations management that is being taught in the course Operations Management (BA-3107).	
	Course Contents	**CLOs**
1	**Introduction to Operation Management**: Case Study, Critical Thinking Exercise on Operations Management	1
2	**Product and Service Design:** Interactive session and group discussion on Challenges of Service Design, Critical Thinking Exercise on Product and Service Design.	2
3	**Process Analysis:** Operations Tour, Report writing on operations process, Case Study on Designing a Process.	3
4	**Inventory Management:** Critical Thinking Exercise on Inventory Management, Case Study on Inventory Order Policy, Inventory Management Software.	4
5	**Capacity Decision:** Case Study onmeasuring capacity, Critical Thinking Exercises on economies of scale, Industry Visit.	5
6	**Location Analysis:** Case Study, Critical Thinking Exercises, Location analysis of a manufacturing firm. Industrial Tour/Virtual Industrial Tour.	6

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand how operations management process of an organization takes place practically.	4, 8, 13, 15
	CLO2	Design product and services	1, 2, 8, 9, 12
	CLO3	Analyze how organization manages process control.	3, 8, 12
	CLO4	Assess various types of inventory modeling and estimate capacity requirement planning.	4, 6, 8, 11, 15, 16
	CLO5	Measure Capacity of a firm.	6, 8, 9, 12
	CLO6	Conduct location analysis for setting up a factory or manufacturing or sourcing hub.	4, 7, 10, 14,

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Discussion/ Interactive Session/ Case Study	Assignment, Case/Content Analysis, Viva, Field work
CLO2	Lecture/ Discussion/ Interactive Session/ Case Study/ Multimedia Presentation	Case/Content Analysis, Field work
CLO3	Lecture/ Discussion/ Multimedia Presentation	Presentation(individual/group), Viva, Field work
CLO4	Lecture/ Discussion/ Interactive Session	Assignment, Viva, Field work
CLO5	Lecture/ Multimedia Presentation	Presentation(individual/group), Viva, Field

		work
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Presentation(individual/group), Case/Content Analysis, Field work
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Assignment, Report writing, Case/Content Analysis, Field work

Learning Materials	
Recommended Readings	1. Stevenson, W. J. (2012). Operations management. New York: McGraw-Hill/Irwin.
Supplementary Readings	1. Jacobs, F. R. (2018). Operations and supply chain management. USA. McGraw-Hill Education. 2. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2010). Operations management: Processes and supply chains. New Jersey: Pearson.

Third Year First Term		
Course Code: 0413 03 BA 3105	**Year:** Third	**Term:** First
Course Title: Supply Chain Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course focuses on management and improvement of supply chain processes and performance. Business world is totally interdependent to produce the final product but securing the sustainable source of supply and its management is inevitable to keep business competitive over the other competitors' supply-chain system. It will be valuable for students who would like to pursue a career in supply-chain systems in a manufacturing or distribution firm.	

Course Contents		**CLOs**
Section A		
1	**Introduction to Supply Chain Management:** Understanding about supply chain, Objective, Importance, Decision phases, Process views of a supply-chain, Distinguishing operations and supply-chain processes, efficiency, effectiveness and value.	1
2	**Sustainable Operation and Supply-Chain strategy:** Define and competitive dimensions of operations and supply-chain strategy, Competitive and supply chain strategies, Achieving strategic fit, Expanding strategic scope, challenges and maintaining strategic fit, Assessing the risk associated with operations and supply-chain strategies	2
3	**Demand Forecasting and Aggregate Planning:** Role of forecasting in a supply-chain, characteristics, component of forecasting, basic approach to forecasting, time-series method, measure of errors, selecting the best, the role of IT in forecasting. Role of aggregate planning, aggregate planning strategies, role of IT in aggregate planning.	3
4	**Sales and Operations Planning:** Responding to predictable variability in the supply chain, managing supply and demand. Implementing sales and operations planning, tackling predictable variability in sales.	4
5	**Sourcing and Procurement:** what is global sourcing, role of sourcing in supply-chain, Design collaboration, procurement process, Strategic sourcing, Outsourcing benefits, Make or Buy decisions, buying from the right supplier, Decision making process of global sourcing and procurement. Impact of global sourcing on innovation,, Offshoring and reshoring, Supplier segmentation and	5

	development, Public procurement, Environmental, ethical and social considerations.	
Section B		
1	**Network Design in the supply chain and designing Global supply chain network:** The role of distribution in the supply chain, factors influencing it, Designing options, Oline sales and distribution, Impact of globalization on network, Offshoring decision: the cost, Risk management, Discounted cash flows, global supply-chain under uncertainty.	6
2	**Managing Economies of scale in a supply chain and Lean supply chain:** What is ERP? , how supply chain planning and control fits within ERP. Role of cycle inventory in supply chain and its cost, what is lean production, lean supply chain, lean supply chain design principles, lean services.	7
3	**Managing Uncertainty in a supply chain and safety inventory:** Role of safety inventory in supply chain, determining level of inventory, impact of supply safety inventory and uncertainty, impact of replenishment policy on safety inventory, role of IT	8
4	**Determining the optimal level of product availability:** Importance of the level of product availability, factor affecting optimal level of product availability, improve supply chain profitability,	9
5	**Logistics and Managing Transportation:** role of transportation in supply-chain, Decisions related to logistics, modes of transportation, characteristics and performance, transportation infrastructure and policies, trade-offs in transportation design, role of IT.	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO 1	Understand about concept of supply-chain, supply-chain management and Digital supply-chain management, its role and benefits to acquire competitive advantage.	1, 3, 9, 10, 12, 13, 15
	CLO 2	Understand why achieving strategic fit is critical to attain success. Importance of expanding the scope of strategic fit across the supply chain, major challenges and how overcome those.	1, 4, 8, 11, 12, 13, 15, 16
	CLO 3	Students will understand the role of forecasting for both an enterprise and a supply chain, contribution of aggregated planning to solve problems,	2, 4, 8, 9, 10, 12, 15
	CLO 4	Students will be able to synchronize between supply and demand in face of predictive variability.	1, 2, 6, 10, 11, 15, 16
	CLO 5	Understand the role of sourcing, sustainable procurement process, when to involve in off-shore processing or reverse. Identify dimensions of supplier performance that affect total cost of the chain ultimate output	1, 3, 9, 12, 13, 15, 16
	CLO 6	Able to identify factors that determine global sourcing decisions, select strategies to mitigate risk in global supply chain,	1, 2, 4, 9, 10, 12, 13, 15, 16
	CLO 7	Understand the impact of trade promotions on lot size and cycle inventory; identify the leverages that	1, 3, 4, 10, 11, 14, 15, 16

		reduce cost of inventory in a supply chain.	
	CLO 8	Understand the role of safety stock, identify factors required to determine level of safety inventory. Practicing JIT in action.	1, 2, 4, 10, 11, 14, 15, 16
	CLO 9	Identify the factors affecting the optimal level of product availability, improve supply chain profitability	1, 2, 4, 9, 10, 11, 12, 15, 16
	CLO 10	Understand the role of transportation, comparative advantages of different modes of transport, role of infrastructure, and designing transportation network.	1, 2, 3, 11, 13, 14, 15, 16

Mapping CLOs with the Teaching-Learning Assessment Strategy		
CLOs	**Teaching -Learning Strategy**	**Assessment Strategy**
CLO 1	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Assignment, Report writing, Final Exam
CLO 2	Lecture/ Interactive Discussion/ Case Study	Presentation (Individual/group), Case/ Content Analysis, Field Trip, Final Exam
CLO 3	Lecture/ reporting/ Multimedia Presentation/ Case Study	Assignment, Report writing, Case/ Content Analysis, Final Exam
CLO 4	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Participation, Presentation (Individual/group), Final Exam
CLO 5	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation	Oral Test, Class Participation, Presentation (Individual/group), Assignment, Report writing, Final Exam
CLO 6	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Assignment, Report writing, Final Exam
CLO 7	Lecture/ reporting/ Multimedia Presentation/ Case Study	Assignment, Report writing, Case/ Content Analysis, Final Exam
CLO 8	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Participation, Presentation (Individual/group), Final Exam
CLO 9	Lecture/ Interactive Discussion/ Case Study	Presentation (Individual/group), Case/ Content Analysis, Field Trip, Final Exam
CLO 10	Lecture/ reporting/ Multimedia Presentation/ Case Study	Oral Test, Assignment, Report writing, Case/ Content Analysis, Final Exam

Learning Materials	
Recommended Readings	1. Strategic Supply Chain Management: Creating Competitive Advantage and Value Through Effective Leadership 1st Edition, Kindle Edition, by Samir Dani (Author) , ISBN-13 978-0749478841 2. Supply chain management : strategy, planning, and operation / Sunil Chopra, Peter Meindl.—5th ed. p. cm. ISBN-13: 978-0-13-274395-2 (alk. paper) 3. Supply Chain Management: Processes, Partnerships, Performance - Douglas M. Lambert - Google Books 4. Essentials of Supply Chain Management, Third Edition 3rd Edition by Michael H. HugosISBN-13 978-0470942185 5. Inventory and Production Management in Supply Chains ByEdward A.

	Silver, David F. Pyke, Douglas J. Thomas 4th Edition,
Supplementary Readings	1. Global Sourcing in Supply Chain Management (ecsourcinggroup.com) 2. Global Sourcing And Purchasing Strategy As Decision-Making Process (researchgate.net) 3. The impact of global purchasing and supplier integration on product innovation | Emerald Insight 4. Five Supply Chain Drivers | SCM Globe 5. Supply chain management drivers and competitive advantage in manufacturing industry (researchgate.net)

Third Year First Term		
Course Code: 0413 03 BA 3107	**Year:** Third	**Term:** First
Course Title: Project Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to provide understanding of basic project evaluation techniques and methods of analyzing various projects depending on importance. After completing the course, students will have the ability to solve technical problems of evaluating various projects by using different methods and can explain the impact of risk on projects and methods of coping with risk.	

Course Contents		CLOs
Section A		
1	**Introduction:** Definition of a Project and Project Management, Why Project Management, Disadvantage of project management, Project life cycle, Vital dozen for Project Management.	1
2	**Project Selection:** Project Management Maturity, Project Selection and Criteria of Choice, Project Selection Models, Analysis under Uncertainty, Project Portfolio Process, Project Proposals.	2
3	**Technical Analysis of Project:** Manufacturing process and technology, Materials and inputs, Plant capacity, Locations and sites, Structures and civil works, Environmental aspects, Projects charts and layouts, Project implementation schedule, Need for Considering Alternatives.	3
4	**Organizing a Project:** Project Organization system, Forms of Project Organization, Risk Management and Project Office, Project Team and Human Factors.	4
5	**Leadership in Project Management:** Project Manager, their characteristic, Multicultural Communications and Managerial Behavior, Institutional Environment.	5
6	**Conflicts and Negotiation in Project management:** Project Conflicts and its Reasons, Nature of Negotiation, Partnering, Chartering, and Change, Conflict and the Project Life Cycle, Principles of Negotiation.	6
Section B		
1	**Social Cost Benefit Analysis (SCBA):** Rationale for SCBA, UNIDO Approach, Shadow Pricing, Little- Mirrlees Approach.	7
2	**Network Techniques for Project Management:** Development of project network, Rules for network construction, Time estimation, Determination of Critical Path, Scheduling when resources are limited, PERT Model, Measures of variability, Probability of completion by a specified date, CPM Model, Mathematical problem solving.	8

3	**Controlling Process:** Purposes of Control, Types of Control Process, Design of Control System, Balance in a Control System, Control of Creative Activities and Control of Change.	9
4	**Project Termination:** Varieties of Termination, Time of Termination, Termination Process, Preparation and Submission of Final Project Report.	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Define various projects, importance of project management, project life cycle, and various types of capital investment and process of feasibility analysis.	1, 4, 9, 12, 13
	CLO2	Understand the process of project selection, impact of various elements of environment on project, steps of project portfolio process.	1, 2, 4, 12, 13
	CLO3	Demonstrate the process analyzing projects, inputs of project, how to implement the projects, importance of considering alternatives.	2, 9, 12, 13
	CLO4	Explaining development of project organization structure, project team, Project Office and its Human Factors.	1, 4, 9, 12, 16
	CLO5	Understanding the roles of Project Manager for a Successful Project.	2, 9, 12, 13
	CLO6	Understanding how conflicts arise in project and how it is Negotiated.	1, 2, 4, 11, 13
	CLO7	Understanding Social Cost Benefit Analysis of a Project.	2, 9, 12, 13
	CLO8	Demonstrate network techniques for project management, process of constructing network, various models to construct network.	1, 4, 9, 12, 13
	CLO9	Understanding the Design of Control System for a Project.	1, 2, 4, 12, 13
	CLO10	Understanding the Process of Wrapping up a Project.	2, 9, 12, 13

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Assignment, Report writing, Final Exam
CLO2	Lecture/ Interactive Discussion/ Case Study	Presentation (Individual/group), Case/ Content Analysis, Field Trip, Final Exam
CLO3	Lecture/ reporting/ Multimedia Presentation/ Case Study	Assignment, Report writing, Case/ Content Analysis, Final Exam
CLO4	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Participation, Presentation (Individual/group), Final

		Exam
CLO5	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation	Oral Test, Class Participation, Presentation (Individual/group), Assignment, Report writing, Final Exam
CLO6	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Assignment, Report writing, Final Exam
CLO7	Lecture/ reporting/ Multimedia Presentation/ Case Study	Oral exams, assignments, presentations, case studies., Final Exam
CLO8	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Written exams, MCQs, short essays, case studies, Final Exam
CLO9	Lecture/ Interactive Discussion/ Case Study	Quiz Test, Class Participation, Presentation (Individual/group), Assignment, Report writing, Final Exam
CLO10	Lecture/ reporting/ Multimedia Presentation/ Case Study	Oral Test, Assignment, Report writing, Final Exam

Learning Materials	
Recommended Readings	1. Prasanna Chandra: Projects Planning Analysis Selection Implementation and Review, 4th ed., Tata McGraw-Hill Publications, India.
Supplementary Readings	1. Skylark Chadha: Managing Projects in Bangladesh, University Press Limited, Bangladesh 1989. 2. Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons. 3. https://www.pmi.org/

Third Year First Term		
Course Code: 0542 03 Stat 3153	**Year:** Third	**Term:** First
Course Title: Statistics II		
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 business. 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 Content		**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		
1	**Analysis of Variance (ANOVA):** F Distribution; Application of ANOVA (one & two ways).	5, 6
2	**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
3	**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
4	**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
5	**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 completion of this 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.	2, 4, 8, 9, 12
	CLO2	Conceptualize probability distribution; explore random variables; narrate mean, standard deviation and variance of a probability distribution.	3, 7, 9, 13, 15, 16
	CLO3	Estimate areas under normal curve and normal distribution in business decision making.	2, 3, 4, 8, 15, 16
	CLO4	Perform test of Hypothesis in business decision making	4, 7, 8, 15, 16
	CLO5	Understand distribution and describe application of ANOVA (one & two ways).	9, 12, 13, 15, 16
	CLO6	Describe and apply non-parametric methods.	2, 3, 4, 7, 8, 9
	CLO7	Define sampling, discuss sampling methods, define sampling distribution, and exercise its mathematical application.	2, 4, 7, 8, 9, 16
	CLO8	Apply the concept of estimation.	4, 8, 9, 13, 15, 16
	CLO9	Forecast time series data and practice mathematical application.	4, 7, 8, 9, 15, 16

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.	Quiz Test, Class test, Final examination.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class test, Final examination.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Class lecturers with PPT slides, articles summarizing,	Class Test, Assignment,

	group discussions, class presentations, problem solving, and scenario analysis.	Final examination
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Presentation(individual), Final examination
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Assignment, Final examination
CLO9	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Oral exams, assignments, presentations, MCQs, Final Examination.

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

Third Year First Term		
Course Code: 0542 03 Stat 3154	**Year:** Third	**Term:** First
Course Title: Sessional of Statistics II		
Course Status: Core (Sessional)		
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. 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 Content	**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	**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 completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Perform test of Hypothesis in business decision making	2, 4, 8, 9, 12
	CLO2	Understand distribution and describe application of ANOVA (one & two ways).	3, 7, 9, 13, 15, 16
	CLO3	Describe and apply non-parametric methods.	2, 3, 4, 8, 15, 16
	CLO4	Define sampling, discuss sampling methods, define sampling distribution, and exercise its mathematical application.	4, 7, 8, 15, 16
	CLO5	Apply the concept of estimation.	9, 12, 13, 15, 16
	CLO6	Forecast time series data and practice mathematical application.	2, 3, 4, 7, 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, group discussions, class presentations, problem solving, and scenario analysis.	Viva, assignments, presentations.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Viva, assignments, presentations.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Viva, assignments, presentations.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Viva, assignments, presentations.
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Viva, assignments, presentations.
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Viva, assignments, presentations.

Learning Materials	
Recommended Readings	1. Bruce L. Bowerman, Richard T. O'Connell, Emily S. Murphree, J. Burdeane (2014).Essentials of Business Statistics (Int'l Ed) (5th Edition) 2. Levin, R. I. (2011). Statistics for management. Pearson Education India.
Supplementary Readings	1. Jaggia, S. &Kelly, S, A. (2019).Essentials of Business Statistics (2nd Edition). 2. Nieuwenhuis, G. (2009). Statistical Methods for Business and Economics (1st Edition).

Third Year First Term		
Course Code: 0314 03 Soc 3163	**Year:** Third	**Term:** First
Course Title: Ethics and 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		
1	**Business Ethics and Technology:** Technology and the technological environment, Characteristics of technology, Ethics and technology, Information technology, Biotechnology.	1, 3
2	**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
3	**Ethics in Workplace**: Corruption and ethics, Ethical issues, Gender ethics, Sexual harassment and discrimination, Workplace ethics and health & safety.	1, 2
4	**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
5	**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 Outcome s (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	To explain the concept of ethical issues in organization.	4, 5
	CLO2	To make student aware of social responsibilities of business in society and to explain the significance of practicing ethical	5, 7, 8
	CLO3	Describe four important ethics questions, three models of management ethics, making moral management actionable, developing moral judgment, elements of moral judgments.	4, 5, 16
	CLO4	Discuss levels at which ethics may be addressed, personal and managerial ethics.	4, 5

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, assignments,, case studies, Final Exam
CLO2	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis.	Oral exams, presentations, MCQs, case studies, Final Exam
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, and scenario analysis.	Written exams,, assignments,, short essays, case studies, Final Exam
CLO4	Class lecturers with PPT slides, class presentations, problem solving, and scenario analysis.	Oral exams, assignments, presentations, MCQs, short essays, case studies, Final Exam

Learning Materials	
Recommended Readings	1. Dictionary of Corporate Social Responsibility: CSR, Sustainability, Ethics and Governance: Samuel O. Idowu, Nicholas Capaldi, Matthias S. Fifka, LiangrongZu, René Schmidpeter (eds.); 1st edition; Springer International Publishing; 2015. 2. Ethics and Corporate Social Responsibility: Why Giants Fall: Ronald R. Sims; Praeger Publisher; 2003.
Supplementary Readings	1. Corporate Social Responsibility, Ethics And Sustainable Prosperity: SabriBoubaker, DucKhuong Nguyen; World Scientific Publishing Company; 2019. 2. Multinationals and Corporate Social Responsibility: Jennifer A. Zerk; Cambridge University Press; 2006. 3. Corporate Governance, Ethics and CSR: John Taylor, Justine Simpson; Kogan Page; 2013.

Third Year Second Term		
Course Code: 0413 03 BA 3209	**Year:** Third	**Term:** Second
Course Title: Management Information System		
Course Status: Core		
Credit: 3.0		

Prerequisite(s): None	
Rationale	This course is based on the premise that information system knowledge is essential for creating successful, competitive firms, managing global corporation, adding business value, and providing useful products and service to customers.

Course Contents		**CLOs**
Section A		
1	**Information Systems in Global Business:** Meaning of IS, IS framework, Dimensions of IS, Contemporary approaches to IS, IS concepts, IS resources, Major roles of IS, Types of IS, Computer literacy and system literacy, IT and the changing contemporary business environment, Ethical dimensions of IS, Risk of IS.	1
2	**Competing with IT:** SIS, Competitive forces, Basic competitive strategies, IT to implement those strategies, The Value chain and Strategic IS, Reengineering business processes, improving business quality, becoming an agile company, creating virtual company, building a knowledge creating company.	2
3	**Data Resource Management:** Meaning, Foundation data concept/Database vocabulary, Data base management System (DBMS), Types of database, Database Structure, Database Development, Challenges of Data base.	3
4	**IT Infrastructure and Emerging Technologies:** Contemporary networking infrastructure, the internet, Business value of wireless network, wireless networks and internet access, Wireless technology in the enterprise.	4
5	**Global E-business and Collaboration:** Meaning, e-commerce vs. e-business, Categories of e-commerce, E-commerce technology, e-commerce process, e-commerce success factors, Developing a successful e-commerce business.	5
Section B		
1	**Decision Support System:** Meaning of decision, Stages of decision, Structure of decision, Meaning of DSS, Features of Dismasts MIS, and Why DSS fail, OLAP and its operation, Components of DSS, Using Decision Support System.	6
2	**Artificial Intelligence:** Meaning, Attributes of AI, Major Domains of AI, Applications of AI, and Limitations of AI.	7
3	**Developing Business/IT Solutions:** Developing business system, SDLC and implementing business system.	8
4	**Security and Ethical Challenges:** Ethical responsibility of business professional, Computer crime, Privacy issues, Health issues, Tools of security management and System control and Audit.	9

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the concepts of a system and how it relates to information system, explain why information system is important, provide examples of several major types of IS and identify several challenges that a manager might face with IT.	4, 12, 13, 15
	CLO2	Identify several basic competitive strategies and explain how they use IT to confront the competitive forces faced by a business, identify several strategic uses of IT, identify business value of using IT and explain how knowledge management can help a business.	4, 9, 12, 13, 15, 16

	CLO3	Understand business value of data resource management, major types of database, data warehouse and data mining, and database development.	4, 12, 13, 15
	CLO4	Understand the concept of network technologies and business value of internet technologies.	4, 12, 13, 15
	CLO5	Identify categories of e-commerce, process of e-commerce, success factors of e-commerce and web store requirement needed to succeed in e-commerce.	4, 10, 12, 13, 15
	CLO6	Identify role and reporting alternatives MIS, explain the DSS and how it differs from traditional MIS.	4, 12, 13, 15
	CLO7	Identify how neural networks, fuzzy logic genetic algorithm, virtual reality and intelligent agent can be used in business.	4, 12, 13, 15
	CLO8	Use the systems development process, explain prototyping and describe several evaluation factors.	4, 12, 13, 15
	CLO9	Identify several ethical challenges, threats and tools of IS.	4, 5, 12, 13, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Presentation, Final Exam
CLO8	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO9	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final Exam

Learning Materials	
Recommended Readings	1. Management Information Systems, 10th Edition, James A. O'Brien and George M. Marakas, McGraw Hill Irwin Management Information System, 10th Edition, Loudon & Loudon, EEE 2. Management Information Systems, 2nd Edition, David & Olsen, TMH 3. Management Information Systems, 2nd Edition, D.P Goyal, Mcmillan India Ltd.
Supplementary	1. Management Information Systems: The Managers View by Schultheis 4th

Readings	edition, Schultheis, R; Sumner, M., Tata McGraw Hill (TMH) India 2. Management Information System: Text & Cases, 4th edition, Jawadekar, W. S., Tata McGraw Hill (TMH) 3. Management Information Systems, Jaiswal and Mittal, Oxford University Press

Third Year Second Term		
Course Code:0413 03 BA 3210	**Year:** Third	**Term:** Second
Course Title: Sessional of Management Information System		
Course Status: Core (Sessional)		
Credit:1.0		
Prerequisite(s): None		
Rationale	This course is designed to introduce students with hands on application of MIS, DSS, and DBMS Programs.	

	Course Contents	**CLOs**
1	**Information Systems in Global Business:** Interactive Session on IS in Global Business; Case Study on How Information Systems are Transforming Business	1
2	**Data Base Management:** Interactive Session on Data Base Management System (DBMS), Database Structure; Case Study on Challenges of Data base; Hands-On MIS Projects on Database Development with DBM software	2
3	**Telecommunications, the Internet, and Wireless Technology:** Hardware skills: Wireless networks and internet access, Wireless technology; Interactive Session on Wireless Technology used in enterprises; Collaboration and Teamwork Project on Wireless Technology, Submarine cable project visit in Cox's Bazar and Kuakata.	3
4	**E-commerce:** Interactive Session on recent E-commerce technology and trends; Collaboration and Teamwork project on Developing and managing a successful e-commerce business using software.	4
5	**Decision Support System:** Interactive Session with Case Study on MIS Based Decision Making; Demonstration of DSS in Enterprise setup	5

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Identify system and Information System and learn how these works in organizational setting.	4, 9, 13, 15
	CLO2	To show how data resource Management and DBMS programs work	4, 12, 13, 15
	CLO3	Describe how Network and wireless system revolutionize the enterprise work environment.	12, 13, 15
	CLO4	Identify e-commerce and e-business, explain how e-commerce operation at the IT end works.	4, 9, 12
	CLO5	Use different DSS environment and help implement them.	4, 9, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**

CLO1	Interactive Discussion/ Multimedia Presentation/ Demonstration of Computer Program	Assignment, Case/Content Analysis, Viva
CLO2	Interactive Discussion/ Case study/ Demonstration of Computer Program	Case/Content Analysis, Lab work
CLO3	Reporting/ Multimedia Presentation/ Case study/ Demonstration of Computer Program	Presentation(individual/group), Lab work, Viva
CLO4	Interactive Discussion/ Case study/ Demonstration of Computer Program	Assignment, Viva
CLO5	Multimedia Presentation/ Case study/ Demonstration of Computer Program	Presentation(individual/group), Viva

Learning Materials	
Recommended Readings	1. Decision Support Systems and Intelligent Systems 7th EditionbyEfraim Turban & Jay E. Aronson & Ting Peng Liang 2. VBA for Modelers: Developing Decision Support Systems with Microsoft Office Excel, by S. Christian Albright
Supplementary Readings	1. Concepts In Enterprise Resource Planning, 4th Edition, Ellen F. Monk and Bret J. Wagner 2. Decision Support Systems and Intelligent Systems, 7th Edition, Efraim Turban, Jae E. Aronson, Ting-Peng Liang

Third Year Second Term		
Course Code: 0413 03 BA 3211	**Year:** Third	**Term:** Second
Course Title: Business Research Methods		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	Building on Principles of Research Design this course wishes to encompass and deepen the understanding of different research approaches and methodologies to prepare students for their own research projects in their business discipline. This course will assist students in recognizing, discussing, and articulating a research problem, in selecting and relating appropriate research approaches and methods of inquiry (both quantitative or qualitative), and in presenting their results. Successful completion of this course should be sufficient for students to undertake a research project.	

Course Contents		**CLOs**
Section A		
1	**Introduction to Business Research:** Research; Business research; Objectives, types, and conditions of good research; Scientific methods; Language of research.	1
2	**Research Process:** Research process; Research problem; Definition of problem and its comprehensive framework.	1, 2
3	**Research Design:** Research design; Concept and classification; Exploratory research; Qualitative vs. quantitative research; Qualitative research procedures; Application of qualitative research; Descriptive research and its use; Methods of descriptive research; Observation; Causal research; Concept of causality; Degree of causality; Conditions for causality; Experimental design and its classifications.	2, 3

4	**Sampling Design:** Concept, necessity and features of good sampling; Meaning and types of probability sampling; Meaning and types of non-probability sampling; Comparison of sampling methods; Selecting best method.	3, 4
Section B		
1	**Measurement and Scaling:** Rule of measurement; Types of scale; Criteria for good measurement; Likert scale; Semantic differential scale; Numerical scale; Constant-sum scale; Staple scale; Itemized scale decisions; Choosing the right scaling technique; Fallacies of scaling.	1, 3
2	**Questionnaire Design:** Relevancy and accuracy; Phrasing questions; Art of asking; Question sequence; Questionnaire layout; Reliability and its types; Validity and its types; Testing reliability and validity; Sources of errors or bias in questionnaire design; Designing a good questionnaire.	3, 5
3	**Survey Techniques:** Nature of surveys; Errors in survey; Respondent error; Administrative error; Classification of survey; Personal interview; Telephone interview; Internet survey; Selecting the appropriate method of survey.	2, 4
4	**Techniques of Data Analysis:** Application of descriptive and inferential statistical tools in research; Application of statistical tools; Choosing appropriate analytical tools; Analytical tools for qualitative research; Analysis using quantitative data.	1, 2, 4
5	**Report Writing:** Written research report; Report components; Report presentation; Reference Style; Plagiarism; Ethics in research.	1, 5

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Acquaint with the key terms, definitions, concepts, and practices in the field of business research.	1, 4, 8, 13
	CLO2	Understand how to conduct business research to identify real-life business and HRM, and to suggest suitable and pragmatic solutions to those problems.	4, 8, 9, 15, 16
	CLO3	Understand how to design questionnaire, the procedures, and techniques of business research.	2, 4, 8, 9, 12, 13
	CLO4	Analyse data with different statistical tools and techniques for making business decisions.	4, 8, 12, 15
	CLO5	Learn how to write a good thesis report.	3, 5, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture	Class Test and Quiz, Final Exam
CLO2	Case Study and Problem-based Learning	Assignment and Case Study, Final Exam
CLO3	Lecture and Group Discussion	Quiz and Oral Test, Final Exam
CLO4	Lecture and Scenario Analysis	Assignment and Fieldwork, Final Exam
CLO5	Situational Analysis and Report	Term Paper and Class Test, Final

		Exam

Learning Materials	
Recommended Readings	1. Malhotra, N. K., & Dash S. (2015). Marketing Research: An Applied Orientation (7th Ed.). Pearson Publication. ISBN: 978-8131731819. 2. Zikmund, W. G., Barry J. B., Jon C. C., & Mitch G. (2013). Business Research Method (9th Ed.). South-Western Cengage Learning. ISBN: 978-1111826925.
Supplementary Readings	1. Bryman, A., & Bell, E. (2018). Business Research Methods (3rd Ed.). Oxford University Press. ISBN: 978-0199583409. 2. Ghauri, P., Grønhaug, K., & Strange, R. (2020). Research Methods in Business Studies (5th Ed.). Cambridge University Press. ISBN: 978-1108708241. 3. Hair, J., Page, M., &Brunsveld, N. (2019). Essentials of Business Research Methods (4th Ed.). Routledge. ISBN: 978-0367196189. 4. Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th Ed.). Pearson. ISBN: 978-1292208787. 5. Schindler, P. (2018). Business Research Methods (13th Ed.). McGraw-Hill. ISBN: 978-1260091861.

Third Year Second Term		
Course Code: 0413 03 BA 3212	**Year:** Third	**Term:** Second
Course Title: Sessional of Business Research Methods		
Course Status: Core (Sessional)		
Credit: 1.0		
Prerequisite(s): None		
Rationale	The goal of Sessional of Business Research Methodology is to learn how research is being done, and to put that knowledge into practice. The participants learn how to apply a great number of statistical techniques, draw conclusions from those, and determine what statistical technique would be suitable for a given dataset and/or research question.	

	Course Contents	CLOs
1	**Nature of Quantitative Research:** Steps of quantitative research; Importance of concepts in quantitative research; Ways to measure concepts; Reliability and validity of the measurement process; Convergent reasoning and divergent reasoning; Four features of quantitative research; Criticisms of quantitative research.	1, 3
2	**Quantitative Research:** Experimental design; Population and sample; Reliability, validity and generalizability; Ideas of generalization and representative sample; Sampling methods and types; Types of probability and nonprobability sampling; Sample size determination; Binomial distribution and a Bernoulli distribution; Potential sources of error and bias in survey research; Cohen’s d; The two-group-design.	2, 3, 4
3	**Qualitative Research:** Main contrasts between qualitative and quantitative research; Philosophical, Post-positivist and Social Constructivist Worldview; Steps in qualitative research; Abstracting studies; Relationship between theory and research; Nature of concepts in qualitative research; Reliability and validity for qualitative researchers; Main preoccupations of qualitative researchers; Criticisms of qualitative research.	3, 6
4	**Sampling in Qualitative Research:** Qualitative data collection types, options, advantages, and limitations; Purposefully select participants;	2, 5

	Significance of a consideration of levels of sampling; Nature of purposive sampling; Theoretical sampling; Generic purposive sampling approach; Use of more than one sampling approach in qualitative research; Qualitative interviews, documents, observation; Protocols in qualitative research.	
5	**Choosing an Appropriate Inferential Statistic:** Parametric, nonparametric, and resampling procedures; Pearson chi-square and product moment correlation coefficient; Phi coefficient; Tetrachoric correlation coefficient; Normality, sphericity, and homoscedasticity; Spearman rho and Kendall's tau coefficient; Levene's test and Obrien's test; Kruskal-Wallis H-test and Mann-Whitney U-test; Friedman ANOVA; ANCOVA, MANOVA and MANCOVA; Structural equation modelling.	1, 4, 6
6	**Qualitative Data Analysis:** Analytic induction as a general strategy of qualitative data analysis; grounded theory; coding as a key process in grounded theory; Axial coding and selective coding; Qualitative codebook; Triangulation, bias and member checking; Fragmentation of data by coding; Concept of narrative analysis; Tesch's eight steps in the coding process.	2, 6
7	**Mixed Methods Research – Combining Quantitative and Qualitative Research:** Sequential designs; Concurrent triangulation, transformative and embedded strategy; Components of mixed methods procedure; Types of mixed methods design; Arguments against the combination of quantitative and qualitative research; Possibilities of combining quantitative and qualitative research: Different executions of mixed methods research; Factors important in choosing a mixed methods design.	1, 4, 6

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand different issues surrounding research philosophies.	4, 6, 9, 12, 13, 15
	CLO2	Setting up relevant research designs that go with the research philosophies.	4, 8, 9, 12, 15
	CLO3	Setting up appropriate and fruitful research questions.	1, 4, 6, 7, 14, 16
	CLO4	Carry literature review for undertaking fruitful and sound research.	2, 5, 12, 14, 16
	CLO5	Selecting appropriate sampling techniques.	3, 6, 7, 14, 15
	CLO6	Carry both qualitative and quantitative research along with conducting data analysis.	4, 8, 13, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Audio-Visual Aid	Quiz and Case Study
CLO2	Article Summarizing and Scenario Analysis	Assignment
CLO3	Group Thinking and Collaboration	Group Assessment
CLO4	Thematic Analysis and Articulation	Presentation
CLO5	Fieldwork	Data Collection
CLO6	Lecture and Scenario Analysis	Term Paper and Quiz

Learning Materials	
Recommended Readings	1. Malhotra, N. K., & Dash S. (2015). Marketing Research: An Applied Orientation (7th Ed.). Pearson Publication. ISBN: 978-8131731819. 2. Tuckman, B. W., & Harper, B. E. (2012). Conducting Educational Research (6th Ed.). Rowan & Littlefield Publishers. ISBN: 978-1442209657. 3. Zikmund, W. G., Barry J. B., Jon C. C., & Mitch G. (2013). Business Research Method (9th Ed.). South-Western Cengage Learning.
Supplementary Readings	1. Bryman, A. (2016). Social Research Methods (5th Ed.). Oxford University Press. ISBN: 978-0199689453. 2. Bryman, A., & Bell, E. (2018). Business Research Methods (3rd Ed.). Oxford University Press. ISBN: 978-0199583409. 3. Burrell, G., & Morgan, G. (1985). Sociological Paradigms and Organisational Analysis: Elements of the Sociology of Corporate Life. Routledge. ISBN: 978-1857421149. 4. Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2015). Management and Business Research (5th Ed.). SAGE Publications. ISBN: 978-1446296578. 5. Easterby-Smith, M., Thorpe, R., & Lowe, A. (2001). Management Research: An Introduction (2nd Ed.). SAGE Publications. ISBN: 978-0761972853. 6. Ghauri, P., Grønhaug, K., & Strange, R. (2020). Research Methods in Business Studies (5th Ed.). Cambridge University Press. ISBN: 978-1108708241. 7. Hair, J., Page, M., &Brunsveld, N. (2019). Essentials of Business Research Methods (4th Ed.). Routledge. ISBN: 978-0367196189. 8. Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th Ed.). Pearson. ISBN: 978-1292208787. 9. Schindler, P. (2018). Business Research Methods (13th Ed.). McGraw-Hill. ISBN: 978-1260091861.

Course Code: 0413 03 Fin 3201	**Year:** Third	**Term:** Second
Course Title: Financial Markets and Institutions		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course aims at introducing the functioning of financial markets and their economic role, by focusing on main financial institutions, as well as products and services that they provide. It intends to develop a conceptual, theoretical and practical understanding of the financial markets and financial institutions and their interlocking roles.	

Course Contents		CLOs
Section A		
1	**The role of the financial system in the global economy:** The economy and the financial system, the role of markets in the economic system, types of markets, Economic functions of global financial system & markets, Factors that tie global financial markets together, Asymmetric information in financial markets.	1,7
2	**Financial Assets, Money, Financial Transactions & Financial Institutions:** Role, Characteristics and types of Financial Assets, Financial assets and liabilities creation, Lending and borrowing in financial system, Money and its functions, Evolution of financial transactions. Classifications of financial	2,9

	institutions	
3	**Interest rates and Term structure -** Classical theory, Liquidity preference theory, Loanable fund theory, Economic factors that affect interest rate, Term structure of interest rate, yield curve, Types and uses of yield curve, Theories/Hypothesis of Yield Curve	3
4	**Measuring Interest Rates and Financial Asset Prices:** Units of measurement for interest rate and asset prices, Measuring rate of return on loan, security & other financial assets, Interest rate charged by Institutional lenders- simple interest, add-on interest, discount loan method, Annual percentage return, Compound interest, Annual percent yield	4
5	**Impact of Inflation and Deflation on Interest rates and Asset prices:** Correlation between inflation and interest rate, Nominal and Real interest rate, The Fisher effect, The Harrod- Keynes effect of inflation, Anticipated vs Unanticipated inflation, Inflation caused Wealth effect, Income effect and depreciation effect. Relationship between Inflation and Stock prices. The Proxy effect, Nominal contract, Development of inflation adjusted securities	5
	Section B	
1	**The Risk Structure of Interest rate and Interest rate Hedging:** Marketability, Liquidity, Default risk and interest rate, Factors affecting default risk premiums, Credit rating companies- role, methods of rating, Call privileges and call risks, Convertible securities. Interest rate and Asset price forecasting, Interest rate Hedging strategies- Duration, Stripped securities, GAP Management, Interest rate CAPS and COLLAR, Loan Options, Interest rate insurance, SWAPS	6
2	**Organization of Markets for Corporate stocks and bonds:** Stock offering and investor monitoring-Common stock, preferred stock, IPO, Process of going to IPO, Pricing of stocks, Timing of IPO, Initial returns of IPO (IPO underpricing), Private placement of stocks and bonds, Direct listing, Secondary stock offerings, Organized exchanges, Over the counter market, Stock market Indexes. Corporate bond yield and risks.	1,7
3	**Central Banking and Conduct of Monetary Policy:** Structure, objectives and functions of central bank, Monetary Policy tools- open market operations, Adjustments of discount rate & Reserve requirement ratio, Goals of monetary policy and Central bank's strategy.	8
4	**Financial Institutions and Other regulatory bodies:** Money Market Institutions (Commercial banks, Financial Agencies etc), Capital Market Institutions (Merchant banks, Investment companies, mutual funds, hedge funds, cooperative banks), Financial Services – Venture capital financing, Insurance, factoring and forfeiting, leasing, underwriting.	2, 9
5	**Structure of Financial Institutions in Bangladesh**-Investment Corporation of Bangladesh. Dhaka Stock Exchange, Chittagong Stock Exchange. Bangladesh Securities and Exchange Commission.	2,10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Develop understanding of the nature, components and basic functions of financial markets and financial systems.	1, 2, , 3, 4, 7, 10, 12, , 13, 16
	CLO2	Comprehend role, characteristics and creation of financial assets. Classifying different financial institutions.	1, 2, 3, 4, 8, 9, 10, 11, 13, 16,
	CLO3	Comprehend and Apply Interest rate theories in	

		business and economic problems.	1, 2, 3, 4, 6, 8, 10, 12, 16
	CLO4	Calculate interest rate and measure prices of various financial assets.	1, 2, 4, 10, 12, 13, 16
	CLO5	Understand the relationships among inflation and interest rate, stock price & other financial assets.	2, 4, 5, 8, 9, 10, LO11, 13,
	CLO6	Comprehend default risk of market securities and apply interest rate risk hedging strategies to minimize risks.	2, 4, 8, 10, 13, 16
	CLO7	Conceptualize security markets and its operation.	1, 2, 4, 5 10, 13, 15, 16
	CLO8	Understand the role of the central bank in the financial system.	2, 4, 8, 10, 13,16
	CLO9	Recognize the role of different financial intermediaries.	2, 4, 8, 10, 13,16
	CLO10	Orient with the functional system of some selected financial institutions in the domestic market.	1, 2, 4, 6, 7, 8, 9, 10, 13,16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture with PPT slides, Interactive Discussion	Class Test, Class Participation, Assignment, Final Examination
CLO2	Lecture with PPT slides, Interactive Discussion, Problem Solving and creative exercises.	Quiz Test, Class Participation, Assignment,, Final Examination
CLO3	Lecture with PPT slides, Interactive Discussion, Article summarizing, Case study	Written Exams, Quiz Test, Class Participation, Presentation , Assignment, Final Examination.
CLO4	Lecture with PPT slides , Interactive Discussion, Mathematical Problem Solving and creative exercises	Written Exams, Quiz Test, Class Participation, Assignment, Final Examination
CLO5	Lecture with PPT slides , Interactive Discussion, Multimedia Presentation, Case study	Quiz Test, Class Participation, Presentation, Assignment, Report writing, Case/Content Analysis, Final Examination
CLO6	Lecture with PPT slides , Cases based teaching and discussion, Mathematical Problem Solving, Multimedia Presentation	Written and Oral Exam, Class Participation, Presentation, Assignment, Report writing, Article review, Final Examination
CLO7	Lecture with PPT slides , Interactive Discussion, Multimedia Presentation, Case study	Written and Oral Exam, Class Participation, Presentation, Assignment, Report writing, Case/Content Analysis, Organization Visit ,

		Final Examination
CLO8	Lecture with PPT slides, Interactive Discussion, Video Presentation, Case study	Quiz Test, Class Participation, Presentation, Assignment, Report writing, Article Review, Organization Visit, Final Examination
CLO9	Lecture with PPT slides, Interactive Discussion, Multimedia Presentation	Written and Oral Exam, Class Participation, Presentation, Assignment, Report writing, Organization Visit, Final Examination
CLO10	Lecture with PPT slides, Interactive Discussion, Multimedia Presentation, Case study	Written and Oral Exam, Class Participation, Presentation, Assignment, Report writing, Organization Visit, Final Examination

Learning Materials	
Recommended Readings	1. Rose P S & Marquis M H; Money and Capital Markets; Tenth Edition; McGraw-Hill Irwin; USA. 2008 2. Rose P S & Marquis M H; Financial Markets and Institutions; Eleventh Edition; McGraw-Hill Irwin; USA. 2008 3. Madura J; Financial Institutions & Markets; Tenth Edition; South Western Cengage Learning;USA 2012
Supplementary Readings	1. Howells P & Bain K; Financial Markets and Institutions; Fifth Edition; Pearson Education Limited, England. 2007 2. Fabozzi F J, Modigliani F & Jones F J: Foundations of Financial Markets and Institutions; Fourth Edition, Pearson Education Limited, USA. 2010 3. Ross S A, Westerfield R W, Jaffe J & Jordan B D; Corporate Finance, Twelfth Edition; McGraw-Hill Irwin; USA. 2019

Course Code: 0413 03 Fin 3203	**Year:** Third	**Term:** Second
Course Title: Corporate Finance		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	Corporate Financial Management deals with the decisions of a firm related to investment, financing, and dividend. The main objective of the course is to familiarize the students with how and why a firm raises capital, capital structure mix, how a firm makes their financial decisions and familiarize students with mergers & acquisitions and their impact on shareholder value. The course is also aimed to equip the students with the knowledge of financial tools and techniques that will provide them with a competitive edge.	

Course Contents		**CLOs**
Section A		
1	**Introduction**: Definition of corporate finance, types of transaction under corporate finance. Financing life cycle of a firm: Venture Capital and its definition. Choosing venture capitalists. Alternative issue methods Underwriters and different type of underwriting methods (Firm commitment and best effort underwriting)	1
2	**Raising Capital and Underwriting:** Definition of Underwriting and underwriter. Types of underwriting methods. Dutch Auction underwriting method. The cost of issuing securities. Definition of right offering. Practice mathematical problem solving from the end of the chapter problems related with	2

	right offering.	
3	**Dilution:** Dilution, different types of dilution. Understanding dilution with help of an illustration. Mathematical problem solving related to dilution.	3
4	**Financial leverage and Capital Structure Policy:** The effect of Financial leverage. Concept of break-even EBIT.MM Proposition I and MM Proposition II with and without tax and its implications.	4
5	**Business and Financial risk and its relation.** Concepts of business and financial risk. Tax shield and Weighted Average of Capital Structure. Mathematical problem solving related with MM theory. Bankruptcy and its definition. Costs associated with bankruptcy Distribution of proceeds of bankruptcy according to the priority list. Pecking order theory, Static Theory of Capital Structure and its implications. Graphical representation of capital structure theories and its impact on the firm.	5
6	**Dividends and payout policy:** Definition of dividend, Dividend policy and dividend payment chronology. Different dividend theories and its implications and explanations. Information content and signaling hypothesis. Residual dividend Approach and establishing a residual dividend approach. Real world factors favoring high and low dividend payout. Stock repurchases, stock split and its effect an alternative to cash dividend. Mathematical problem solving related with dividend, stock split and residual dividend approach.	5
	Section B	
1	**Mergers and Acquisition:** Takeovers and basic forms of acquisition. Advantages and disadvantages of merger. The distinguishing features of mergers and acquisition of stocks.	7
2	**Accounting for Acquisition:** Accounting for acquisition. Purchase and Pooling method of Accounting and Mathematical problem solving. Synergy and its definition. Sources of synergy .Calculating NPV of mergers. Cash transaction Vs Stock Transaction. Defensive tactics used by firms to prevent takeovers .Some corporate jargon. Mathematical problem solving.	8
3	**Option and Corporate Finance:** Derivatives and types of derivative. Derivative market. Understanding the mechanism of Call and Put option by graphical representations Factor affecting options pricing. Options valuation models and its prerequisites. Upper and lower bound of options.	9
4	**Options and Corporate Securities:** Warrants and its advantages and disadvantages and features of warrants. Convertible bands and employee stock options. Different aspects of employee stock options. Valuing convertible bonds , conversion value .	10
5	**Valuing Put option:** The relationship between stock prices, call prices and put prices using put call parity. The famous Black – Scholes models and its uses. Five factors on the Black - Scholes formula affect the value of the options.	11

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the concept, nature, significance and role of corporate finance	1, 2, 3, 7, 10, 12
	CLO2	Describe how to raise capital, and understand different underwriting methods, its costs and its impacts.	1, 4
	CLO3	Understand the concepts of dilution.	1, 2, 6, 8, 12
	CLO4	Take decisions about capital structure and	1, 4, 6.

		the impact of leverage in the capital structure.	
	CLO5	Understand the concept of different type of risks, bankruptcy procedure and associated costs	1, 2, 4, 10
	CLO6	Understand different dividend theories and dividend distribution policy.	2, 4, 8, 10
	CLO7	Understand different forms of takeovers and its distinguishing features.	1, 5, 9, 11
	CLO8	Understand the different accounting treatment of mergers and acquisitions, synergy, and assessing the NPV of mergers	2, 15, 16
	CLO9	Familiarize with derivative and different derivative market and option pricing models.	1, 2, 10, 13
	CLO10	Learn about different corporate securities.	1, 4, 15
	CLO11	Learn about put options and its valuation models.	2, 4, 10, 13

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Class Test, Final Exam
CLO2	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test,Presentation Assignment, Final Exam
CLO3	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Quiz Test, Class Participation, Presentation (individual,)Final Exam
CLO4	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Class Test Case/Content Analysis, Final Exam
CLO5	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Class Test Presentation , Case/Content Analysis,
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Participation, Assignment, Final Exam
CLO7	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Presentation (individual/group), Assignment, Case study.Final Exam
CLO8	Lecture/Interactive Discussion/ Multimedia Presentation.	Quiz Test, Class Participation, Assignment, Final Exam
CLO9	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Presentation (individual/group), Assignment, Final Exam
CLO10	Lecture/Interactive Discussion/ Multimedia Presentation/case Study.	Quiz Test, Assignment, Report writing, Case studyFinal Exam
CLO11	Lecture/Interactive Discussion/ Multimedia, Presentation. Content Analysis	Quiz Test, Assignment, Report writing,Final Exam.

Learning Materials	
Recommended	1. Fundamentals of Corporate Finance By Stephen. A. Ross, Randolph W.

Readings	Westerfield& Bradford D.Jordan,11th edition, el McGraw-Hill Education(India) ISBN -13: 978-93-5316-354-9 2. Corporate Finance By Steven A. Ross, Randolph W. Westerfield, Jeffery W. Jaffe. 8th edition, el McGraw-Hill Higher Education. 3. Principles of Corporate Finance, by Richard A. Brealey, Stewart C. Myers, Stewart C Myers, Franklin Allen, 10th edition, McGraw-Hill/Irwin, 2011, ISBN-10: 076456384X 4. Short Introduction to Corporate Finance by Raghavendra Rau, Cambridge University Press, 2017. 5. Corporate Financial Strategy by Ruth Bender and Keith Ward, 2nd Edition, Butterworth and Heinemann Publications,
Supplementary Readings	1. Global Corporate Finance by Kenneth. A Kim , World Scientific Publication, 2ndedition ISBN 0028141490 (ISBN13: 9780028141497) 2. Advances in Corporate Finance and Asset Pricing by L Renneboog, 1st edition, Emerald Group Publishing Ltd. 3. Corporate Finance and Strategy, An Active Learning Approach by Cheng few Lee, John Lee and Michael Lee, World scientific Publications Ltd, 1st edition, 2022.

Course Code: 0413 03 Fin 3205	**Year:** Third	**Term:** Second
Course Title: International Trade and Finance		
Course Status: Optional		
Credit:3.0		
Prerequisite(s): None		
Rationale	This course focuses on the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks facing the multinational firm. Students will learn, through hands-on case studies and empirical evidence how to manage multinational companies' investment and financing activities. The relevance of country risk and international corporate governance in cross-border investments will also be examined. The general emphasis is on the identification and management of opportunities and risk relating to international investments, exchange rate fluctuations, international financial markets and government policy changes.	

Course Contents		CLO
Section A		
1	**International Financial Environment:** The Importance, rewards & risk of international trade and finance; Goals of MNC- International Business methods; Exposure to international risk; International Monetary system; Multilateral financial institutions ;Overview of an MNC's cash flows and valuation model for an MNC.	1
2	**International Flow of Funds:** Balance of Payments (BOP); Fundamentals of BOP; Accounting components of BOP; Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP; Equilibrium and Disequilibrium. Trade deficits; Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).	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.	3

4	**Exchange Rate Determination:** Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior and forecasting	4
5	**Government Influence on Exchange Rates:** Exchange rates systems; single European currency; Government intervention; Exchange rate target zones; Intervention as a policy tool; How central bank intervention can affect exchange rate and MNC's value.	5
	Section B	
1	**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.	6
2	**International Arbitrage and Interest Rate Parity:** International arbitrage; Interest Rate Parity (IRP); Impact of arbitrage on an MNC's value.	7
3	**International Parity Relationships:** Measuring exchange rate movements-Exchange rate equilibrium; Factors effecting foreign exchange rate; Forecasting foreign exchange rates; Interest Rate Parity, Purchasing Power Parity and International Fisher effect. Covered Interest Arbitrage	8
4	Foreign Exchange Exposure and Risk Management: Management of Transaction exposure, Translation exposure and Economic exposure; Management of political and Interest rate exposure; Hedging against foreign exchange exposure; Country risk analysis.	9

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization considering the risk factors.	1, 2, 3, 7, 10, 12
	CLO2	Examine the Balance of Payments (BOP) data and determine its implications for international competition.	1, 2, 9, 10, 11
	CLO3	Explain and compare different types of financial markets, analyze the effects of different financial markets on MNC's value.	2, 6, 8, 12
	CLO4	Identify the basic philosophies that govern exchange rate determination throughout the world.	1, 3, 4, 7, 12
	CLO5	Clarify the influence of government of exchange rates and analyze the impact of central bank's intervention on MNCs.	1, 5, 9, 10
	CLO6	Apply the knowledge of derivatives to risk management in international financial markets.	2, 6, 8, 10
	CLO7	Identify arbitrage opportunities using spot, future and cross rates and capitalize them for short term return.	1, 5, 9, 11

	CLO8	Forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates.	2, 6, 8, 10
	CLO9	Explain translation, transaction, and economic exposure to exchange rate changes and describe how interest rate risk affects financial decision making in the international business arena.	1, 5, 9, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/	Quiz Test, Assignment, Final Exam
CLO2	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation	Oral Test, Presentation (individual/group), Final Exam
CLO3	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO4	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Final Exam
CLO5	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Assignment, Final Exam
CLO6	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Presentation (individual/group), Final Exam
CLO7	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Presentation (individual/group), Assignment, Final Exam
CLO8	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Assignment, Final Exam
CLO9	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Oral Test, Presentation (individual/group), Assignment, Final Exam

Learning Materials	
Recommended Readings	1. Madura, J. (2018). International Finance Management. Cengage Learning, USA, ISBN-13: 978-0-357-13054-4
Supplementary Readings	1. Eun, C. (2012). International Financial Management. Richard, D. Irwin. 2. Shapiro, A. C. &Sarin, A. (2009). Foundations of Multinational Financial Management. John Wiley & Sons, Inc.

Course Code: 0413 03 Fin 3207	**Year:** Third	**Term:** Second
Course Title: Working Capital Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		

Rationale	The course intends to make the learners efficient in managing working capital of a firm. Firms engaged in production deal with a significant amount of working capital. If this working capital is not managed properly, firms may experience adverse financial performance. Therefore this course is designed to provide an evocative understanding of working capital management of a firm.

Course Contents		**CLOs**
Section A		
1	**Introduction:** Introduction to the Management of working capital:	1
2	**Nature of working capital:** Nature of working capital, permanent and variable, gross and net, levels of working capital, risk return tradeoff, risk and financial decision-making, hedging strategies to reduce risk.	2
3	**Cash forecasting:** Forecasting cash flows, traditional forecasting techniques, cash cycle, types of cash forecasts, hedging cash balance uncertainties.	3
4	**Cash management:** Models for the management of cash and temporary investments, Cash management models-certainty and uncertainty, determining optimal cash balance, the Baumoli model, Breakneck model, Miller-Orr model, Stone model.	3
5	**Credit granting decisions:** Information and cost of credit granting decision, traditional approaches of credit granting decisions, evaluation of credit applications	4
Section B		
1	**Monitoring accounts receivables:** measures of receivables turnover, monitoring of bad debt losses, management of accounts receivable in practice.	5
2	**The firm's level of aggregate liquidity:** Traditional measures of aggregate liquidity, indices for measuring aggregate liquidity, and strategies for aggregate liquidity management in practice.	6
3	**Management of short-term liability:** Sources of short term financing cost of short term financing, methods for formulating a structure of current debt.	7

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the basics of management of working capital	2, 4, 6, 8, 15
	CLO2	Develop strategies to minimize risks regarding working capital management.	1, 2, 4, 6, 10, 12
	CLO3	Forecast cash requirements for working capital cash management, Cash Management	2, 3, 4, 8, 12, 13, 16
	CLO4	Evaluate credit related issues	2, 4, 6, 8, 12
	CLO5	Manage account receivables for better financial performance	2, 4, 6, 9, 10, 12
	CLO6	Ensure liquidity requirement of a firm.	2, 3, 4, 6, 8, 9, 11, 13,
	CLO7	Manage short term liability and financing.	2, 3, 4, 6, 8, 10, 12, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam

CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Presentation, Final Exam

Learning Materials	
Recommended Readings	1. Modern working capital management: Text and Cases. F.C Scherr (1989), Prentice Hall.
Supplementary Readings	1. Working capital management. Hampton and Celilia (1989).Willey

Course Code: 0413 03 Fin 3209	**Year:** Third	**Term:** Second
Course Title: Public Finance		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	The course is intended to enhance students' public finance-related analytical and consulting abilities. Students with a major in finance are the course's primary target audience. Through this course students will be able to develop analytical tools and their application to key policy issues relating to the spending, taxing and financing activities of Government.	

Course Contents		CLOs
Section A		
1	**Introduction:** Public finance and alternative views of government, The legal framework, The size of the government, Expenditures and revenues.	1
2	**Tools of Normative Analysis:** Welfare economics, The fundamental theorem of welfare economics, The role of fairness, Market failure.	2
3	**Public Goods and Externalities:** Definition, Efficient provision of public goods, Public versus private provision, National defense and education, Public goods and public choice, The nature of externalities, Public and private response to externalities.	2
4	**Income Redistribution:** Distribution of income, Rationale for income redistribution, Simple utilitarianism, the maximum criterion, pareto efficient income redistribution, non-individualistic views, Expenditure incidence, Valuing in-kind transfers.	3
5	**Expenditures Programs for the Poor:** Welfare spending, Aid for families, Supplemental security income, Medicaid, Food stamps and child nutrition, Housing assistance.	3
Section B		
1	**Social Insurance:** Reasons for social insurance, Structure of social security, Effects on economic behavior, The trust fund, Social security reform, Unemployment insurance, Health care and the role of government.	4
2	**Cost-Benefit Analysis:** Present value, Private sector project evaluation, Public	4

	sector discount rate, Valuing public benefits and costs, Some pitfalls, Distributional considerations, Uncertainty.	
3	**Taxation and Income Distribution:** Tax incidence, Partial and general equilibrium models, Excess burden, Differential taxation of inputs.	5
4	**Efficient and Equitable Taxation:** Optimal commodity taxation, The Ramsey rule, equity considerations, Optimal user fees, Optimal income taxation, Edgeworth's model, Politics and the time inconsistency problem.	5
5	**Deficit Finance:** The size of the debt, The burden of the debt, Lerner's view, neoclassical model, Ricardian model, To tax or to borrow, Efficiency, moral and political considerations.	6

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand and explain public finance and alternative views of government and the legal framework.	4, 10, 13, 15
	CLO2	Explain Normative Analysis of Public finance and get a comprehensive knowledge regarding Public Goods and Externalities.	4, 10, 13, 15
	CLO3	Explain and analyze the Income and Expenditure source and activities of public finance.	4, 13, 15
	CLO4	Explore the area of Social Insurance and cost benefit analysis for government expenditures.	4, 13, 15
	CLO5	Understand the taxation system, its different models, efficient taxation and equitable taxation.	4, 5, 8, 13, 15
	CLO6	Explore and analyze the Deficit Finance system, different economic models along with its moral and political considerations.	4, 9, 13, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/Case study	Class Test, Final Exam
CLO2	Lecture/Interactive Discussion/Case study	Quiz, Final Exam
CLO3	Lecture/Interactive Discussion/Case study	Assignment, Final Exam
CLO4	Lecture/Interactive Discussion/Case study	Class Test, Final Exam
CLO5	Lecture/Interactive Discussion/Case study	Quiz, Final Exam
CLO6	Lecture/Interactive Discussion/Case study	Class Test, Final Exam

Learning Materials	
Recommended Readings	1. Rosen H S: Public Finance, Richard D Irwin Inc. 1995 (onwards). 2. Hanson A H: Public Enterprise and Economic Development, Richard D Erwin Inc. 1990 (onwards).
Supplementary Readings	1. Due and Friedlaender, Government Finance – 5th Edition, Richard D. Irwin Inc., Illinois, 1973. 2. Laxmi N: Public Enterprise Management, New Delhi, 1990 (onwards). 3. Das N G: The Public Sector in India, New Delhi, 1990 (onwards). 4. Jain R N: Management of State Enterprise in India, New Delhi, 1990 (onwards).

Course Code: 0413 03 Mkt 3201	**Year:** Third	**Term:** Second
Course Title: International Marketing		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		

Rationale	The primary goal of this course is to familiarize students with the theory and practice of international marketing. The course will address the complex environment of international marketing and its various economic, social, political, cultural and legal dimensions from conceptual, methodological and application perspectives.

	Course Contents	**CLOs**
	Section A	
1	**The Scope and Challenge of International Marketing:** Globalization and International Business, International Marketing Defined, International Marketing; The essentials, Reasons companies consider for international expansion, The International Marketing Tasks, Environmental Adaptation Needed, The Self-Reference Criterion and Ethnocentrism: Major Obstacles, Framework for Cross-cultural Analysis, Developing a Global Awareness, Approaches to Global Awareness, Stages of International Marketing Involvement	1
2	**Cultural Dynamics in Assessing Global Markets:** Global Perspective Equities and eBay – Culture Gets in the Way, Culture's Pervasive Impact, Definitions and Origins of Culture, Elements of Culture, Cultural Knowledge, Cultural Sensitivity and Tolerance, Cultural Change, Cultural Borrowing, Resistance to Change, Planned and Unplanned Cultural Change Consequences of Innovation	2
3	**Culture, Management Style, and Business Systems:** Required Adaptation, Degree of Adaptation, Imperatives, Electives, and Exclusives, The Impact of American Culture on Management Style, Management Style Around the World, Business Ethics: Ethical and Socially Responsible Decisions	3
	Section B	
1	**The Political Environment:** A Critical Concern: Global Perspective, The Sovereignty of Nations, Stability of Government Policies: Political Parties, Nationalism, Political Risks of Global Business: Economic Risks, Political Sanctions, Political and Social Activists, Nongovernmental Organizations, Assessing Political Vulnerability, Politically Sensitive Products and Issues, Forecasting Political Risk, Reducing Political Vulnerability, Government Encouragement.	4
2	**Emerging Markets:** Marketing and Economic Development, Infrastructure and Development, Marketing's Contributions, Marketing in a Developing Country, Developing Countries and Emerging Markets: Latin America, Eastern Europe and the Baltic States, Asia, Newest Emerging, Markets, Strategic Implications for Marketing	5
3	**International Marketing Channels**: Channel-of-Distribution Structures, Channel Control, Distribution Patterns: General, Retail, Alternative Middleman Choices, Factors Affecting Choice of Channels, Locating, Selecting, and Motivating Channel Members	6
4	**Negotiating with International Customers, Partners, and Regulators:** The Dangers of Stereotypes, The Pervasive Impact of Culture on Negotiation Behavior, Implications for Managers and Negotiators	7

Course Learning Outcomes	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Comprehend the benefits of international markets.	1, 4, 6, 8, 10,

(CLOs)		Explain the scope of the international marketing task and the progression of becoming a global marketer	12, 16
	CLO2	Evaluate the importance of culture to an international marketer. Describe the elements of culture and the strategy of planned change and its consequences.	3, 5, 7, 8, 9, 11
	CLO3	Recognize the necessity for adapting to cultural differences. Describe how and why management styles vary around the world.	1, 2, 6, 8, 13, 14, 15
	CLO4	Analyze how different governmental types, political parties, nationalism, targeted fear/animosity, and trade disputes can affect the environment for marketing in foreign countries. Assess and reduce the effect of political vulnerability.	4, 5, 7, 8, 10, 11, 16
	CLO5	Describe the connection between the economic level of a country and the marketing task. Evaluate Marketing’s contribution to the growth and development of a country’s economy. Recognize the importance of the Bottom-of-the-Pyramid Markets.	2, 4, 5, 8, 9, 12, 15, 16
	CLO6	Explain the variety of distribution channels and how they affect cost and efficiency in marketing. Explain the functions, advantages, and disadvantages of various kinds of middlemen..	4, 6, 8, 9, 10, 12, 13
	CLO7	Comprehend how culture influences behaviors at the negotiation table. Outline common kinds of problems that crop up during international business negotiations. Prepare for international negotiations.	4, 5, 6, 7, 8, 10, 11, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture with PPT slides, Interactive Discussion	Quiz, Assignment, Final exam.
CLO2	Lecturers with PPT slides, articles summarizing, visit MNCs, identification of problem and solving the issues	Individual presentation, Assignment, Report writing, Field work, Final exam.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, and scenario analysis.	Quiz, Assignment, Report writing, Viva, Final exam.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz, Individual presentation, Assignment, Field work, Viva, Final exam.
CLO5	Class lecturers with PPT slides, articles summarizing, and problem solving, digital library and online resources.	Class test, Individual presentation, Assignment, Final exam.
CLO6	Class lecturers with PPT slides, group discussions, class presentations, Case-based teaching and discussion.	Quiz, Assignments, Report writing on organizational visit, Viva, Final exam.

CLO7	Class lecturers with PPT slides, articles summarizing, team activities using internet for information, class presentations, problem solving, and scenario analysis.	Quiz, Individual presentation, Assignment, Field work, Viva, Final exam.

Learning Materials	
Recommended Readings	1. International Marketing, by Philip R. Cateora John L. Graham, 18th edition, McGraw-Hill/Irwin Company.
Supplementary Readings	1. Keegan, W. J. (2011). Global marketing management. Pearson Education India. 2. Hollensen, S. (2020). Global marketing. Harlow: Pearson.

Course Code: 0413 03 Mkt 3203	**Year:** Third	**Term:** Second
Course Title: Selling and Salesmanship		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course will cover the fundamentals of selling goods or services and the basic principles of sales management. In this course, students are introduced to the principles of salesmanship and their application to business. Emphasis will be placed on the application of sales principles to real-world situations and on building selling skills through class projects. Students will learn tactical selling skills, develop self-management skills, and study strategic selling techniques. Policies (current and impending) and regulations governing salesmanship are discussed.	

Course Contents		CLOs
Section A		
1	**Introduction:** Definition of selling and salesmanship; Characteristics of a salesman; The evolution of selling; The economic importance of selling; The importance of selling to a company.	1
2	**Social, Ethics and Legal Issues in Selling:** Management's social responsibilities; Management's ethical responsibilities; Ethics in dealing with customers.	3
3	**The Language of Selling:** The art of establishing effective communications; Communication- a two-way street.	1, 2
4	**Prospecting:** Definition; Lead versus Prospects; Sources of prospecting leads; prospecting techniques.	3, 5
5	**Customer Rapport:** The elements of rapport; Rapport through unconscious physical awareness; Leading through positive examples; Speed and customer comfort; Verbal and thinking patterns; Matching communication styles; Gender and communication styles; Effective communication.	1, 3
6	**Service and Follow-up for Customer Relations:** Super salespeople discuss service; Relationship marketing and customer retention; The product and its service component; Excellent customer service and satisfaction requires technology; Turn follow-up and service into a sale; Account penetration is a secret to success; Service can keep your customers; Handle complaints fairly; Dos' and Don'ts for business salespeople.	3, 4
Section B		
1	**Knowledge:** Types of sales presentations; Professional knowledge; Training for success.	4, 5
2	**Planning for Sales:** Preparing an effective sale presentation; Customers and	2, 5

	presentation formats; Pre-call planning.	
3	**Presentation:** The opener; The body of the presentation; Obtaining commitment; Follow-up.	2, 3
4	**Managing Business:** Building mission; Setting business goals; Setting priorities; Territory management.	1, 2
5	**Special Selling Environments and Skills:** Channels of distribution; Retail, resale, and industrial selling; Selling to different customers; Buying centres; Evaluating suppliers; Developing a "Political checklist"; Community relations; Company name recognition; Other important considerations.	4, 5
6	**Your Sales Manager and You:** Preparing for an employment interview; You and your sales manager; Traits of star sales mangers; Sales mangers personality types; The function of your sales manager; How managers motivate.	3, 5
7	**Key Account Management:** Global account management (GAM); Key account information and planning system; Key account management; Relationship building; Relational development model.	1, 3, 5

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Introduce the fundamentals of sales, examine the psychology of selling, gain an understanding of personal selling as a major function within the marketing and promotional mix of a firm, provide an understanding of the sales process.	2, 4, 8, 15
	CLO2	Prepare and present a sales presentation by visually, verbally, and nonverbally communicating information using the selling skills discussed in class and text. Assist in acquiring and developing strategic selling skills.	3, 4, 9, 12, 15
	CLO3	Introduce sales presentation methods and develop the ability to apply sales skills, develop the ability to communicate - briefly, effectively, and persuasively. Demonstrate an understanding of ethical principles in selling.	4, 5, 9, 12, 16
	CLO4	Understand the importance of building partnering relationships with potential customers and learn the various technologies that facilitate and support salespeople and the sales functions within an organization.	4, 7, 10, 12, 14, 15
	CLO5	Identify specific techniques involved in selling, i.e., prospecting, planning, and making a sales presentation, negotiating buyer resistance, closing a sale, organizing a territory, and managing time.	1, 4, 6, 10, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Case Study	Class Test and Case Study, Final Exam
CLO2	Audio-Visual Presentation and	Role Playing and Presentation, Final Exam

	Lecture	
CLO3	Situational Analysis and Group Discussion	Oral Test and Debate, Final Exam
CLO4	Lecture and Case Study	Case Study and Assignment, Final Exam
CLO5	Scenario Analysis and Lecture	Poster Presentation and Quiz, Final Exam

Learning Materials	
Recommended Readings	1. Futrell, C. M. (2013).ABC's of Relationship Selling through Service (12th Ed.). McGraw-Hill. ISBN: 978-0078028939. 2. Hoffeld, D. (2022). The Science of Selling: Proven Strategies to Make Your Pitch, Influence Decisions, and Close the Deal. Tarcher Perigee. ISBN: 978-0143129332. 3. Jobber, D., &Lancaster, G. (2014). Selling and Sales Management (9th Ed.). Pearson. ISBN: 978-0273762652.
Supplementary Readings	1. Atkinson, W. W. (2022). The Psychology of Salesmanship. Independently published. ISBN: 979-8840652664. 2. Fowler, N. C. (2019). Practical Salesmanship: A Treatise on the Art of Selling Goods. Wentworth Press. ISBN: 978-0469473423. 3. Futrell, C. M. (1996).Fundamentals of Selling - Customers for Life(5th Ed.). McGraw-Hill. ISBN: 978-0077861018. 4. Gretz, K. F., Drozdeck, S. R.,&Wiesenhutter, W.J. (1995). Professional Selling - A Consulting Approach. Irwin.ISBN: 978-9995413804. 5. Gupta, G. A. (2019). Personal Selling & Salesmanship. Kalyani. ISBN: 978-9327299090.

Course Code: 0413 03 Mkt 3205	**Year:** Third	**Term:** Second
Course Title: Consumer Behavior		
Course Status: Optional		
Credit:3.0		
Prerequisite(s): None		
Rationale	This course is designed to familiarize the participants about consumer decision process and different factors affecting consumers' decisions. The real focus of this course would be to depict the importance of knowing about the consumer decision factors and process for marketing strategy formulation by business firms.	

Course Contents		**CLOs**
Section A		
1	**Introduction:** definition of consumer behavior, study area of Consumer Behavior, Reasons for studying Consumer Behavior, Consumer Behavior and marketing concept, customer value, satisfaction, trust and retention, impact of new technological improvement on marketing strategy, Consumer Behavior as interdisciplinary field.	1
2	**Consumer Motivation:** motivation as a psychological force, the dynamics of motivation, types and systems of needs, Maslow's hierarchy of needs, the evaluation of motives, culture and needs.	2
3	**Personality and Consumer Behavior:** what is personality, theories of personality, personality and understanding consumer behavior, brand personality, self and self- image.	3
4	**Consumer Perception:** Definitions of perception, sensation, sensory thresholds,	4

	dynamics of perceptions – selective perception, perceptual organization, interpretation, semiotics and product/brand imagery.	
5	**Consumer attitude formation and change:** definition of attitudes, structural models of attitudes, attitude formation, strategies of attitude change.	5
6	**Consumer Learning:** the elements of consumer learning, behavioral learning, consumer involvement and passive learning, outcomes and measures of consumer learning.	6
	Section B	
1	**Group, Family and Social Class:** Definitions of group, reference group, celebrities, definition and functions of family, Family life cycle, Family purchase decisions, family decision making strategies for resolving conflict, nature of social class, measurement of social class, implication of social class in various aspects of marketing.	7
2	**Culture:** Definition, characteristics, factors producing cultural change, cultural change and marketing implications, need for cross cultural understanding, cultural values, beliefs and attitudes. Subculture: Definition, sub cultural divisions, marketing implications of cultural divisions.	8
3	**Diffusion of innovations:** diffusion and adoption of innovations, the diffusion process, the adoption process, profile of consumer innovator.	9
4	**Consumer decision making and beyond:** what is consumer decision, levels of consumer decision making, model of consumer decision making, consumer gifting behavior, factors affecting choosing a store, post purchase evaluation, product disposition.	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the complex nature of consumer decision process and reasons for studying consumer behavior, comprehend different influences on consumer buying behavior.	1, 2, 4, 8, 9, 13
	CLO2	Explain motivation process, explain different types of needs motivating peoples' consumption. Apply different motivation theories in marketing decision making, and explain different techniques of motivation research.	1, 2, 4, 8, 9
	CLO3	Explain the concept of personality, reveal and explain the properties of personality, know about different theories of personality, and apply those in real context of marketing.	1, 2, 4, 9, 15, 16
	CLO4	Understand the importance of perception in consumer decision making, explain the perceptual process and understand different concepts related to perception and their application in marketing.	1, 2, 4, 9, 15, 16
	CLO5	Describe the concept of attitude, identify and explain some important aspect of an attitude, explain different models of attitude organization, know functions of attitude and explain techniques used in attitude measurement.	1, 2, 4, 9, 15, 16

	CLO6	Explain different theories of Learning and apply those in real marketing decision situations	1, 2, 4, 9, 15, 16
	CLO7	Explain group, family and social class concept as a source of external influence on buying behavior. Understand the lifestyle differences that exist among social class. Know the marketing implications of reference group, family and social class influence for a marketer.	1, 2, 4, 8, 10, 15
	CLO8	Analyze culture and reveal its characteristics, describe the influence of culture of consumption, understand the use of cross-cultural study in marketing, understand the sub-cultural context of consumer behavior	1, 2, 4, 8, 10, 15
	CLO9	Analyze and describe the innovation diffusion process and adoption process, comprehend how consumers accept new product and services.	1, 2, 4, 8, 9, 12, 13, 16
	CLO10	Evaluate the complex nature of consumer decision. Explain the consumer decision process, describe different consumer decision rules and know how to apply the knowledge of consumer decision process in marketing.	1, 2, 4, 8, 9, O15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Class Participation, Class Test, Assignment, Final examination
CLO2	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, Assignment, Final examination
CLO3	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, Assignment, Final examination
CLO4	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, Assignment, Final examination
CLO5	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, Assignment, Final examination
CLO6	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, Presentation (individual/group), Assignment, Final examination
CLO7	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, field work/ market visit, Presentation (individual/group), Final examination
CLO8	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class test, field work/ Market visit, Presentation (individual/group), Assignment, Final examination
CLO9	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Class Participation, Assignment, Final examination
CLO10	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Class Participation, Term paper, Viva/Presentation (individual/group), Final examination

Learning Materials	
Recommended Readings	1. Consumer Behavior, by Schiffman, L.G., Wisenblit, J. and Kumar, S. R., Pearson India Education Service Private Limited, (2016)11th Edition, ISBN 978-93-325-5509-9. 2. Consumer Behavior – Buying, Having, and Being, by Solomon, M.R. Pearson Education Pte. Ltd, 6th edition.Management: A Global Perspective by Koontz, H. and Weihrich, H.,, McGraw Hill, USA. 3. Consumer Behavior, by Chowdhury A. Islam, School Of Business, Bangladesh Open University, Gazipur 1705, December, 2000.
Supplementary Readings	1. Consumer Behavior byLoudon, D. L. and Bitta, A. J. D., McGrawHill International Editions, Marketing Series,4th Edition, 2. Consumer Behavior (Concepts and Strategies), Berkman, H.W. and Gilson, C. C. Kent Publishing Company, Boston, Massachusetts.

Course Code: 0413 03 Mkt 3207	**Year:** Third	**Term:** Second
Course Title: Strategic Marketing		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	The course is an integration of all marketing elements in a strategic planning framework. It emphasizes areas of strategic importance, especially those that have significant implications and relevance for marketing policy decisions in competitive situations. To design an effective marketing strategy, to create and sustain superior performance, students will research, analyze and synthesize critical information from diverse sources.	

Course Contents		CLOs
Section A		
1	**Marketing in Today's Economy:** Strategic Planning; Social Responsibility and Ethics; Research and Analysis; Developing Competitive Advantage; Marketing Strategy Decisions; Implementation and Control; Developing and Maintaining Customer Relationships; Taking on the Challenges of Marketing Strategy.	1
2	**Strategic Marketing Planning:** The Strategic Planning Process; Functional Goals and Objectives; Functional Strategy; Implementation; Evaluation and Control; The Marketing Plan; Marketing Plan Structure; Using the Marketing Plan Structure; Purposes and Significance of the Marketing Plan; Organizational Aspects of the Marketing Plan; Maintaining Customer Focus and Balance in Strategic Planning; Customer-Focused Planning; Balanced Strategic Planning.	2
3	**Developing Competitive Advantage and Strategic Focus:** Making SWOT Analysis Productive; Stay Focused; Search Extensively for Competitors; Collaborate with Other Functional Areas; Examine Issues from the Customers' Perspective; Look for Causes, Not Characteristics; Separate Internal Issues from External Issues; SWOT-Driven Strategic Planning; Strengths and Weaknesses; Opportunities and Threats; The SWOT Matrix; Developing and Leveraging Competitive Advantages; Establishing a Strategic Focus; Developing Marketing Goals and Objectives; Developing Marketing Goals; Developing Marketing Objectives; Moving Beyond Goals and Objectives.	3
4	**Customers, Segmentation, and Target Marketing:** Buyer Behavior in Consumer Markets; The Consumer Buying Process; Factors That Affect the Consumer Buying Process; Buyer Behavior in Business Markets; Market	4

	Segmentation; Traditional Market Segmentation Approaches; Individualized Segmentation Approaches; Criteria for Successful Segmentation; Identifying Market Segments; Segmenting Business Markets; Target-Marketing Strategies.	
	Section B	
1	**Product Strategy:** The Product Portfolio; The Challenges of Service Products; New Product Development; Branding Strategy; Strategic Issues in Branding Strategy; Packaging and Labeling; Differentiating and Positioning the Product Offering; Differentiation Strategies; Positioning Strategies; Managing Products and Brands Over Time; Development Stage; Introduction Stage; Growth Stage; Maturity Stage; Decline Stage.	5
2	**Pricing Strategy:** The Role of Pricing in Marketing Strategy; The Seller's Perspective on Pricing; The Buyer's Perspective on Pricing; A Shift in the Balance of Power; The Relationship Between Price and Revenue; Key Issues in Pricing Strategy; Pricing Objectives; Supply and Demand; The Firm's Cost Structure; Competition and Industry Structure; Stage of the Product Life Cycle; Pricing Service Products; Price Elasticity of Demand; Situations That Increase Price Sensitivity; Situations That Decrease Price Sensitivity; Pricing Strategies; Base-Pricing Strategies; Adjusting Prices in Consumer Markets; Adjusting Prices in Business Markets; Fixed Versus Dynamic Pricing; Legal and Ethical Issues in Pricing; Price Discrimination; Price Fixing; Predatory Pricing; Deceptive Pricing.	6
3	**Distribution and Supply Chain Management:** Distribution and Supply Chain Concepts; Marketing Channel Functions; Channel Effectiveness and Efficiency; Strategic Issues in Distribution and Supply Chain Management; Marketing Channel Structure; Channel Integration; Creating and Enhancing Value in the Supply Chain; Conflict and Collaboration in the Supply Chain; The Basis of Conflict in the Supply Chain; Collaborative Supply Chains; Trends in Marketing Channels; The Growth of Electronic Commerce; Shifting Power in the Channel; Outsourcing Channel Functions; The Growth of Direct Distribution and Nonstory Retailing; The Growth of Dual Distribution; Legal and Ethical Issues in the Supply Chain; Dual Distribution; Exclusive Channel Arrangements; Tying Arrangements; Counterfeit Products.	7
4	**Marketing Implementation and Control:** Strategic Issues in Marketing Implementation; The Elements of Marketing Implementation; Approaches to Marketing Implementation; Implementation by Command; Implementation Through Change; Implementation Through Consensus; Implementation as Organizational Culture; Internal Marketing and Marketing Implementation; The Internal Marketing Approach; The Internal Marketing Process; Evaluating and Controlling Marketing Activities; Formal Marketing Controls; Informal Marketing Controls; Scheduling Marketing Activities.	8

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping with PLO**
	CLO1	Understand some of the major challenges and opportunities that exist in planning marketing strategy in today's economy. Also understand the nature and scope of major marketing activities and decisions that occur throughout the planning process.	1, 2, 7, 9, 12, 13
	CLO2	Examine the planning process at different points in this process. Explore other advances in strategic planning such as strategy mapping and the balanced performance scorecard.	2, 7, 8, 13

	CLO3	Understand and develop competitive advantage and strategic focus.	9, 12, 13, 15
	CLO4	Examine issues associated with buyer behavior in both consumer and business markets. Also examine traditional and individualized approaches to market segmentation, the criteria for successful market segmentation, and specific target marketing strategies.	4, 8, 10, 16
	CLO5	Understand an offering's real value comes from its ability to deliver benefits that enhance a customer's situation or solve a customer's problems.	1, 7, 8, 11, 13
	CLO6	Why buying decisions are primarily driven by price? Key issues involved in developing pricing strategy.	2, 5, 10, 13
	CLO7	Why Distribution is vital to the success and survival of every firm? Key issues involved in developing Distribution and Supply Chain Management.	3, 7, 10, 14
	CLO8	Examine the critical role of marketing implementation and control in the strategic planning process.	2, 4, 7, 12, 13, 16

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture with PPT slides, Interactive Discussion	Quiz, Assignment, Final exam.
CLO2	Lecturers with PPT slides, articles summarizing, visit MNCs, identification of problem and solving the issues	Individual presentation, Assignment, Report writing, Field work, Final exam.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, and scenario analysis.	Quiz, Assignment, Report writing, Viva, Final exam.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz, Individual presentation, Assignment, Field work, Viva, Final exam.
CLO5	Class lecturers with PPT slides, articles summarizing, and problem solving, digital library and online resources.	Class test, Individual presentation, Assignment, Final exam.
CLO6	Class lecturers with PPT slides, group discussions, class presentations, Case-based teaching and discussion.	Quiz, Assignments, Report writing on organizational visit, Viva, Final exam.
CLO7	Class lecturers with PPT slides, articles summarizing, team activities using internet for information, class presentations, problem solving, and scenario analysis.	Quiz, Individual presentation, Assignment, Field work, Viva, Final exam.
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and experiential exercises.	Quiz, Group report writing, Group presentation, Viva, Final exam.

Learning Materials	
Recommended Readings	1. Strategic Marketing, 9th Edition, David W. Cravens, Nigel F. Piercy, McGraw-Hill, 2009. 2. Marketing Strategy: Text and Cases, 6th Edition, O.C. Ferrell and Michael D. Hartline, South-Western, Cengage Learning, 2014.
Supplementary Readings	1. Marketing Strategy and Competitive Positioning,Hooley, Graham, 7th Edition, Pearson, 2021.

Course Code: 0413 03 Mkt 3209	**Year:** Third	**Term:** Second
Course Title: Relationship Marketing		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	Marketing now is less about the Product or Service and more about the value it creates for the Customers. This course deals with creating and nurturing relationship marketing strategies, to foster enhanced customer engagement and add more value to the relationship.	

Course Content		CLOs
Section A		
1	**Relationships in Marketing:** Relationship marketing, Influences on relational strategy development, Antecedents of relationship marketing, The development of relationship marketing.	1
2	**Building Marketing Relationships:** Relationship loyalty, Constrained relationship development, Relationships in context, The art of soft sell, The Six Markets Model of Building Relationships.	2
3	**Relationship Economics:** Relationship economics, Customer acquisition, Customer retention, Acquisition and retention costs, Economics of retention strategies, Relationship stages, Lifetime value	3
4	**Relationship Drivers:** Introduction, Risk, salience and emotion, Trust and commitment, Perceived need for closeness, Customer satisfaction	4
Section B		
1	**Customer Partnerships:** Customer focus, Services, Service industries, Building customer relationships, Profit chains	5
2	**Internal Partnerships:** Customer-employee interface, The internal market, The functional interface, Employee retention and loyalty, Empowerment	6
3	**Supplier Partnership:** Supplier partnerships, Business relationships, Partnering, Culture gap, Partnership costs and benefits	7
4	**External Partnerships:** Horizontal partnerships, Relationship research, Networks and collaborations, Collaboration types, Developing collaborative relationships.	8
5	**Relationship Technology**: Manufacturing/Service delivery technology, Information technology, Technology and marketplace relationships	8

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Have a clear understanding of key elements of relationship marketing	1, 2, 6, 7, 9, 10, 11, 12
	CLO2	Possess an appreciationof the roles ofexternal and internal marketing	1, 5, 8, 9, 10, 11

	CLO3	Acquire the ability to make an assessment of an organization’s relationships with its key market domains/stakeholders and how to improve them	1, 3, 5, 7, 8, 9, 12, 16
	CLO4	Gain an understanding of the key role of CRM in delivery of value and the pivotal role of the value proposition	1, 2, 4 5, 8, 9, 10, 11
	CLO5	Learn how to analyze, develop and audit the five key strategic processes necessary for effectiveCRM	1, 2, 4, 6, 7, 9, 12, 15
	CLO6	Become fully aware of the marketing, operations, IT and HR capabilities required for effectiveCRM	1, 5, 8, 9, 10, 11, 14, 15, 16
	CLO7	Understand how best to introduce CRM in an organization	1, 3, 5, 7, 8, 9, 11, 16
	CLO8	Gain an understanding of how to improve existing CRM activities inan organization	1, 2, 6, 7, 9, 11, 12, 16

Mapping CLOs with Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Class test, Final examination.
CLO2	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Class test, Final examination.
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Viva, Final examination, Report writing,
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study/ Problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Industry visit, Report writing, Presentation (group/Individual), Final examination
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study/ Articles summarizing,	Quiz Test, Presentation(individual/group), Assignment, Case/Content Analysis, Final examination. Report writing,
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/problem solving, and scenario analysis.	Quiz Test, Class Participation, Presentation(individual/group), Report writing, Field work, Final examination
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study/problem solving, and scenario analysis.	Quiz Test, Class Test, Role playing, /Presentation(individual/group), Market visit Final examination
CLO8	Lecture/Interactive Discussion// Multimedia Presentation/ Case study, articles summarizing,	Quiz Test, Assignment, Viva, Final examination

Learning Materials

Recommended Readings	1. Relationship Marketing, - John Egan, 4th Edition, Printice Hall, Perason 2. Relationship Marketing, - Martin Christopher, Adrian Payne, David Ballantyne,
Supplementary Readings	1. “The New Relationship Marketing”, - Mari Smith

Course Code: 0413 03 Mkt 3211	**Year:** Third	**Term:** Second
Course Title: Tourism Marketing and Hospitality Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to provide tourism business related knowledge to the students. This course should be able to help the students to comprehend the various positive and negative impacts of tourism in the natural, culture and economy of a country.	

Course Contents		CLOs
Section A		
1	**Introduction:** Definition and importance of Tourism; Why People Travel; Factors influencing travel; Components of Tourism; Meaning of Tourism in Business; Tourism Marketing; Importance of Marketing in Tourism Business; Tourism demand and its classifications; Indicators of tourism demand; Factors affecting tourism demand; Application of Maslow's need of hierarchy in Tourism.	1
2	**Economic Impacts of Tourism:** Tourism and the Global Economy; How does tourism create income?; Tourism industry Impact on the Economy; Positive Economic Effects; Multiplying Economic Benefits of tourism; Translating tourism spending into impact; Potential problems in tourism-based economies.	2
3	**Socio-cultural Impacts of Tourism:** Interaction between society and the people of destination; Negative impacts of tourism to society; Cultural clash due to tourism; Reasons for cultural clash; Cultural Transgressions due to tourism; Positive impacts of tourism to a society and culture; Managing the Social Impacts of Tourism; Sustainable Tourism Development; Sustainable Tourism Development Guidelines.	3
4	**Environmental Impacts of Tourism:** Relationship of Tourism with the Environment; The Various types of Pollutions Created by the Tourism; Depletion of Natural Resources Caused by Tourism; Positive Environmental Impacts of Tourism; Public Sector Planning for Control and Conservation.	4
5	**Designing and Managing Tourism Products:** Tourism Products; Tourism Product Levels; Tourism Product Strategies; Branding Tourism; Tourism Positioning; Managing Life Cycle of Tourism Product.	5
1	**Tourism Destination:** Definition of tourism destination; Impact of tourism Destination on Tourist Perceptions; What Makes a Destination Appealing? Customers' Motivations; Components of a successful destination; Nature of tourism destination; Physical and psychological elements of destinations; The image and promotion of a destination; Different types of destinations; The influence of the media on destination selection; Marketing requirements for Tourism Destination.	6
2	**Carrying Capacity:** Meaning and concept of Carrying Capacity; Tourism Carrying Capacity Philosophy; Carrying capacity and tourism planning; Carrying Capacity Analysis; Carrying Capacity Indicators for Tourism; Impact Parameters of Carrying Capacity; Carrying Capacity in Coastal Tourism; Drawbacks of Carrying Capacity.	7
3	**Hospitality Industry:** Definition of Hospitality; The objectives of Hospitality Industry; Components of Hospitality Industry; Scope of the Hospitality-Tourism Industry; Characteristics of Hospitality Industry; Problems of Hospitality Industry; Linkage between Hospitality Industry and Entrepreneurship; Trends Influencing the Hospitality Industry; Factors Affecting the Future of the	8

	Hospitality Industry; Relation between Service and Hospitality Industry.	
4	**Hospitality Management:** Primary Sectors of Hospitality Industry; The Manager's Role in Hospitality Industry; Food Production; Food Production Principles; Control During Food & Beverage Production; Managing Food and Beverage Service; Classification of Food and Beverage Offerings; Type/style of Food Services; Layout of a Restaurant.	9

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the concept, nature, significance and role of tourism in Bangladesh.	2, 4, 8, 11
	CLO2	Become aware how tourism can contribute to various economic development aspects for a country.	1, 4, 8, 9
	CLO3	Understand both positive and negative socio-cultural impacts of tourism in a country.	1, 2, 9, 11
	CLO4	Comprehend the environmental effects that tourism may cause to a country and locality.	1, 4, 8, 11
	CLO5	Conceptualize various types of tourism products and their use in business.	1, 2, 4, 8, 9, 11
	CLO6	Understanding tourism destination management and the ways to improve the image of a destination.	2, 4, 8, 11
	CLO7	Conceptualizing about the carrying capacity of a destination in order to ensure environmental pristineness and keep the destination attractive.	1, 2, 4, 8, 9, 11
	CLO8	Understanding various aspects and components of hospitality industry.	1, 4, 8, 9
	CLO9	Achieve knowledge how to manage the various aspects of hospitality components.	1, 8, 9, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO2	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO3	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO4	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO5	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Assignment, Final Exam

CLO6	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Quiz, Final Exam
CLO7	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Assignment, Final Exam
CLO8	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Class Test, Final Exam
CLO9	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Case study, Final Exam

Learning Materials	
Recommended Readings	1. Holloway, J. C., & Humphreys, C. (2016). The business of tourism. Pearson Education. 2. Andrews, S. (2007). Hotel housekeeping management and operations.
Supplementary Readings	1. Christopher Holloway and Claire Humphrerys, The Business of Tourism, -9th Edition 2. Sudhir Andrews, Hotel Housekeeping Management & Operations

Course Code: 0413 03 HRM 3201	**Year:** Third	**Term:** Second
Course Title: Human Resource Planning		
Course Status: Optional		
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 Content		**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		
1	**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

2	**Succession Management:** Definition; Reasons for succession management; Evolution of succession management; Succession management process; Comparison of replacement planning with succession management.	6, 7
3	**Downsizing and restructuring:** Downsizing strategies; Retrenchment; why do organizations downsize; Planning for downsizing; Adjusting to job loss; Survivor reactions on downsizing.	7, 8
4	**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
5	**Outsourcing:** HR functions that may be outsourced; Rationale for outsourcing; Risks and Limitations; Management of outsourcing.	10

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Explore HR planning, conceptualize and apply process of HR planning.	1, 4, 8
	CLO2	Develop manpower planning model, apply phases of model.	4, 8
	CLO3	Explore job analysis, describe purposes of job analysis, and conceptualize and apply methods of job analysis.	4, 8
	CLO4	Analyze and apply steps in future human resource requirement determination process, explore quantitative techniques of forecasting manpower.	1, 12, 16
	CLO5	Narrate sources of future human resources: Internal sources, external sources, definerealistic job preview.	9, 10
	CLO6	Make comparison between individual and organizational career development, conceptualize and apply effective organizational career development techniques.	8,10, 12, 16
	CLO7	Conceptualize succession management, analyze and apply succession management process.	4, 9, 15, 16
	CLO8	Defineretrenchment, describe why organizations downsize.	2, 9, 12, 15, 16
	CLO9	Explore mergers and acquisitions, describe Impact of M & As on human resources.	5, 7, 8, 16
	CLO10	Defineoutsourcing, conceptualize risks and develop limitations.	5, 7, 8, 16

Managing 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.	Quiz Test, Class test, Final examination.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class test, Final examination.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination

CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Assignment, Final examination
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Presentation(individual), Final examination
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Assignment, Final examination
CLO9	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Oral exams, assignments, presentations, MCQs,case studies, Final examination.
CLO10	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Assignments, presentations, MCQs, case studies, Final examination.

Learning Materials	
Recommended Readings	1. Aslam, Hassan Danial, et al. "Human resource planning practice in managing human resource: A literature review." Human Resource Planning 3.1 (2013): 200-2012. 2. Bhattacharyya, Dipak Kumar. Human resource planning. Excel Books India, 2009.
Supplementary Readings	1. O'Brien-Pallas, Linda, et al. "Health human resource planning in home care: How to approach it-That is the question." Healthc Pap 1.4 (2000): 53-59. 2. Dyer, Lee, and Nelson O. Heyer. "Human Resource Planning at IBM 1." Human Resource Planning 7.3 (1984).

Course Code: 0413 03 HRM 3203	**Year:** Third	**Term:** Second
Course Title: Human Resource Development		
Course Status: Optional		
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 Content		**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	1, 2, 3

	Training, Choice of Training and Development Methods, Preparation of Trainers, Developing Training Materials, E-learning Environment, Flexible Learning Modules, Self-Development, Training Process Outsourcing.	
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	
1	**Training Implementation:** Contents and its impact on implementation, Teaching aids and logistics, Program implementation, Creating enabling learning environment.	5, 6, 7
2	**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
3	**Theories and Management of Organization Development:** Operational concept, Characteristic and foundations of managing the organization development and action research	7, 8
4	**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 completion of this 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.	4, 8
	CLO3	Compare policy and planning, explain steps involved in setting objectives, and evaluate curricula and its elements. Compare and evaluate various methods of training.	4, 8
	CLO4	Apply the concept of training implementation in business environment.	1, 12, 16
	CLO5	Evaluate and follow up training.	9, 10
	CLO6	Explain characteristics and foundations of managing the organization development and action research.	8,10, 12, 16

	CLO7	Define intervention, compare various types of intervention.	4, 9, 15, 16
	CLO8	Apply the concept of power and politics in organization development and future of organizational development.	2, 9, 12, 15, 16

Managing 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.	Assignment, Final Exam
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Final Exam
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Final Exam
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Presentation, Final Exam
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Assignment, Final Exam
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Final Exam
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Case Study, Final Exam
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Final Exam

Learning Materials	
Recommended Readings	1. Noe, Raymond A. Employee training and development. McGrawHill Education, 2023. 2. Jehanzeb, Khawaja, and Nadeem Ahmed Bashir. "Training and development program and its benefits to employee and organization: A conceptual study." European Journal of business and management 5.2 (2013).
Supplementary Readings	1. Anis, Atif, Abdul Nasir, and NadeemSafwan. "Employee retention relationship to training and development: A compensation perspective." African journal of business management 5.7 (2011): 2679-2685. 2. Vemić, J. (2007). Employee training and development and the learning organization. Factauniversitatis-series: Economics and Organization, 4(2),

	209-216.

Course Code: 0413 03 HRM 3205	Year: Third	Term: Second
Course Title: Compensation Management		
Course Status: Optional		
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 Content	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.	3
4	**Traditional Bases for Pay:** Seniority and merit; Seniority and longevity pay; Merit pay performance appraisal; Limitations of merit base and seniority base pay.	4
5	**Incentive Pay:** Exploring incentive pay; Individual incentive plans; Group incentives companywide incentives; Designing incentive pay programs.	5
	Section B	
1	**Person Focused Pay:** Person based structures; Skill plan; Designing pay for knowledge programs; Competency base pay structure.	6
2	**Measuring and Paying for Performance:** Pay for Performance in Knowledge Based economy; Application of motivation theories; Designing merit guidelines; Performance appraisal; Issues and opportunities	7
3	**Benefits and Services:** Benefits administration; Employee benefits; Employee services costing benefits; Flexible benefits plan.	8
4	**Pay Delivery Administration:** The budget process; Administration of pay; Quality of work life and pay administration; Due process; other compensation administration issues.	9
5	**Legal Aspects of Compensation Management:** Industrial and labor laws related to salary and wages administration; Wages and its payment; Wage board.	10

Course Learning Outcomes (CLOs)	Upon completion of this 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.	1, 4, 9
	CLO2	Describe pay model, compensation objectives, evaluate and apply pay policies and techniques.	4, 8, 12
	CLO3	Design pay levels and pay structure.	4, 8

	CLO4	Analyze various traditional bases for pay.	1, 12, 16
	CLO5	Explore incentive pay; design incentive pay programs.	9, 10
	CLO6	Describe person focused pay, designing pay for knowledge programs.	8, 10, 12, 16
	CLO7	Describe application of motivation theories, conceptualize performance appraisal.	4, 9, 13 15, 16
	CLO8	Design a flexible benefits plan.	2, 9, 12, 15, 16
	CLO9	Analyze quality of work life and pay administration, explore due process.	5, 7, 8, 16
	CLO10	Evaluate industrial and labor laws related to salary and wages administration.	2, 9, 12, 13, 15,16

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecturers/ Multimedia Presentation	Quiz Test, Class Test, Final Exam
CLO2	Class lecturers/ Multimedia Presentation	Case Study, Class Test, Final Exam
CLO3	Class lecturers/ Multimedia Presentation	Assignment, Class Test, Final Exam
CLO4	Class lecturers/ Multimedia Presentation	Quiz Test, Class Test, Final Exam
CLO5	Class lecturers/ Multimedia Presentation	Assignment, Class Test, Final Exam
CLO6	Class lecturers/ Multimedia Presentation	Case Study, Class Test, Final Exam
CLO7	Class lecturers/ Multimedia Presentation	Case Study, Class Test, Final Exam
CLO8	Class lecturers/ Multimedia Presentation	Quiz Test, Class Test, Final Exam
CLO9	Class lecturers/ Multimedia Presentation	Assignment, Final Exam
CLO10	Class lecturers/ Multimedia Presentation	Assignment, Final Exam

Learning Materials	
Recommended Readings	1. Henderson, R. I. (2006). Compensation Management in a Knowledge-Based World. Prentice Hall, Inc. 2. Martocchio, J. J. (2017). Strategic Compensation: A Human resource management Approach. Pearson.
Supplementary Readings	1. Milkovich, G. T. (2011). Compensation and Benefits. Richard D. Irwin. 2. Gerhert, B. &Rynes, S. (2003). Compensation: Theory, Evidence and Strategic Implications. SAGE Publications. 3. Stumpff, A. (2011). Employee Benefits and Executive Compensation. Foundation Press.

Course Code: 0413 03 HRM 3207	**Year:** Third	**Term:** Second
Course Title: Social Compliance		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s):		
Rationale	Adherence to national and international compliance standards has become increasingly important to ensure customer requirements as well as to maintain competitiveness, but in many cases employees still lacks adequate skills and knowledge to ensure that required compliance standards are reached. This course will addresses the need to increase the knowledge level of factory practitioners and other interested parties on major Social, Environmental, Quality and Productivity issues in order to contribute and play a major role for job, income generation and national economy.	

Course Content	**CLOs**

Section A		
1	**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	1, 2
2	**Labor Laws & Industrial Relations**: Introduction to Bangladesh Labor Law 2006, 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, National Building Code 2006	2, 3, 4
Section B		
1	**Industrial Health, Safety & Welfare**: 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)	3, 4
2	**Social Audit & SA8000** : Fundamentals of Social Audit in RMG Sector, Fundamentals of SA 8000 and Requirement of Social Standards, Child Labor, Force & Compulsory Labor, Health & Safety, Freedom of Association, Discrimination & Disciplinary Practices, Working Hour, Remuneration Management Systems in SA8000 WRAP & BSCI.	4, 5

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Understand HR compliance and its significance in modern organizations. Start preparing for compliance specialist career.	1, 2, 3,6
	CLO2	Critically analyze, compare, and contrast among technical, social, and HR compliance along with their components and areas/scopes.	4, 5, 7, 9
	CLO3	Gather necessary knowledge on C-TPAT and COC; know about buyers of Bangladeshi products including RMG. Gain skill in implementing COC in the organizational context.	8, 10, 12, 14
	CLO4	Evaluate the significance of occupational health and safety at work, critically analyze the National Occupational Health and Safety Policy 2013, and evaluate the achievements and drawbacks of different industries of Bangladesh in occupational health and safety.	11, 13, 14
	CLO5	Prepare audit questions and parameters, collect audit data, analyze data, prepare audit report, and facilitate decision making.	15, 16

Mapping CLOs with The Teaching-Learning And Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecture, selected readings.	Quiz Test, Class test, Final examination.
CLO2	Class lecture, selected readings, case studies.	Quiz Test, Class test, Final examination.
CLO3	Class lecture, group discussion, selected readings, and presentation.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecture, selected readings.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination

CLO5	Class lecture, selected readings, case studies.	Class Test, Assignment, Final examination

Learning Materials	
Recommended Readings	1. HR Compliance a Complete Guide - 2020 Edition, GerardusBlokdyk 2. Human Resource and Audit, Latest Edition, T.V.Rao, Sage Publications 3. Bangladesh Labor Act 2006 (Original Act) 4. Bangladesh Labor Rules 2015 (Original Rule)
Supplementary Readings	1. Tragedy of Social Compliance, KibriaGolam, Md. GolamKibria, Lap Lambert Academic Publishing GmbH KG, 2013 2. Employment Law Essentials: A to Z Guide to HR Compliance: J.J. Keller & Associates

Course Code: 0413 03 HRM 3209	**Year:** Third	**Term:** Second
Course Title: Industrial Sociology		
Course Status: Optional		
Credit:3.0		
Prerequisite(s): None		
Rationale	Industrial Sociology is concerned with the sociology of work and industry. It applies sociological theories to issues arising within work and industry. The production of goods and services takes place within a social context which should be properly understood for the effective management of both humans and material resources within the organization. The aim of this specialization is to give students a thorough understanding of the social forces and laws that shape the quality and changing nature of work. It examines from local to global forces that are brought to bear on the workplace.	

Course Contents		CLOs
Section A		
1	**Industrial Sociology, Sociology and Social Sciences:** Meaning, Sociological perspectives, Roles of diversity, Scope and nature, Development of Industrial Sociology.	1
2	**Theories and Movements:** Industrial Sociological Perspectives**:** Functionalism, Durkheim, Contingency theory, Conflict theory, Weber-Social Strand, Symbolic Interactionist, Symbolic Interactionist, Theory of Modernization and Modernity, Critical theory, postmodernism, and post-structuralism.	2
3	**Forerunners of Industrial System:** Hunting and gathering societies, Early agricultural societies, Early industry, Factory system and its forerunners, Factories.	3
4	**Growth of Industrialization:** Industrial revolution, Origin of industrial revolution, Impact of the industrial revolution, Industrial revolution around the world, Social impact of the industrial revolution.	4
Section B		
1	**Work: Meaning, Orientation and Experience:** Definition and categories of work, Ideological currents, Division of labor, Work orientation, Nature of industrial work, Unemployment and joblessness, Skill at work, Concept of leisure, Recreation, Practice of work avoidance.	5
2	**Industrial Organization:** Meaning, Concept of organization, Line and staff, Types of organization, Technology and control of workers, Japanese corporate model, Emerging organizational designs, Mergers and acquisitions.	6

3	**Industrial Society:** Definition, Consequences of industrialization, Social mobility, Social differentiation and social stratification, Sociological analysis of effect of industrialization, Urbanization, Economic consequences of industrialization, Migration, Evolution of new-class, Caste system at workplace, Change in institution of family, Social stratification, Child labor, Psychological impact, Outsourcing industry, Impact of technology.	7
4	**Employee Discipline and Grievance Handling Procedures:** Nature and purpose of discipline, Principles of discipline, Approaches to discipline, Code of discipline, Sources of disciplinary rules, Grievances, Standing order.	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Learn the meaning, scope and subject matter and relevance of industrial sociology and sociological perspective.	4, 8, 12, 15
	CLO2	Gather theoretical knowledge of functionalist approach, contingency theory, action theory and conflict theory. Learn Weber-social action strand, symbolic interactionist, feminism, and ethnomethodology.	4, 7, 13, 14
	CLO3	Know the historical background of the development of the industrial revolution. Early industry and factory system and its forerunners. Learn Manorial system, Guild and handicraft system and Putting-out system.	4, 8, 9, 12
	CLO4	Learn the meaning of industrialization, the industrial revolution, and its origin. Develop knowledge of the meaning of industrial factory, social impact of industrialization and sociological description of the nineteenth century capitalist society.	1, 4, 6, 9, 16
	CLO5	Understand the definition and categories of work, the ideological currents of work and division of labor. Know the Western and Eastern work orientations, unemployment, occupation, and occupational roles. Learn about self-identity and subjectivity at work, concept of leisure and recreation and practice of work avoidance.	2, 5, 8, 10, 14
	CLO6	Know the meaning and types of industrial organization. Develop knowledge about bureaucracy and formal organization, ideal versus real bureaucracy. Know about voluntary associations, quality circles, The Japanese corporate model and emerging organization designs.	3, 5, 10, 13, 15
	CLO7	Critically acclaim the definition of industrial society and the consequences of industrialization. Develop knowledge of social differentiation, social stratification, and social mobility. Learn about urbanization, migration, and economic consequences of industrialization. Caste system at workplace. Learn change in institution of family,	2, 6, 7, 13, 15

		child labor, psychological impact, outsourcing industry, and impact of technology.	
	CLO8	Know the meaning, purpose, and nature of discipline and kinds of problems that result in indiscipline. Know the approaches to discipline and sources of disciplinary rules. Develop knowledge about grievances and grievance procedures and employees' health and safety.	3, 5, 7, 9, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Team Teaching	Quiz and Class Test, Final Exam
CLO2	Problem-based Learning and Presentation	Assignment and Final Exam
CLO3	Lecture and Group Discussion	Viva voce and Poster Presentation, Final Exam
CLO4	Lecture and Situational Analysis	Assignment and Quiz, Final Exam
CLO5	Lecture and Case Study	Term Paper and Class Test, Final Exam
CLO6	Group Discussion and Case Study	Group Work and Assignment, Final Exam
CLO7	Lecture, Discussion and Case Study	Class Test and Presentation, Final Exam
CLO8	Lecture and Review of Study	Debate and Term Paper, Final Exam

Learning Materials	
Recommended Readings	1. Hall, A. (2022). The Subjectivities and Politics of Occupational Risk: Mines, Farms and Auto Factories (1st Ed.). Routledge. ISBN: 978-0367632588. 2. Saini, P. K., & Aggarwal, S. (2021). Industrial Sociology (1st Ed.). Vayu Education of India. ISBN: 978-9383137343. 3. Singh, N. (2012). Industrial Sociology. New Delhi, Tata McGraw Hill Education Private Limited. ISBN: 978-0071078122.
Supplementary Readings	1. Brown, R. (2017). Understanding Industrial Organizations: Theoretical Perspectives in Industrial Sociology (1st Ed.). Routledge. ISBN: 978-1138456167. 2. Grint, K., & Nixon, D. (2016). The Sociology of Work (4th Ed.). Polity. ISBN: 978-0745650449. 3. Mayo, E. (2007). The Social Problems of an Industrial Civilization. Routledge. ISBN: 978-0415436847. 4. Volti, R. (2011). An Introduction to the Sociology of Work and Occupations (2nd Ed.). SAGE Publications. ISBN: 978-1412992855.

Course Code: 0413 03 HRM 3211	**Year:** Third	**Term:** Second
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 Content	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		
1	**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
2	**Role of HR in Talent Management:** Introduction; Overview of human resource management; and Role of HR in talent management; Role of the HR manager.	6
3	**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.	7
4	**Contemporary Talent Management Issues, Challenges, Best Practices:** Introduction; Organizational issues; Talent management challenges; Best practices of talent management; Talent management in Bangladesh.	8

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Define talent management; compare between talent and knowledge people.	4, 8, 12, 15
	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	4, 7, 13, 14
	CLO3	Analyze linkage between talent management process and workforce; explain different stages of talent management.	4, 8, 9, 12
	CLO4	Analyze different talent management approaches, develop talent management	1, 4, 6, 9, 16

		strategies in line with business strategies	
	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, 5, 8, 10, 14
	CLO6	Explain the role of HR in talent management.	3, 5, 10, 13, 15
	CLO7	Describe and develop compensation plans for talent management.	2, 6, 7, 13, 15
	CLO8	Analyze the reality and challenges of talent management in Bangladesh; develop best practices for talent management in Bangladesh.	3, 5, 7, 9, 15

Mapping CLOs with 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.	Quiz Test, Class test, Final examination.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class test, Final examination.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Assignment, Final examination
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Presentation(individual), Final examination
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Assignment, Final examination

Learning Materials	
Recommended Readings	1. Mahapatra, A. &Dhir, S. (2021). Talent Management: A Contemporary Perspective. SAGE Publications, Inc. 2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
Supplementary Readings	1. Collings, D. G., Scullion, H. &Caligiuri, P. M. (2019). Global Talent Management. Routledge.

Course Code: 0413 03 OSCM 3201	**Year:** Third	**Term:** Second
Course Title: Quality Management		
Course Status: Optional		

Credit: 3.0	
Prerequisite(s): None	
Rationale	This course provides knowledge about methods, tools, and the techniques involving elimination of waste and increase efficiencies by ensuring that the production process of the organization's product (or service) is done right at the first time. Furthermore, the learning outcome will help to develop knowledge on TQM that prescribes a series of ways for organizations to accomplish TQM objectives, with the pathway to successful continuous improvement centered on the use of strategy, data and effective communication.

Course Content		**CLOs**
Section A		
1	**Concept of TQM:** Definition, Basic Approach, Gurus of Total Quality Management, TQM Framework, Awareness, Defining Quality, Historical Review, Obstacles, Benefits of TQM	1
2	**Leadership**: Definitions, Characteristics of Quality Leaders, Leadership Concepts, The7 Habits of Highly Effective People, Ethics, The Deming Philosophy, Role of TQM Leaders, Implementation, Quality Council, Core Values, Concepts, and Framework, Quality Statements, Strategic Planning, Communications, Decision Making	2
3	**Customer Satisfaction:** Introduction, Who is the Customer?, Customer Perception of Quality, Feedback, Translating Needs into Requirements, Customer Retention, Additional Comments, TQM Exemplary Organization	3
4	**Employee Involvement:** Introduction, Motivation, Employee Survey, Empowerment, Teams, Suggestion System, Recognition and Reward, Gain sharing, Performance Appraisal, Unions and Employee Involvement, Benefits of Employee Involvement	4
5	**Continuous Process Improvement:** Introduction, Process, The Juran Trilogy, Improvement Strategies, Kaizen, Reengineering, Six-Sigma. DMAIC	5
Section B		
1	**Benchmarking**: Introduction, Benchmarking Defined, Reasons to Benchmark, Process, Deciding What to Benchmark, Understanding Current Performance, Planning, Studying Others, Learning from the Data, Using the Findings, Pitfalls and Criticisms of Benchmarking	6
2	**Quality Management System**: Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, Sector-specific Standards, Implementation, Documentation, Writing the Documents, Internal Audits, Registration.	7
3	**Quality Function Deployment**: Introduction, The QFD Team, Benefits of QFD, The Voice of the Customer, Organization of Information, House of Quality, Building a House of Quality, QFD Process.	8
4	**Statistical Process Control**: Introduction, Pareto Diagram, Process Flow Diagram, Cause-and-Effect Diagram, Check Sheets, Histogram, Statistical Fundamentals, Standard Normal Distribution, Introduction to Control Charts, Variable Control Charts, State of Control, Out-of-Control Process, Process Capability, Process Performance, Different Control Charts for Variables, Control Charts for Attributes.	9

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Understanding the basic concepts of Total Quality Management (TQM) and brief overview of TQM framework	1, 4, 5, 8, 11, 12
	CLO2	Understand the definition of a leader and the characteristics of a quality leader	2, 4, 7, 8, 11, 12

	CLO3	Understanding what is customer satisfaction, identifying the customer, factors that influence customer satisfaction	4, 8, 11, 15
	CLO4	Know about teamwork, empowerment, benefits of employee involvement, quality Circle	4, 8, 11, 15
	CLO5	Understand the seven QC tools of continuous improvement and solving problems.	2, 4, 7, 8, 11, 12
	CLO6	Understand benchmarking and its need, process and types	2, 4, 7, 8, 11, 12
	CLO7	understand the seven QC tools of continuous improvement and solving problems and application of data-based approach for basic statistical tools for continuous improvement and solving problems, ISO 9000	2, 4, 7, 8, 9, 2
	CLO8	Understand the use of QFD as a planning tool and the benefits of QFD	3, 7, 11, 16
	CLO9	Know SPC tools, Process capability and control charts	3, 7, 11, 16

Managing 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.	Quiz Test, Class test, Final examination.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class test, Final examination.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Assignment, Final examination
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Presentation(individual), Final examination
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Assignment, Final examination
CLO9	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Presentations, MCQs, Final examination.

Learning Materials	
Recommended Readings	1. Dale H. Besterfield, Total Quality Management, 5th edition
Supplementary Readings	1. Eric Jones, Quality Management for Organizations Using Lean Six Sigma Techniques

Course Code: 0413 03 OSCM 3203	**Year:** Third	**Term:** Second
Course Title: Product Design and Development		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to enhance students understanding of new product development processes as well as useful tools and techniques that support new product design and development practice.	

Course Contents		CLOs
Section A		
1	**Product Design:** Definition, Design by evolution, Innovation, essential factors of product design, Phases of product design, production-consumption cycle, flow and value addition in the production – consumption cycle, the morphology of design, primary design phases and flow charting, role of allowance, concurrent engineering.	1
2	**Product Design practice and Industry:** Introduction, product strategies, time to market, analysis of the product, three S's, standardization, robust design, Taguchi approach, simplification, Role of aesthetics in product design, functional design practice.	2
3	**New products Idea generation:** Ways to generate idea, modification. Product variants: adding, dropping. Reverse engineering Formal testing: new products, prototype concept, product testing, market tests, evaluation, adoption, expansion and forecasting,	3
4	**Process selection:**Fundamental concepts, Process analysis, terminologies, Classification of manufacturing processes, process flowchart, blocking, starving, Measuring process performance, process velocity, throughput time,	4
5	**CAD/CAM:**Fundamental concepts, application, hardware and software, types of CAD systems, common 2D CAD software features, basic 3D CAD features. Implementing the CAD/CAM system, principles of FMS.	5
Section B		
1	**Economic factors influencing design:** Product value, Value engineering, economic analysis, profit and competitiveness.	6
2	**Product design for environment:** Introduction, importance of DfE, environmental factors, scope of environmental impact, design guidelines for DfE	7
3	**Developing product strategy:** Benefits of strategy, elements of a product strategy, setting objectives, selection of strategic alternatives, increasing sales/market share, increasing profitability. Design for manufacturing and Design for assembly, Ergonomics in design, Modular versus integral design.	8
4	**Human Engineering Considerations in product design:** Introduction, Anthropometry, Design of controls, The Design of displays, Man/Machine Information exchange, Ergonomics in design, Modular versus integral design.	9
5	**Trademark and Intellectual property systems:** Introduction, historical development of the concept, Need for Protection, Kinds of Trademarks, and Well-known Trademarks, Patents, Copyrights, Concept of Intellectual Property, Kinds of Intellectual Property, Economic importance of Intellectual Property. Importance of IPR, TRIPS and its implications.	10

Course Learning	Upon completion of this course the students will be able to:	**Mapping with PLOs**

Outcomes (CLOs)	CLO1	Understand design concepts and techniques to develop design ability in a product design.	1, 2, 4, 7, 10, 12, 15
	CLO2	Know Product Design practice and Industry	1, 2, 4, 6, 9, 10, 11, 13
	CLO3	generate products Idea, evaluation testing, adoption, role of aesthetics in product design	3, 5, 2, 6, 8, 12, 14, 16
	CLO4	Understand Process analysis, terminologies, Types of manufacturing processes	1, 3, 4, 6, 8, 9, 12, 14, 15
	CLO5	Know about basics of CAD/CAM,2D,3D concepts	3, 5, 6, 7, 8, 12, 13, 14
	CLO6	Understand Product value, economic analysis,	2, 4, 6, 8, 10, 14, 15
	CLO7	Identify scope of environmental impact, design guidelines for environment	1, 3, 4, 6, 8, 9, 12, 14, 16
	CLO8	Understand Design for manufacturing and Design for assembly, Ergonomics in design,	3, 4, 5, 6, 8, 10, 14, 16
	CLO9	Trace Human Engineering Considerations in product design	1, 3, 4, 6, 8, 9, 12, 14, 15
	CLO10	Have knowledge of trademarks, patents, Intellectual Property, Economic importance of Intellectual Property etc.	1, 2, 4, 6, 7, 9, 11, 13, 14, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/	Quiz Test, Class Participation, Assignment, Final Exam
CLO2	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Field study	Presentation (individual/group),Oral exam, Case/Content Analysis, Field work, Final Exam
CLO3	Lecture/Interactive Discussion Multimedia Presentation/ Case study	Class Test, Assignment, Presentation (group), Final Exam
CLO4	Lecture/Interactive Discussion/ Factory visit	Quiz Test, Class Participation, Presentation (individual/group), Assignment, Final Exam
CLO5	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Presentation (group), Final Exam
CLO6	Lecture/Interactive Discussion/ Factory visit	Quiz Test, Class Participation, Presentation (individual/group), Assignment, Final Exam
CLO7	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Problem solving	MCQ Test, Class Test, Assignment, Presentation (group), Final Exam
CLO8	Lecture/Interactive Discussion/ Factory visit	Quiz Test, Class Participation, Presentation (individual), Report writing, Case/Content Analysis, Field work, Final Exam
CLO9	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Article summarizing	MCQ Test, Class Test, Assignment, Presentation (group), Final Exam

CLO10	Lecture/Interactive Discussion/ Multimedia Presentation/ problem solving	Quiz Test, Class Test, Assignment, Presentation (group), Final Exam

Learning Materials	
Recommended Readings	1. Chitale A. K. and Gupta R. C.; Product Design and Manufacturing, PHI 2. James Garratt, Design and technology (2016) Published by Cambridge University Press 3. Ulrich, Karl T. Product design and development / Karl T. Ulrich, University of Pennsylvania, Steven D. Eppinger, Massachusetts Institute of Technology. 7th edition-2020. 4. CAD/CAM Principles, C. McMohan and J. Browne, Pearson Education.
Supplementary Readings	1. David M. Anderson, Design for Manufacturability: How to Use Concurrent Engineering to Rapidly Develop Low-Cost, High-Quality Products for Lean Production 2. Gupta V., Lal G.K. and Reddy; Fundamentals of Design and manufacturing; Narosa Publishing.

Course Code: 0413 03 OSCM 3205	**Year:** Third	**Term:** Second
Course Title: Material and Inventory Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course intends to provide the students with basic understanding of the principles and concepts of materials and inventory management as well as their applicability and relevance in the practical context.	

Course Contents		**CLOs**
Section A		
1	**Introduction and Overview:** Definition, Order qualifiers vs. order winners Manufacturing Strategy, WIP, Manufacturing Planning and Control, Physical Supply/Distribution	1
2	**Production Planning System:** Meaning, Levels of manufacturing planning and control (MPC) system, sales & operation planning, MRP, ERP and making the production plan**.**	2
3	**Master Production Scheduling**: MPS meaning, relationship to production plan, developing a MPS, rough- cut capacity planning, Master schedule decision, The MPS & delivery promises.	3
4	**Material Requirement Planning:** Definition, Inputs to the MRP, Bills of material, bills of material structure, MRP process, CRP and managing MRP.	4
Section B		
1	**Production Activity Control:** PAC definition, data requirements, order preparation, scheduling, load leveling, scheduling bottlenecks, Theory of Constraints and drum-buffer-rope, operation sequencing	5
2	**Inventory control:** Purpose, requirements, functions, costs and classification systems of Inventory, Models of Inventory, Safety stock determinations, Distribution inventory, case studies	6
3	**Physical distribution:** Meaning, Physical distribution system, Interfaces, Legal types of carriages, cost elements, warehousing, packaging, Materials handling.	7
4	**Just-in Time and Lean Production:** Meaning, JIT philosophies, waste, lean production, which to choose- MRP(ERP), Kanban or theory of constraints, case studies	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		Mapping with PLOs
	CLO1	Understand basics of material management and manufacturing planning and control.	1, 2, 6, 10, 13, 15
	CLO2	Know material requirement planning, enterprise resource planning and its challenges.	3, 6, 8, 12, 16
	CLO3	Develop master production schedule, rough cut capacity planning and delivery promises	1, 4, 9, 11
	CLO4	Identify and manage materials, develop bill of materials	3, 5, 6, 7, 8, 12
	CLO5	Know production activity control, load leveling, scheduling bottlenecks	3, 4, 5, 6, 8, 10
	CLO6	Identify and handle inventory and safety stock	1, 3, 4, 9, 11, 15
	CLO7	Understand Physical distribution system, Interfaces, Legal types of carriages, cost elements	4, 5, 7, 9, 15
	CLO8	Know and Identify JIT requirements, elimination of waste, lean production,	4, 6, 7, 10, 13

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ / Multimedia Presentation	Quiz Test, Class Participation, Presentation (individual/group)
CLO2	Lecture/Interactive Discussion/ / Multimedia Presentation/ problem solving	MCQ, Presentation (individual/group), Assignment, Case/Written exam,
CLO3	Lecture/Interactive Discussion/Case study	Quiz Test, Class Participation, Presentation (individual/group), Assignment,
CLO4	Lecture/Interactive Discussion/ Multimedia Presentation/ Fiel study	Quiz Test, Final exam,/, Assignment,
CLO5	Lecture/Interactive Discussion/ / Multimedia Presentation/ problem solving	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO6	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	MCQ, Class Test, Assignment, Presentation (group), Final examination
CLO7	Lecture/Interactive Discussion/ / Multimedia Presentation/ problem solving	Class Test, Assignment, Presentation (group), Final examination
CLO8	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/article summarizing	MCQ, Class Test, Assignment, Presentation (group), Final examination

Learning Materials	
Recommended Readings	1. Arnold, Chapman and Clive, Material Mgt., New Jersy,2018 2. Chase, Jacobs, Aquilano. "Operations Management" McGraw-Hill, New York, 2016. 3. Stevenson, W. J., "Operations Management" McGraw-Hill, New York, 2020.

	4. Vollmann, T. E., W. L. Berry, D. C. Whybark, and F. R. Jacobs, Manufacturing Planning and Control Systems for Supply Chain Management, 5th ed. New York: Irwin, 2016.
Supplementary Readings	1. Fogarty, D. W., Blackstone, J. H., and T. R. Hoffmann, Production and Inventory Management, South-Western Publisher, Cincinnati, OH: 2017. 2. Plossl, G. W., Production and Inventory Control, Principles and Techniques, 2nd ed., Englewood Cliffs, NJ: Prentice Hall, 2015. 3. Melnyk, S. A., and N. L. Carter, Production Activity Control, A Practical Guide. Homewood, IL: Dow Jones-Irwin, 2017. 4. Wallace, T. F., and R. A. Stahl, Sales and Operations Planning: The Executive's Guide. Cincinnati, OH: T. F. Wallace & Company, 2016

Course Code: 0413 03 OSCM 3207	**Year:** Third	**Term:** Second
Course Title: Supply Chain Partners Relationship		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to educate students about the main benefit of having healthy supplier relationships to get more value from company. They will also be able to acknowledge the gravity of dynamic relationships among the supply chain stakeholders for cost-effective and productive supply-chain As prospective professional supply-chain managers make sure all the different links of a company network, participation in this course will help them to develop such competencies.	

Course Contents		**CLOs**
Section A		
1	**Understanding the Supply Chain management and strategy:** What is supply chain and its management, Objective , importance, Decision phases in supply chain, process views of a supply chain	1
2	**Supply chain Drivers and Matrix:** supply-chain drivers/ Impellers, efficiency vs. responsiveness, supply-chain technology, framework for structuring drivers, Financial measures of performance ,A framework for Structuring drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to achieving fit.	2
3	**Coordination in a Supply Chain**: lack of supply-chain coordination and the Bullwhip effect, effect on performance of lack of coordination, obstacles to coordination in supply-chain, continuous replenishment and vendor- managed inventories, collaborative planning, forecasting, and replenishment.	3
4	**Leadership in supply-chain:** Role of leader in supply-chain leader, Leadership strategies for supply chain management, developing successful supply-chain leader, leadership style, cognitive characteristics of supply chain leaders, leadership and the supply-chain, performance measurement and the supply-chain, 9 C's of supply-chain leaderships, 7 Essential skill of a supply chain leaders.	4
5	**Information Technology and change management in a supply chain:** The role of IT in a supply chain, IT framework, customer relationship management, internal supply chain management, supplier relationship management, Transaction management foundation, risk management in IT, 7 golden rules for change management in supply chain organization, digital transformation in SCM and change management. How to implement change management in SCM, Managing change in the supply chain.	5
Section B		
1	**Supplier Relationships and Collaboration:** Trends in supply chain	6

	relationships, relationship models, supplier development, concepts related to supply chain relationships, power influence within supply chain relationships, relationship alignment framework.	
2	**Motivational issues in supply chain management:** Elements that motivates the need of effective SCM, How to motivate supply chain staff, team building, Monetary incentives, and diversification of work, Supply chain disruption and protection motivation: why some managers work proactively other don't.	7
3	**The Circular Economy and Supply Chain Strategy:** Introduction to circular economy, its principles, sustainability as a concept, triple bottom line, measuring sustainability, circular economy and the supply chain, sustainable supply chain.	8
4	**Talent Management in Supply Chain:** Introduction to talent management , supply chain talent challenges, supply chain skills, managing talents in supply chain, continuing professional development (CPD), growing supply chain latent.	9
5	**Conflict and Negotiation in Supply chain system:** Supply chain relationship, role of trust, managing conflict and resolution, Negotiation concepts, styles and tactics, relationship management in practices, Sources of conflict in supply chain, effect of negotiation practice on relationship between suppliers and customers,	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the concept of SCM and it Strategic importance, Digital SCM,	1, 3, 10, 13, 14
	CLO2	Students will be able to identify major drivers of the supply chain and its role. Balance between efficiency and responsiveness of the SCM.	1, 2, 4, 12, 13, 14, 15, 16
	CLO3	Students will be able to identify obstacles of coordination and resolve accordingly. How to develop trust among the partners of the supply chain.	1, 2, 5, 6, 12, 13, 15
	CLO4	This chapter helps to acquire understanding on leadership traits required for those individuals who are leading supply-chains or have the aspiration to lead supply chains.	1, 2, 3, 4, 9, 11, 14
	CLO5	Students will realize the importance of information and information technology in the supply chain. Helps to understand its application and conducive role in bringing change in supply-chain management practice.	1, 2, 3, 6, 7, 12, 15
	CLO6	Importance and benefits of supplier relationship management , Process and strategies of SRM , Competitive advantage of sustainable SRM Opportunities and challenges of SRM	1, 2, 3, 6, 7, 9, 10, 12, 15
	CLO7	Students will unearth the influence of supply chain management and motivation on employee performance. Explore influence between supply chain management and motivation to employee performance for that reason(s) some are proactive than to reactive.	1, 2, 3, 6, 7, 9, 10, 12, 15

	CLO8	Students will realize that circular economy is strongly related to supply chain management practices, as both are based on effective business process management. Terminologies (Circular supply chain, eco-innovation, industrial symbiosis) will be familiar to them.	1, 2, 3, 8, 10, 13, 15
	CLO9	People with Project/Program management skills, solid business acumen, analytical capabilities, and an ability to manage relationships are in short supply. In that, students understand reasons for not only retaining the people who are key in leading these initiatives, but also building a pipeline of talent that will fill the emerging gaps in capabilities that are starting to appear in the organization.	1, 2, 3, 4, 6, 7, 11, 13, 15
	CLO10	In many industries the balance of power has shifted from buyers to suppliers. Companies that have gotten into a weak position need to tackle the problem strategically. Students will learn how to tackle these circumstances. Improved negotiating skills for supply chain professionals and tactics to learn.	6, 7, 11, 13, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Assignment,, Final Exam
CLO2	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation	Oral Test, Presentation (Individual/group),, Case/ Content Analysis, Final Exam
CLO3	Lecture/ Interactive Discussion/reporting	Written exam, Report writing, Final Exam
CLO4	Lecture/ Interactive Discussion/ Multimedia Presentation/ Case Study	Oral Test, Presentation (Individual/group), Report writing, Case/ Content Analysis,, Final Exam
CLO5	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation	Oral Test, Presentation (Individual/group),, Case/ Content Analysis, Final Exam
CLO6	Lecture/ Interactive Discussion/reporting	Written exam, Report writing, Final Exam
CLO7	Lecture/ Interactive Discussion/ Multimedia Presentation/ Case Study	Oral Test, Presentation (Individual/group), Report writing, Case/ Content Analysis,, Final Exam
CLO8	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Oral Test, Written exam, Presentation (Individual/group), Assignment, Report writing, Case/ Content Analysis, Field Trip, Final Exam
CLO9	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation	Oral Test, Presentation (Individual/group),, Case/ Content Analysis, Final Exam
CLO10	Lecture/ Interactive Discussion/reporting/ Multimedia	Oral Test, Presentation (Individual/group), Assignment, Case/ Content Analysis, Field Trip,

	Presentation/ Case Study	Final Exam

Learning Materials	
Recommended Readings	1. Strategic Supply Chain Management: Creating Competitive Advantage and Value Through Effective Leadership 1st Edition, Kindle Edition, by Samir Dani (Author) , ISBN-13 978-0749478841 2. Supply chain management : strategy, planning, and operation / Sunil Chopra, Peter Meindl.—5th ed. p. cm. ISBN-13: 978-0-13-274395-2 (alk. paper) 3. Supply Chain Management: Processes, Partnerships, Performance - Douglas M. Lambert - Google Books
Supplementary Readings	1. The impact of supply chain relationships and integration on innovative capabilities and manufacturing performance: the perspective of rapidly developing countries: International Journal of Production Research: Vol 56, No 4 (tandfonline.com) 2. https://books.google.com.bd/books?id=eue8KAZ4mn4C&lpg=PP1&pg=PR14#v=onepage&q&f=false 3. Supplier Relationship Management: Benefits, Process & Strategies (mygreatlearning.com) 4. Making the most of circular economy | The Daily Star 5. Legal basis for circular economy transition | The Daily Star 6. What is industrial symbiosis? | Nordregio 7. Industrial_Symbiosis (europa.eu) 8. Supply chain management in the era of circular economy: the moderating effect of big data | Emerald Insight 9. https://www.researchgate.net/publication/347623674_Modern_Circular_Economy_Corporate_Strategy_Supply_Chain_and_Industrial_Symbiosis 10. The Influence of Supply Chain Performance and Motivation on Employee Performance (researchgate.net) 11. Employing the Learning Organization Concept for Assessing Supply Chain Collaboration Ability (researchgate.net) 12. A Supply-Chain Approach to Talent Management (researchgate.net) 13. SPAS_13_25.pdf (seaopenresearch.eu) 14. Microsoft Word - 4_Teg_Alam_499_Research_Communication_Dec_2011 (psau.edu.sa) 15. The Effect of Negotiation Practices on the Relationship between Suppliers and Customers (researchgate.net) 16. Elements That Motivate the Need for Effective SCM (pispl.in) 17. How to motivate supply chain/logistics staff? - Globalior 18. Supply disruptions and protection motivation: Why some managers act proactively (and others don't) - Bode - 2022 - Journal of Business Logistics - Wiley Online Library 19. Supplier Negotiations - An Opportunity to Improve Profits.pdf (hubspot.net) 20. How to Negotiate with Powerful Suppliers (hbr.org) 21. L1-11 Negotiations (1) | Robert ENEMMUOH - Academia.edu

Course Code: 0413 03 OSCM 3209	**Year:** Third	**Term:** Second
Course Title: Procurement Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s)	None	

Rationale	This course will help students to understand and apply a set of appropriate tools and techniques to assess sourcing options available. It also helps to realize the insides of procurement function in the supply chain design for an organization, including best practices and data-based decision making when managing sourcing, logistics, inventory management and total cost of ownership (TCO).. This course identifies sound approaches to sourcing activities that assess the commercial and technical capabilities of organizations for the sack of right choice of supplier

Course Contents		CLOs
Section A		
1	**Introduction to Purchasing and Supply Chain Management and Purchasing Process:** What is procurement management, similarities between procurement and supply-chain, role of procurement in supply chain,	1
2	**Purchasing Policies & Procedures:** Understand why purchasing policies are important, Understand the different types of purchasing policies, Understand the different types of purchasing procedures, Purchasing policy of ALDI for seafish	2
3	**Purchasing & Supply Management Organization:** Difference between purchasing and supply chain management, preferred customer matrix, How do companies organize their supply chain function	3
4	**Sustainable procurement :** Definitions Sustainable Procurement, Green Purchases, Economic and Socially Responsible (EaSR), Environmentally Preferable Products, 7 steps to build your sustainable procurement policy, the pillars of sustainable procurement?, the objective of sustainable procurement? types of sustainability , key factors of sustainability	4
5	**Supplier Selection and Evaluation :** What are the steps in the supplier evaluation and selection process?, Why Supplier Selection and Evaluation Matters, Traits of Potential Suppliers, the process of supplier selection, Ray Carter's 10 Cs of Supplier Evaluation	5
Section B		
1	**Supplier Management & Development: U**nderstanding of supplier management and development, Importance of supplier management, why is effective supplier management important?, 3 Supplier management strategies for organizations, 5 Important Steps in the Supplier Development Process	6
2	**Contract Management and Purchasing Law and Ethics:** The legal aspect of purchasing, contracts and purchase order are legally executed, essential for building purchase contact. difference between offer and non-offer, terms of an enforceable contract, importance of ethics in purchasing, electronic contract and signature.	7
3	**Purchasing Services:** Concept of purchasing, what is purchasing service, types and methods of purchasing, stages of purchasing processes, procurement vs. purchasing, role of IT in purchasing function.	8
4	**Supplier Measurement & Evaluation:** What is a supplier measurement system?, supplier evaluation system, Stages of supplier selection, 10 C's of supplier evaluation, Objective and need of supplier evaluation, Performance measurements and matrix, legal aspects of the electronic financial supply chain.	9

Course Learning Outcome s (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO 1	Understand the basic concept of purchasing and its management, role of efficient procurement in the supply chain system.	1, 2, 4, 6, 8, 10, 15, 16

	CLO 2	Realize the contribution of procurement policy for a sustainable supply chain system and its process.	1, 4, 8, 9, 12, 13, 16
	CLO 3	Conceptualize the necessity of organizing functions of supply chain management.	1, 3, 8, 9, 12, 13, 16
	CLO 4	Understand the necessity of sustainable procurement and the factors that need to be considered for sustainability in the supply chain procurement process.	1, 4, 6, 8, 10, 12, 14, 15
	CLO 5	Understand the necessary considerations for selecting competitive suppliers that have potential to add value in the supply chain management.	1, 2, 3, 7, 13, 14, 16
	CLO 6	Develop cognitive sense of effective supplier management and strategy for its organization.	1, 3, 4, 7, 11, 12, 13, 15
	CLO 7	Develop skill on preparing procurement contracts and some ethical issues in contract.	1, 3, 5, 8, 12
	CLO 8	Enhance understanding on the significance of purchasing service and the role of IT for its promptness for better customer satisfaction.	1, 12, 14, 15,16
	CLO 9	Develop understanding and skills of how and why suppliers performance is to measured and its contribution on supply chain competitiveness.	1, 4, 9, 11, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lectures, group discussions, presentations, problem solving, annual report analysis and scenario analysis.	Assignments, presentations, short essays, case studies, report preparation.
CLO2	Lectures, annual report analysis, problem solving and scenario analysis.	Oral exams, assignments, short essays, case studies, report presentation.
CLO3	Lectures, company visits to collect financial information, problem solving and scenario analysis.	Oral exams, financial information analysis and presentation.
CLO4	Lectures, company visits to collect financial information, problem solving and scenario analysis.	Written exams, oral exams and presentations.
CLO5	Lectures, compare financial information of different companies, problem solving and scenario analysis.	Written exams, oral exams, short essays, presentation of financial statement in appropriate format.

Learning Materials	
Recommended Readings	1. Procurement & Supply Chain Management, 9th ed. 9th Edition, **by** Kenneth Lysons **(Author), ISBN-13 978-1292086118**
Supplementary Readings	1. What is Procurement Management? - Key Steps and Roles | MSU Online (michiganstateuniversityonline.com) 2. The Difference Between Procurement and Supply Chain Management (kissflow.com) 3. (PDF) Purchasing and Supply Management (researchgate.net) 4. Chapter 3 Purchasing Policy and Procedures · PURCHASING AND SUPPLY CHAIN MANAGEMENT (gitbooks.io) 5. The Difference between Procurement & Supply Chain Management and Why the Two Should Converge - Supply Chain 24/7 (supplychain247.com)

	6. (PDF) Organising for Supply Chain Management (researchgate.net) 7. usd-sustainable-procurement-guidelines.pdf (sandiego.edu) 8. Sustainable procurement policy: Guidelines and tips (thematchainitiative.com) 9. Supplier Selection and Evaluation: How to Find And Work with The Right Suppliers | PLANERGY Software 10. Supplier Selection and Evaluation: How to Find And Work with The Right Suppliers | PLANERGY Software 11. 3 Supplier Management Strategies That Drive Results | NTS Unitek (nts-unitek.com) 12. Five Effective Methods for Selecting Suppliers in the Oil and Gas Industry - SIPMM Publications 13. legal aspects of purchasing (slideshare.net) 14. Legal Aspects of the Electronic Financial Supply Chain (theglobaltreasurer.com) 15. (PDF) The role of information technology in purchasing function (researchgate.net)

Fourth Year First Term		
Course Code: 0413 03 BA 4101	**Year:** Forth	**Term:** First
Course Title: Innovation and Change Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course has been designed to facilitate our student be capable of coping up with innovation driven practices and change management in managerial decisions in different organization.	

Course Contents		**CLOs**
Section A		
1	**Introduction:** Definition of Innovation Management, Product Service and Process Innovations, Incremental and Radical Innovations, Architectural and Modular Innovations. Innovation Adoption	1
2	**Creativity and Idea Management:** Definition of Creativity, Creative People, Ways to be Creative, Creativity Consulting, Idea Management Principles, Idea Management Types, Idea Management Challenges.	2
3	**Innovation Strategy:** Innovation Strategy in an ever-changing world, Disruptive Innovation	3
4	**Portfolio Management:** Portfolio Management, Intellectual Property, Tools for Portfolio Management.	4
5	**Implementing Innovation:** Stage Gate Models, Managing Innovation Projects, Teams, Key Elements of Team Success, Effects of social network structure on innovation	5
Section B		
1	**Concept of Change and Change Management:** Meaning of organizational change, Individual change vs. organizational change; nature and perspective of organizational change; planned vs. unplanned change	6
2	**Process of Organizational Change:** Phases of change management process; control of change management process	7
3	**Change Agent:** Meaning and Concept of change agents, Types of change agents, Role and competencies of a change agent, Change agent styles, Influence	8

	of the agents in the change management process	
4	**Resistance to Change:** Concept of resistance to change, Forms of resistance, Reactions to change, Techniques to overcome resistance	9
5	**Implementing Changes:** Types of change management strategies, Factors affecting the choice of a change strategy, Facilitating change, The role of leadership in change management	10

	Upon completion of this course the students will be able to:		**Mapping with PLOs**
Course Learning Outcomes (CLOs)	CLO1	Understand the meaning of innovation and innovation management; identify and differentiate between various types of innovation.	1, 2, 4, 9, 12, 15
	CLO2	Understand what creativity is and how individuals and groups become more creative: crucial knowledge for any manager that wants to excel in innovation, Understand the basic principles of idea management.	1, 2, 3, 4, 5, 6, 12
	CLO3	Understand how firms can shape their environment through disruptive innovations.	1, 2, 3, 4, 6, 8, 9, 10
	CLO4	Conduct portfolio management	2, 4, 8
	CLO5	Learn how innovation projects can be managed, how teams and social networks affect the development and the sharing of knowledge and innovation	1, 2, 3, 12, 13, 14, 15, 16
	CLO6	Understand organizational change, recognize how environmental events affect organizations and drive the need for continuous change	1, 2, 4, 9, 13, 16
	CLO7	Analyze change at the individual, group, and systemic levels, Evaluate and apply integrative models for assessing, diagnosing, and implementing the need for change	1, 2, 3, 4, 6, 8, 12, 15, 16
	CLO8	Identify the role of leaders and managers, change agents, and change recipients in various stages of organizational change	1, 2, 3, 6, 9, 10, 16
	CLO9	Manage resistance to change appropriately for sound organizational performance.	2, 3, 4, 6, 8, 9, , 15, 16
	CLO10	Comprehend the complexity of change within organizational cultures and systems	1, 3, 4, 11, 12, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture with PPT slides, Interactive Discussion	Quiz, Assignment, Final exam.

CLO2	Lecturers with PPT slides, articles summarizing, visit MNCs, identification of problem and solving the issues	Individual presentation, Assignment, Report writing, Field work, Final exam.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, and scenario analysis.	Quiz, Assignment, Report writing, Viva, Final exam.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class test, Group presentations, Report on organizational visit, Final exam.
CLO5	Class lecturers with PPT slides, articles summarizing, and problem solving, digital library and online resources.	Oral Test Individual presentation, Assignment, Field work, Viva, Final exam
CLO6	Class lecturers with PPT slides, group discussions, class presentations, Case-based teaching and discussion.	Class test, Individual presentation, Assignment, Final exam
CLO7	Class lecturers with PPT slides, articles summarizing, team activities using internet for information, class presentations, problem solving, and scenario analysis.	Class test, Individual presentation, Assignment, Field work, Final exam.
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and experiential exercises.	Quiz, Group report writing, Group presentation, Final exam.
CLO9	Lecture/Interactive Discussion/ reporting/ Case study	Assignment, Report writing, Case/Content Analysis, Final exam.
CLO10	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation	Oral Test, Presentation, Case/Content Analysis, Field work, Final exam.

Learning Materials	
Recommended Readings	1. Innovation Management and New Product Development by Paul Trott 2. Innovation Management by Jan Van Den Ende
Supplementary Readings	1. Innovation Management Effective Strategy and Implementation by Keith Goffin and Rick Mitchell 2. Lean Change Management by Jason Little 3. Change Management by Jeffrey M. Hiatt and Timothy J. Creasey To be provided by the course instructor

Fourth Year First Term		
Course Code: 0413 03 BA 4103	**Year:** Fourth	**Term:** First
Course Title: Data Science and Business Analytics		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to develop the ability to build and assess data-based models. Students will demonstrate skill in data management.	

Course Contents		CLOs
Section A		
1	**Introduction to data science:** What is data Science? Its importance in today's	1

	world, It's important in Modern Business.	
2	**Case study overview:** Real Life data science case studies- Cambridge Analytics	2
3	**Data Extraction:** What is data extraction, Types of data extraction and sources, How to extract data, Structured data, Unstructured data, How data extraction can help your business, The best data extraction tools.	3
4	**Data warehousing:** Source System Understanding, Future Data Requirement and Understanding, Designing and Developing Dimension Table, Designing and Developing Fact Table Designing and Developing ER Model	4
5	**Data Analysis:** Exploring data, exploring one dimensional data, Two dimension, many dimension, cleaning and merging, manipulating data, Rescaling, A/B Testing, Time series, Clustering	5
	Section B	
1	**Business Intelligence**: Tools of intelligence, Expert systems, artificial neural Networks, Evolutionary Algorithms, Hybrids and Other Techniques, Multi-Agent Systems, business Application	6
2	**Data Visualization:** The advantages and benefits of good data visualization, The different types of visualizations, data visualization and Big data, data visualization tools and software. Effectiveness of Visualization across Data Types**.**	7
3	**Filtering:** What is data Filtering? Data filtering tools and Applications,	8
4	**Database Design:** The database design process,Requirement analysis, Database Structure, Creating relationships between entities, Database normalization, Multidimensional data, Adding indexes and views, Extended properties.	9

	Upon completion of this course the students will be able to:		**Mapping with PLOs**
Course Learning Outcomes (CLOs)	CLO1	Learn about data science and its various aspects	1, 2, 4, 15
	CLO2	Learn about real life incidents in data science	1, 2, 4, 15
	CLO3	Learn the data extraction basics including how data extraction can help the business.	9, 12,
	CLO4	Learn the detailed process for collecting and managing data from varied sources to provide meaningful business insights.	9, 12,
	CLO5	Learn the practice of working with data to glean useful information, to make informed business decisions.	9, 12,
	CLO6	Learn the basics of Business Intelligence	1, 2, 4, 15
	CLO7	Learn to communicate complex data relationships and data-driven insights in a way that is easy to understand	9, 12, 14
	CLO8	Learn to choose a smaller part of the data set and using that subset for viewing or analysis	9, 12, 15
	CLO9	Learn the process of producing a detailed data model of a database.	9, 12, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Case study	Case Study, Class Test, Final Exam
CLO2	Case Study/ Interactive Discussion	Case Study, Final Exam
CLO3	Lecture/ Multimedia Presentation/	Assignment, Class Test, Final Exam.
CLO4	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO5	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO6	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO7	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.

CLO8	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.
CLO9	Lecture/ Multimedia Presentation	Assignment, Class Test, Final Exam.

Learning Materials	
Recommended Readings	1. Data Science from Scratch,(2019) First Principles with Python, by Juel Grus 2. Liebowitz, J. (Ed.). (2013). Business analytics: An introduction. CRC Press.
Supplementary Readings	1. Evans, J. R. (2017). Business analytics, England: Pearson. 2. Saxena, R., & Srinivasan, A. (2013). Business analytics: A practitioner's guide. New York, NY: Springer.

Fourth Year First Term		
Course Code: 0413 03 BA 4104	**Year:** Fourth	**Term:** First
Course Title: Sessional of Data Science and Business Analytics		
Course Status: Core (Sessional)		
Credit: 1.0		
Prerequisite(s): None		
Rationale	This course is designed to develop the ability to build and assess data-based models. Students will execute data analyses with professional software and demonstrate skill in data management.	

	Course Contents	CLOs
1	**Introduction to data science:** What is data Science? Its importance in today's world, It's important in Modern Business.	1
2	**Case study overview:** Data Science Case Studies in Retail, Data Science Case Studies in Entertainment Industry, Data Science Case Studies in Travel Industry, Data Science Case Studies in Social Media, Data Science Case Studies in Healthcare, Data Science Case Studies in Oil and Gas.	2
3	**Data Extraction:** Key Data Mining Tasks- Characterization and Discrimination, Prediction, Classification, Association Analysis, Outlier Analysis, Cluster Analysis, Evolution & Deviation Analysis.	3
4	**Data warehousing:** Expertise in Microsoft – SQL Data Warehouse -identifying Database entities from a given scenario, Understanding and designing system’s constraints from given scenario, Understanding the database table structure, Normalizing a database table. Use of AWS.	4
5	**Data Analysis:** Model based decision making, Decision modeling with spreadsheet, Risk analysis, Multiple goals, Sensitivity analysis, What if analysis, Simulation software.	5
6	**Business Intelligence**: Case Studies On How Business Intelligence And Data Science Work Together.	6
7	**Data Visualization:** Pie Chart, Bar Chart, Histogram, Area Chart Scatter Plot, Pictogram Chart, Timeline, Highlight Table, Bullet Graph, Profit Curves, Cumulative Response and Lift Curves, Network Diagram, Correlation Matrices. Use of Microsoft Power BI.	7
8	**Filtering:** Tracking Patterns, Classification, Clustering, Regression, Neural Networks, Decision Tree, K-Nearest Neighbor (KNN).	8
9	**Database Design:** Find and organize the required information, Divide the information into tables, Turn information items into columns, keys, Set up the table relationships, Entity relationship Diagram, Apply the normalization rules. Use of Microsoft Access and SQL Server.	9

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		Mapping with PLOs
	CLO1	Learn about data science and its various aspects	1, 2, 4, 15
	CLO2	Learn about real life incidents in data science	1, 2, 4, 15
	CLO3	Learn the data extraction software basics	9, 12,
	CLO4	Learn the use of software for collecting and managing data from varied sources.	9, 12,
	CLO5	Learn the use of software to work with data to glean useful information and make informed business decisions.	9, 12,
	CLO6	Learn about the relationship between data science and Business Intelligence.	1, 2, 4, 15
	CLO7	Learn to use software to communicate complex data relationships and data-driven insights in a way that is easy to understand	9, 12, 14
	CLO8	Learn to use software to choose a smaller part of the data set and using that subset for viewing or analysis	9, 12, 15
	CLO9	Learn to use software to create an effective database.	9, 12, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Interactive Discussion/ Case Study	Case/Content Analysis
CLO2	Interactive Discussion	Case/Content Analysis
CLO3	Interactive Discussion and Software Demonstration	Assignment and Viva
CLO4	Interactive Discussion and Software Demonstration	Assignment and Case Analysis
CLO5	Interactive Discussion and Software Demonstration	Assignment and Case Analysis
CLO6	Interactive Discussion and Software Demonstration	Case/Content Analysis
CLO7	Interactive Discussion and Software Demonstration	Assignment and Viva
CLO8	Interactive Discussion and Software Demonstration	Assignment and Case Analysis
CLO9	Interactive Discussion and Software Demonstration	Assignment and Viva

Learning Materials	
Recommended Readings	1. Data Science from Scratch, First Principles with Python, by Juel Grus 2. MS SQL Server
Supplementary Readings	1. A Practical Guide to Database Design by Rex Hogan 2. www.ibm.com/products/db2.database 3. Liebowitz, J. (Ed.). (2013). Business analytics: An introduction. CRC Press. 4. Evans, J. R. (2017). Business analytics (p. 656). England: Pearson. 5. Saxena, R., & Srinivasan, A. (2013). Business analytics: A practitioner's guide. New York, NY: Springer.

Fourth Year First Term		
Course Code: 0413 03 BA 4105	**Year:** Fourth	**Term:** First
Course Title: Strategic Management		
Course Status: Core		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to impart theoretical concepts for understanding the unique nature of strategic decision and its accuracy for sustainable business operation that are posed by unpredictable global business environment. It will help the students to develop the ability to think critically and strategically. It will also equip students with the strategic concepts they will need to know as we face issues such as climate change, global warming and energy availability.	

Course Contents		CLOs
Section A		
1	**Introduction:** Understand the benefits of strategic management, explain how globalization and e-commerce influence strategic management, Understand the basic model of strategic management, identify some triggering events that act as stimuli for strategic change, Use the strategic audit as a method of analyzing, business environment, Hierarchy of strategy.	1
2	**Environmental Scanning and Industry Analysis:** Environmental variables, identifying external strategic factors, competitive analysis, industry attractive analysis, strategic group and mapping, industry intelligence, forecasting, synthesis of external strategic factors (EFAS).	2
3	**Internal Scanning and Analysis:** Resourced based view of firm, approaches to internal scanning and analysis, value-chain analysis, Scanning the Internal Environment with Functional Analysis: structure, culture, resources, synthesis of Internal Strategic Factors– (IFAS).	3
4	**Strategy Formulation: Situation Analysis and corporate Strategy:** SWOT analysis, generating a strategic factors analysis summary (SFAS), finding a propitious Niche, reviewing the companies mission and objectives, Corporate Strategy in Single-Business firm and Multi-Business firm, generating a TOWS Matrix.	4
Section B		
1	**Strategy Formulation:** Business (competitive) and Functional Strategy: issues in competitive strategies, competitive tactics, and choosing business strategies. Sourcing of resources and capabilities of the functional areas; Strategies for improving functional synergy; Improving a company’s ability to attain superior efficiency, quality, innovation, and customer responsiveness	5
2	**Implementation:** Organizing for Action: Who implementation strategy; developing programs, budget and procedure; How is strategy to be implemented: fundamentals of organizing, structure follows strategy, stages of corporate development, organizations life cycle, advanced structure (matrix and network structure), fundamentals of Business process re-engineering, Managing corporate culture: TQM, MBO	6
3	**Evaluation and Control:** Evaluation and control in strategic management, Measuring performance: corporate, business and functional; problems in measuring performance; guideline for proper control	7
4	**Strategic Decision for Non-profit Organizations:** Why not-for-profit? Importance of revenue source: source of not-for-profit revenue; usefulness of strategic management concepts and techniques.	8

	Upon completion of this course, the students will be able to:		Mapping with PLO
Course Learning Outcomes (CLOs)	CLO1	Comprehend the importance of strategic management and the distinctive nature of strategy. Student will learn how the business environment shifts and influence decision. Explain the related challenges with strategic decision process.	1, 2, 7, 9, 12, 13
	CLO2	Learn how the external business environment can meticulously examine and its trickle-down effect on business operation.	3, 5, 8, 10, 13
	CLO3	Identify business firm's construable resources, uniqueness of culture and distinctive structure.	3, 7, 12, 15
	CLO4	Conduct situation analysis of business. It suggests strategic decision-making process and before generating feasible alternative strategies, manage need to revise existing mission and objective of the firm.	3, 8, 12, 13
	CLO5	Generate and select business and functional strategies: the strategies that determine a company's competitive advantage.	2, 7, 8, 10, 13
	CLO6	Explain why strategy implementation is more difficult than strategy formulation; discuss the importance of annual objectives and policies in achieving organizational commitment for strategies to be implemented; Explain why organizational structure is so important in strategy implementation.	3, 5, 10, 14
	CLO7	Understand the strategic control process.	5, 10, 11, 15
	CLO8	Identify the major difference between the profit-making organization and the not-for-profit organization and their effects on the strategic management process.	1, 2, 7, 12, 13, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture with PPT slides, Interactive Discussion	Quiz, Assignment, Final exam.
CLO2	Lecturers with PPT slides, articles summarizing, visit MNCs, identification of problem and solving the issues	Individual presentation, Assignment, Report writing, Field work, Final exam.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, and scenario analysis.	Quiz, Assignment, Report writing, Viva, Final exam.
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class test, Group presentations, Report on organizational visit, Final exam.
CLO5	Class lecturers with PPT slides, articles summarizing, and problem solving, digital library and online resources.	Quiz, Individual presentation, Assignment, Field work, Viva, Final exam
CLO6	Class lecturers with PPT slides, group	Class test, Individual presentation,

	discussions, class presentations, Case-based teaching and discussion.	Assignment, Final exam
CLO7	Class lecturers with PPT slides, articles summarizing, team activities using internet for information, class presentations, problem solving, and scenario analysis.	Class test, Individual presentation, Assignment, Field work, Final exam.
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and experiential exercises.	Quiz, Group report writing, Group presentation, Viva, Final exam.

Learning Materials	
Recommended Readings	1. Strategic Management and Business Policy, 13 Edition, Thomas L. Wheelen, J. David Hunger, Pearson. 2. John Pearce, Richard Robinson: Strategic Management, 13 Edition, McGraw-Hill Higher Education.
Supplementary Readings	1. Strategic Management, 9 Edition, Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, South-Western College Publications.

Fourth Year First Term		
Course Code: 0413 03 BA 4106	**Year:** Fourth	**Term:** First
Course Title: Sessional of Strategic Management		
Course Status: Core (Sessional)		
Credit: 1.0		
Prerequisite(s): None		
Rationale	Strategic Management is essentially a continuous process of identifying and describing the strategies of an organization, which managers use for achievement of better performance and gaining competitive advantage for the organization. This sessional course deals with the basic concepts in strategic management, covering some of the important theories and related examples associated with the topic.	

Course Contents		CLOs
1	**Environmental Scanning and Industry Analysis:** Identifying external strategic factors, competitive analysis, industry attractive analysis, strategic group and mapping, industry intelligence, forecasting,	1
2	**Internal Scanning and Analysis:** Resourced based view of firm, Approaches to internal scanning and analysis, value-chain analysis. .	2
3	**Strategy Formulation:** Situation Analysis and corporate Strategy, SWOT analysis, Resource based view of the firm, Reviewing the company's mission and objectives, Corporate Strategy in Single-Business firm and Multi-Business firm, Generating a TOWS Matrix.	3
4	**Strategy implementation:** Organizing for Action: Who implementation strategy; How is strategy to be implemented, Stages of corporate development, Organizations life cycle, Business process re-engineering; Managing corporate culture: TQM, MBO	4
5	**Evaluation and Control:** Evaluation and control in strategic management, Measuring performance: corporate, business and functional; problems in measuring performance; guideline for proper control	5

Course Learning	Upon completion of this course, the students will be able to:	**Mapping With PLOs**

Outcomes (CLOs)	CLO1	Design environmental scanning and industry analysis, Identify external strategic factors, competitive analysis, create strategic group and mapping, forecasting and synthesis of external strategic factors.	1, 8, 12
	CLO2	Relate resourced based view of firm, approaches to internal scanning and analysis, value-chain analysis, analyze internal environment with functional analysis- structure, culture, resources.	2, 5, 9, 10
	CLO3	Formulate situation analysis and corporate strategy: SWOT analysis, review the companies' mission and objectives, corporate strategy in Single-Business firms and Multi-Business firms.	3, 4, 8, 10, 16
	CLO4	Outline implementation of strategy; illustrate stages of corporate development, organizations life cycle, advanced structure (matrix and network structure), explain re-engineering; corporate culture, TQM, MBO	2, 5, 9, 12
	CLO5	Analyze evaluation and control in strategic management, Measure performance- corporate, business and functional; Identify problems in measuring performance and control.	3, 5, 7, 10, 15

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.	Quiz, Assignment, Report writing, Viva, Final exam.
CLO2	Lecture and Team Teaching	Quiz, Individual presentation, Assignment, Field work, Viva, Final exam.
CLO3	Problem-based Learning and Presentation	Quiz, Assignment, Report writing, Viva, Final exam.
CLO4	Lecture and Group Discussion, problem solving, and scenario analysis.	Quiz, Assignments, Report writing on organizational visit, Final exam.
CLO5	Articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz, Group report writing, Group presentation, Viva, Final exam.

Learning Materials	
Recommended Readings	1. Strategic Management and Business Policy, Thomas L. Wheelen, J. David Hunger, 13 Edition, Pearson. 2. Arthur A. Thompson , A.J. Strickland III, Crafting and Executing Strategy, 23 Edition, McGraw Hill, 2021.
Supplementary Readings	1. Exploring Strategy, Kevan Scholes, Gerry Johnson, 12 Edition, Pearson, 2020.

Fourth Year First Term		
Course Code: Comprehensive Viva II	**Year:** Fourth	**Term:** First
Course Title: Comprehensive Viva II		
Course Status: Core		
Credit: 1.0		
Prerequisite(s): None		
Rationale	The objective of Comprehensive Viva is to assess the overall knowledge of the students in the courses from their major area of specialization. This will prepare them for the job market. Verbal and non-verbal communication skills along with the body language will be improved by the Comprehensive Viva.	

Course Learning Outcomes (CLOs)	Upon completion of the thesis work, the students will be able to:		**Mapping With PLOs**
	CLO1	Increase the depth of knowledge on basic subjects	1, 2, 10
	CLO2	Improve verbal and non-verbal communication skill.	10, 12
	CLO3	Increase the readiness for oral examination in terms of dressing and body language	10, 12

Course Code: 0413 03 Fin 4111	**Year:** Fourth	**Term:** First
Course Title: Capital Budgeting		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale:	This course has been designed to orient the students with the selection process and appraisal technique of investment projects. In addition, after successful completion of this course, the students will be able to comprehend the techniques of cash flow estimations and use of those cash flows in the selection and appraisal process are also	

Course Content		**CLOs**
Section A		
1	**Investment problem and Capital Budgeting:** Investment decisions and owners' wealth maximization, Definition of capital budgeting, Stages in capital budgeting process, Importance of Capital Budgeting, Basic assumptions of capital budgeting, Classifying investment projects.	1
2	**Capital Budgeting Evaluation Techniques:** Classification of risk, payback-limitations and advantage, NPV and NPV profile, IRR, MIRR, PI, Equivalent annual charge, abandonment decisions, Comparing evaluation techniques.	1, 2
3	**Cash Flow Estimation and Risk Analysis:** Estimating cash flows, Identifying relevant cash flows, Introduction to project risk analysis, Techniques for measuring Stand-alone risk, Project risk conclusion, Incorporating project risk and capital structure into capital budgeting.	3, 6
4	**Capital budgeting for mutually exclusive projects:** Ranking project with size disparity, Changing cost of capital and reinvestment rate, Ranking project with time disparity, Time disparity with changing cost of capital and reinvestment rate, Replacement chains, Replacement chains with inflation.	3, 4
Section B		
1	**Project selection under conditions of risk:** Certainty equivalent method for risk adjustment, certainty equivalent value for a changing risk free rate, risk adjusted discount rate, comparing certainty equivalent and adjustment of discount rate.	6

2	**Advanced problems in capital budgeting under conditions of risk:** Variability in risk adjusted discount rate and certainty equivalent probability distribution, independent cash flows, perfectly correlated cash flows, variance for perfectly correlated and independent cash flows, comparing two projects using certainty equivalent methods.	6
3	**Lease financing:** Two parties of leasing, types of leasing, reasons for leasing, evaluation by lessee, evaluation by lessor.	2
4	**Capital rationing:** Reasons for capital rationing, capital rationing as management policy, model for capital rationing- single period and multi-period.	4
5	**Capital Budgeting for Multinational Firm:** Capital budgeting process, Cost of Capital, Repatriation VS. Reinvestment of profits.	1

Course Learning Outcomes (CLOs)	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Develop knowledge about fundamental concepts, methods and criteria with investment assessment.	2, 4
	CLO2	Financially calculate different types of long-term investment projects and to be able to critically question established investment calculations.	10, 12
	CLO3	Identify different types of decisions used in capital budgeting techniques.	13, 15
	CLO4	Understand investment assessment in the organization's collective management control.	9, 11
	CLO5	Evaluate various methods used and develop a comprehensive understanding of how to apply those methods to project decision making within organizations.	12, 15
	CLO6	Comprehend various methods to deal with risk connected with project decisions as well as handling situations with capital constraints.	10, 11, 12

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lectures, articles summarizing, group discussions.	MCQs, oral exam, Final exam.
CLO2	Class lectures, problem based learning, collecting real life data to evaluate projects and group discussions.	Assignments, data presentations, case studies, report writing, Final exam.
CLO3	Class lectures, articles summarizing, group discussions and problem solving.	Class test, assignments, case studies. Final exams.
CLO4	Class lectures, real life examples of organizations' investment assessment, class presentations and problem solving.	Presentations, case studies, Final exam.
CLO5	Class lectures, collecting financial data and analysis, group discussions, presentations and problem solving.	Class test, assignments, group presentations. Final exam.
CLO6	Class lectures, articles summarizing,	Class test, Assignments, presentations,

	situation analysis and problem solving.	developing case studies, Final exam.

Learning Materials	
Recommended Readings	1. Capital Budgeting: John C. Clerk, T. J. Hindelang, Robert E. Pritchard (3rd Edition). 2. Capital Budgeting and Financial Decisions: Neil Seitz and Mitch Ellison (3rd Edition).
Supplementary Readings	1. Capital budgeting: Theory and Practice: Peterson, P. P., &Fabozzi, F. J. (2002). 2. Financial Management: E. F. Brigham and M. C. Ehrhardt (10th Edition).

Course Code: 0413 03 Fin 4113	**Year:** Fourth	**Term:** First
Course Title: Financial Analysis and Control		
Course Status: Optional		
Credit:3.0		
Prerequisite(s): None		
Rationale	This course is aimed at revealing effective ways to give students a competitive advantage in an increasingly competitive market. Financial statements are relevant in the decision making process of many individuals as well as institutions. This course will enable students with the analytical skills necessary to succeed in their business career.	

Course Contents		CLOs
Section A		
1	**Introduction:** Definition, Scope, Purpose & Functions of financial statement analysis, Users of Financial statement, How financial statements are related with planning, financing and investing activities. Annual report and its contents.	1
2	**Comparative Financial Statement Analysis**: Year to year change analysis, index number trend analysis, common size statements, preparing common size statement, computation issues in calculating ratios, extreme observations, outliers and their treatment.	2
3	**Financial Planning**: What is financial planning, long term financial planning, ingredients of financial planning, plug variable, a simple economic planning model, percentage of sales approach, EFN and capacity usage, external financing and sustainable growth rate, determinants of sustainable growth rate. Mathematical problem solving.	3
4	**Capital structure and solvency:** Meaning of capital structure, and solvency, characteristics of debt and equity, financial leverage and motivation for debt, tax deductibility of leverage, financial leverage index financial leverage ratio, capital structure measures for solvency analysis, earning power measure, bankruptcy prediction models for manufacturing and non-manufacturing concerns .disclosures regarding risk and risk management. Analyzing credit risk. Z score calculations Mathematical problem solving.	4
Section B		
1	**Short term financial planning management**: Current asset introduction, securitization or factoring, important features of analyzing liabilities, short term liquidity and consequences of liquidity shortfall, measures of liquidity, limitations of current ratio, net trade cycle and calculating net trade cycle. Working capital estimation. Mathematical problem solving related to working capital assessment.	5
2	**Return on Investment**: Company performance measures, joint analysis, importance of Joint analysis, ROI relation , application of ROI, measuring	6

	managerial effectiveness, measuring profitability, measuring planning and control, components of ROI,RNOA, NOPAT, disaggregation of ROA and disaggregation of ROE and its implication. Mathematical problem solving.	
3	**Analyzing Financing Activities**: Liabilities classification, leases, operating lease and its features financial lease and its features, capital lease and its features, lease facts, lease amortization schedule, accounting and leasing, the incremental cash flow, Lease or buy decision, NAL calculation of lease. Mathematical problem solving.	7

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Define Financial Statement analysis and its importance and its relation with other business activities.	1, 2, 4, 13
	CLO2	Learn how to compare a company with its peers and industry, and features of statistical data set.	1, 2, 3, 13
	CLO3	Learn how to make financial forecasting	1, 2, 4, 12, 13
	CLO4	Understand the capital structure of a company and its solvency indicators.	1, 4, 9, 10, 12
	CLO5	Learn short term asset management techniques	1, 4, 9, 10, 12
	CLO6	Learn profitability analysis techniques	1, 4, 9, 10, 12, 16
	CLO7	Learn to analyze the financing activities of a firm through lease or other techniques,	1, 2, 12, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion Multimedia Presentation	Quiz Test, Final Exam
CLO2	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Presentation (individual/group), Assignment, Final Exam
CLO3	Lecture/Interactive Discussion Multimedia Presentation, Mathematical problem solving.	Quiz Test,,Assignment,Presentation (individual/group),Final Exam.
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Class Test Presentation (individual/group), Assignment,Final Exam.
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/, Mathematical problem solving	Class Presentation (individual/group), Assignment, Report writing, Final Exam.
CLO6	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation, Mathematical problem solving	Quiz Test, Class Participation, Presentation (individual/group), Assignment, Report writing
CLO7	Lecture/Interactive Discussion/ Multimedia Presentation, Mathematical problem solving.	Quiz Test, Assignment, Case/Content Analysis, Final Exam. Report Writing.

Learning Materials	
Recommended Readings	1. Financial Statement Analysis by K.R Subramanyam and John J Wild, 10th edition Mc-Graw Hill Publication 2. Analysis of Financial Statements by Leopold A Bernstein and John J.Wild, 5th Edition, Tata McGraw-Hill Education Pvt ltd.,2011, ISBN -13:978-0-07-0597103-5 3. Financial reporting and Analysis by Charles H. Gibson.) 8th edition, 4. Financial Planning & Analysis and Performance Management by Jack Alexander, 1st edition , Wiley Finance, ISBN-13: 978-1119491484 5. Techniques of Financial Analysis : A Practical guide to Measuring Business Performance, by Erich A. Helfert (Author) ISBN-13: 978-0786311200
Supplementary Readings	1. Analysis of Financial management by Robert C. Higgins , 10th edition, ISBN-13: 978-0078034688 2. Financial Analysis and Control by Dr. Suhas Mahajan and Dr. Atul Kulkarni, Nirali Publications, 2020. 3. Financial Management and Analysis by Frank J. Fabozzi and Pamela P. Peterson,2nd edition, ISBN-13: 978-0471234845

Course Code: 0413 03 Fin 4115	**Year:** Fourth	**Term:** First
Course Title: Investment and Portfolio Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to ensure that students are able to assess various aspects of marketable securities. The students are expected to create profitable portfolio of investments and evaluate their performance from the lessons of this course. As the investment environment is rapidly changing and different challenges have been emerged, the basic knowledge of investment analysis and portfolio management has become an essential requirement for the professionals of financial areas. Therefore this course has been designed embracing the basic aspects of the relevant subject area.	

Course Contents		CLOs
Section A		
1	**Introduction:** Concept of Investment, Investment Environment, Securities, Security markets, Financial Intermediaries, Investment Process: Five Steps- Set investment policy, Perform security analysis, Construct a portfolio, Revise the portfolio, Evaluate performance	1
2	**Buying and Selling Securities:** Order Size, Time Limit, Types of Orders-Market Orders, Limit Orders, Stop Orders, Stop Limit Orders; Margin Accounts, Margin Purchase, Short Sales, Securities Lending, Aggregation	2
3	**Securities and Markets:** Government Bonds,Corporate Bonds and Stock, Investment Companies and Mutual Funds, Options and Warrants, Forward and Future Contracts, The Financial Markets, Organized Exchanges for stock, bonds, options and future contracts	3
4	**Efficient Markets, Investment Value and Market Price:** Demand and Supply Schedule, Efficient Market Model, Observation about Efficient Markets, Testing Market Efficiency	4
Section B		
1	**Some Statistical Concepts:** Probability Distribution, Expected Value, Variance, Covariance, Coefficient of Correlation, Coefficient of Determination, The	5

	Characteristic Line, The beta coefficient, Residual Variance	
2	**Combining Individual Securities into Portfolio:** Individual Security Return and Risk, Portfolio Expected Rate of Return, Portfolio Variance, Combination Lines, Combination Line between a Risky Asset and a Risk-Free Asset	6
3	**The Capital Asset Pricing Model (CAPM):** Introduction and Assumptions of CAPM, Efficient Frontier, Capital Market Line (CML), Security Market Line (SML), Beta Calculation, Arbitrage Pricing Theory, Fama-French 3-factor Model	7
4	**Measuring Portfolio Performance:** The Need for Risk adjusted performance measures, The risk adjusted performance measures based on CAPM, The Jensen Index, Sharpe Index, Treynot Index, Pitfalls in risk adjusted performance measures.	8

	Upon completion of this course the students will be able to:		**Mapping with PLOs**
Course Learning Outcomes (CLOs)	CLO1	Understand the basics of investment environments and investment process	1, 4, 9
	CLO2	Identify the basic terms related to security trading in financial markets	1, 2
	CLO3	Recognize the trading of financial assets in the secondary security market	2, 4, 6, 9
	CLO4	Gather knowledge about some general principles of investment value and how it is related to market prices in an efficient market	2, 5, 9, 11
	CLO5	Interpret different statistical values that will help to make appropriate decisions regarding investments.	1, 4, 9
	CLO6	Construct portfolio of investments by determining their expected return and associated risks.	2, 4, 6, 15
	CLO7	Determine how various market factors impact the risk and return of the investments.	4, 6, 9
	CLO8	Evaluate the performance of a portfolio investment.	2, 4, 6, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion Multimedia Presentation	Quiz Test, Final Exam
CLO2	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Presentation (individual/group), Assignment, Final Exam
CLO3	Lecture/Interactive Discussion Multimedia Presentation, Mathematical problem solving.	Quiz Test,,Assignment,Presentation (individual/group),Final Exam.
CLO4	Lecture/Interactive Discussion/	Class Test Presentation (individual/group),

	reporting/ Multimedia Presentation/ Case study	Assignment,Final Exam.
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/, Mathematical problem solving	Class Presentation (individual/group), Assignment, Report writing, Final Exam.
CLO6	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation, Mathematical problem solving	Quiz Test, Class Participation, Presentation (individual/group), Assignment, Report writing
CLO7	Lecture/Interactive Discussion/ Multimedia Presentation, Mathematical problem solving.	Quiz Test, Assignment, Case/Content Analysis, Final Exam. Report Writing.
CLO8	Lecture/Interactive Discussion Multimedia Presentation	Quiz Test, Final Exam

Learning Materials	
Recommended Readings	1. Investments by William F. Sharpe, Gordon J. Alexander, Jeffery V. Bailey, 6th Edition
Supplementary Readings	1. Financial Management by Brigham, Gapenski and Ehrhardt, 2. Modern Investment Theory by R.A. Haugen 3. Francis J C: Investments- Analysis and Management, Prentice-Hall Inc. 1995 (onwards). 4. Really F K: Investment Analysis and Portfolio Management, Richard D Irwin Inc. 1995 (onwards). 5. Amiling F: Investments- An Introduction to Analysis and Management, Richard D Irwin Inc. 1995 (onwards).

Course Code: 0413 03 Fin 4117	**Year:** Fourth	**Term:** First
Course Title: Financial Derivatives		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	The course intends to make the learners efficient in managing financial derivatives. Firms engaged in dealing with financial derivatives to minimize risk. If financial derivatives are not managed properly, firms may experience adverse financial performance. Therefore this course is designed to provide an evocative understanding of management of financial derivatives.	

Course Contents		**CLOs**
Section A		
1	**Introduction:** Derivatives- Forward contracts. Future contracts. Options. Swaps and other derivatives. Types of traders.	1
2	**Forward Contracts:** Forward market, Participation. Forward quotations. Forward premium and discounts. Relationship between forward and spot price. Arbitrage argument. The market value of forward contract. Cost of carry.	2
3	**Future Contracts:** Future market. Clearing house. Positions. Open interest. Marking to market. Margin. Basis. Spreads. Return on futures. Financial futures. Hedging using future prices. Convergence of future prices to spot prices.	3
Section B		
1	**Swaps and the Evaluation of Credit Risk**: Interest rate swaps. Currency swaps and other swaps-design and valuation. Credit risk. Credit conversion factors.	4
2	**Options:** Definitions. Characteristics. Pricing relationship and graphical presentation of Options Payoffs. Warrants and Convertibles. Factors that affects	5

	prices of options. Upper bound and lower bound for options. Early exercises. Put call parity. Effect of dividend.	
3	**Trading Strategies Involving Options:** Spreads. Combinations, Introduction to Binomial trees for option pricing.	6,7

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the basics of management of financial derivatives	2, 4, 6, 8, 15
	CLO2	Understand the mechanisms of Forward Contracts	1, 2, 4, 6, 10, 12
	CLO3	Understand the contrivances of Future Contracts	2, 3, 4, 8, 12, 13, 16
	CLO4	Analyze credit risk and evaluate Swaps	2, 4, 6, 8, 12
	CLO5	Understand and evaluate options	2, 4, 6, 9, 10, 12
	CLO6	Perform trading of option, swaps and combinations	2, 3, 4, 6, 8, 9, 11, 13,
	CLO7	Learn and apply the option pricing	2, 3, 4, 6, 8, 10, 12, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation	Quiz Test, Final Exam
CLO2	Lecture/Interactive Discussion/ Reporting	Quiz Test, Presentation (individual/group), Assignment, Final Exam
CLO3	Lecture/Interactive Discussion/ Multimedia Presentation/ Case study	Quiz Test,,Assignment,Presentation (individual/group),Final Exam.
CLO4	Lecture/Interactive Discussion/ Reporting	Class Test Presentation (individual/group), Assignment,Final Exam.
CLO5	Lecture Multimedia Presentation/ Case study	Class Presentation (individual/group), Assignment, Report writing, Final Exam.
CLO6	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Participation, Presentation (individual/group), Assignment, Report writing
CLO7	Lecture/Interactive Discussion/ Reporting/ Multimedia Presentation/ Case study	Quiz Test, Assignment, Case/Content Analysis, Final Exam. Report Writing.

Learning Materials	
Recommended Readings	1. Kumar, S. S. S. (2007). Financial derivatives. PHI Learning Pvt. Ltd.
Supplementary Readings	1. Hull, J. C. (2003). Options futures and other derivatives. Pearson Education India.

Course Code: 0413 03 Fin 4119	**Year:** Fourth	**Term:** First
Course Title: Islamic Economics and Finance		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	In the modern world, many of the leading banks and financial institutes are starting Sharia based banking and Financing throughout the world. This course is designed to introduce, explain the core concepts of Islamic Economics system, and different tolls and mechanism of Islamic Finance.	

Course Contents		CLOs
Section A		
1	**Introduction:** Islamic Economics (IE), The Three Principles of IE, Factors of Production, the concept of Ownership, Islamic theory of capital	1
2	**Major Prohibitions-Riba, Gharar and Maysir:** The Prohibition of Riba, The Prohibition of Gharar, The Prohibition of Maysir, Prohibition of Interest in other cultures.	1
3	**Overview of Islamic Financial Institutions:** Types of Islamic Financial Institutions, Core Differences in philosophy and operation between Islamic FIs and Conventional FIs	1
4	**Partnerships and Equity Investment:** Sirkat, Concept of Musharaka, Important principles of Musharaka, Different types of Partnership, Structure of Musharaka & Diminishing Musharaka contract, Applications of Musharaka Mudaraba, Important principles of Mudaraba, Structure of Mudaraba contract, Mechanism and application of a Mudaraba Transaction	2
5	**Leasing (Ijara):** Important principles of an Ijara, Structure of an Ijara contract, Mechanism of an Ijara Transaction, Applications of Ijara contract	3
Section B		
1	**Sale-Based Islamic Finance:** Basic Rules for Sales, Trust Sales: Murabaha, Muazzal, Wadi‘a, Currency Exchange (Sarf), Same-Item Sale-Repurchase (‘Ina), Same-Item Trading in ‘Ina and Tawarruq, Cost of Funds: Interest-Rate Benchmarks, Viability of Islamic Benchmark Alternatives	4
2	**Derivative-Like Sales:** Prepaid Forward Sale (Salam), Conventional and Synthesized Forwards, Commission to Manufacture (Istisna), Down-Payment Sale (‘Urbun), Urbun as Call Option	5
3	**Islamic Securities (Sukuk):** Sukuk - a brief history, Definition and Derivation, Special Purpose Vehicle, Types of Sukuk, Sukuk al- Musharaka, Sukuk al-Mudaraba, Sukuk al- Ijarah, Redemption of Sukuk, Sukuk in Bangladesh.	6
4	**Islamic Co-operative Insurance:** Insurance in Islam (Takaful), Difference between Modern Insurance and Islamic Insurance, Islamic Insurance in Practice.	7

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand and explain the Islamic Economic system and Financing, its principles, and core characteristics.	4, 5, 7, 10
	CLO2	Understand and Explain the different Islamic Financing models and its application.	4, 8, 9, 10, 12, 13, 15
	CLO3	Understand and Explain the Islamic Securities and Bonds (Sukuk) as well as its application in Bangladesh	4, 9, 12, 13, 15
	CLO4	Learn and differentiate the Risk management (Insurance) of Islamic Economic with	4, 9, 10, 13

		Conventional views.	

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/Case study	Case, Assignment, Final Exam
CLO2	Lecture/Interactive Discussion/Case study	Quiz, Assignment, Class Test, Final Exam
CLO3	Lecture/Interactive Discussion/Case study	Class Test, Final Exam
CLO4	Lecture/Interactive Discussion/Case study	Presentation, Final Exam

Learning Materials	
Recommended Readings	1. Mahmoud A. El-Gamal, Islamic Finance- Law, Economics, and Practice, Cambridge University Press, 2006 2. Marifa Academy, Islamic Banking & Finance: Principles And Practices, 2014
Supplementary Readings	1. SyedaFahmida Habib, Fundamentals of Islamic Finance and Banking, Wiley, 2018 2. M.A. Mannan, Islamic Economics: Theory and Practice, Hodder and Stoughton, The Islamic Academy, Cambridge, 1986 3. Munawar Iqbal, Islamic Banking and Finance, Edward Elgar Publishing Limited, 2002 4. Hossein Askari, Zamir Iqbal, Abbas Mirakhor, Introduction to Islamic Economics, Wiley, 2015

Course Code: 0413 03 Fin 4121	**Year:** Fourth	**Term:** First
Course Title: Fintech and Digital Economy		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to introduce and explain the core concepts of Digital Economy and Fintech. In this era of digitalization one of the core success factors for future business leaders will be verse acquaintance with Fintech and Digital Economy as a whole.	

Course Contents		**CLOs**
Section A		
1	**Introduction:** Banking and the E-Book Moment, The scope of FinTech, Current Trends in Financial Technology	1
2	**FinTech Themes:**Collaboration in Bank Management, Global Compliance, Lending (Capital) in the 21st Century, The Next Big Innovation in FinTech– Identity, Tech Giants Becoming Non-Bank Banks, Design– User Experience (UX) in FinTech.	1
3	**FinTech Hubs:** Nurturing New FinTech Communities, La (French) FinTech Connection, The Journey Towards an Integrated FinTech Ecosystem– The Netherlands, Luxembourg, a Future FinTech Hub, Vienna as the No. 1, FinTech Hub in Mobile Payments, India's FinTech Ecosystem, Singapore, the FinTech Hub for Southeast Asia, FinTech in Bangladesh	1
4	**Emerging Markets and Social Impact:** FinTech– The Not So Little Engine That Can, The Rise of the Rest in FinTech, Smartphones, FinTech, and	1

	Education– Helping the Unbanked Reach Financial Inclusion, Bangladesh and the Pyramid of Opportunity	
5	**FinTech Solutions:** The Path Forward for B2B Supply Chains, Payments and Point of Sales (POS) Innovation, Predictive Algorithms, FinTech Solutions in Complex Contracts Optimization, Behavioural Biometrics, Ultra-Fast Text Analytics in Trading Strategies, Regulated Crowdfunding Ecosystems, FinTech Innovation for Wearables	2
	Section B	
1	**Capital and Investment:** Investment and Capital, Angel Investing, Crowdfunding and Marketplace, The Digital Investment Space, Leading the Way with an Investor, To Crowdsource a Hedge Fund	3
2	**Crypto-currencies and Blockchains**: FinTech vs Digital Currency– Convergence or Collision, Blockchain and Crypto-currencies	4
3	**The Future of FinTech:** The Future of Financial Services, Banking on Innovation Through Data, Banks Partnering with FinTech Start-ups, The Rise of BankTech, Eliminating Friction in Customers' Financial Lives.	5

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand and explain the Digital economic environment, its scope and social impact	2, 4, 8, 11
	CLO2	Understand, Explain and analyze the different options of FinTech Solutions.	1, 4, 8, 9
	CLO3	Describe the operation and application of Capital and Investment in FinTech Environment.	1, 2, 9, 11
	CLO4	Analyze and describe the operation of Crypto currency and Blockchain.	1, 4, 8, 11
	CLO5	Comprehend the future and prospects of FinTech.	1, 2, 4, 8, 9, 11

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/Case study	Case, Assignment, Final Exam
CLO2	Lecture/Interactive Discussion/Case study	Quiz, Assignment, Class Test, Final Exam
CLO3	Lecture/Interactive Discussion/Case study	Class Test, Final Exam
CLO4	Lecture/Interactive Discussion/Case study	Presentation, Final Exam
CLO5	Lecture/Interactive Discussion/Case study	Case, Assignment, Final Exam

Learning Materials	
Recommended Readings	1. Susanne Chishti & Janos Barberis, The FinTech Book, Wiley
Supplementary Readings	1. Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M., Disrupting finance: FinTech and strategy in the 21st century. Springer Nature.

Course Code: 0413 03 Mkt 4113	**Year:** Fourth	**Term:** First
Course Title: Digital Marketing		
Course Status: Optional		
Credit: 3.0		

Prerequisite(s): None	
Rationale	This course is an initiative designed to educate students in the area of Digital Marketing. Digital Marketing and Social Media have transformed marketing and business practice across the globe. This course provides an understanding of the ever evolving digital landscape and examines the strategic role of digital marketing processes and tools in designing the overall Marketing strategy and the Digital Marketing Plan. It explores the challenges of Interactive media, the online market place, and the creative challenges of communicating and retention strategies of customers through these media, the main search engines and the future trends in digital marketing.

Course Content		CLOs
Section A		
1	**Marketing In The Digital World:** The digital environment, Digital transformation, Programmatic marketing, Artificial intelligence, Virtual and augmented reality, Digital market, Online buying behavior, Privacy.	1
2	**Marketing Goes Digital:** Introduction, Personalization, Viral marketing, paid, Earned, Owned; Content Marketing, Attribution, IMC, Gaming, Legal consideration, Digital marketing objectives, Strategic digital marketing.	2
3	**Website Development:** Introduction, Web presence ownership, Management and development, Usability, The Basics, Content development, Managing B2B and B2C websites.	3
4	**Search engine optimization:** Introduction, How do search engines work, Keyword selection, On-Site and off-site optimization, Strategic search engine optimization, Paid search.	4
Section B		
1	**E–commerce:** Introduction, Multi-channel retailing, Fulfillment, Comparing shopping engines, E-Marketplace and third party shopping websites, E-Commerce website.	5
2	**Advertising Online:** Traditional vs Online advertising, Programmatic advertising, Objectives and management, Online ad formats, Search advertising, Network advertising, Landing pages, E-Mail marketing.	6
3	**Content strategy and User Experience (UX):** What is content and content marketing, Why content marketing, People and process for creating content, Introducing user experience (UX), Digital transformation.	7
4	**Social Media Marketing:** Introduction, Types of social media, Blogging, Consumer reviews and ratings, Social networking, Social sharing, Social media services and support, Strategic marketing in social media, Measure and monitor.	8

Course Learning Outcomes (CLOs)	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Understand the digital world, its nature and environment. Oriented with artificial intelligence, virtual and augmented reality.	1, 2, 4, 10, 15
	CLO2	Understand the emerging transmission of the marketing arena from traditional to the digital trajectory.	1, 4, 15
	CLO3	Explain the process and management of website building and the concept of B2B and B2C websites.	3, 4, 15

	CLO4	Narrate the mechanism of search engine, optimizing search engine both on-site and off-site.	4, 10, 15
	CLO5	Illustrate the concept of e-commerce, compare shopping engines.	4, 12, 15
	CLO6	Differentiate traditional advertising from digital advertising. Understand the management of digital promotional activities including network advertising, e-mail marketing.	4, 15, 16
	CLO7	Describe the content development and management strategy along with the concept of user experience and digital transformation.	4, 12, 16
	CLO8	Understand the concept of social media marketing. Explore different platforms of social media marketing. Develop the social media marketing campaign program.	2, 12, 16

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecturers, group discussions	Class tests, assignments, MCQs, final exams
CLO2	Class lecturers, articles summarizing, group discussions, case studies.	Class tests, assignments, case studies, final exams.
CLO3	Class lecturers, group discussions, lectures from industry experts, role playing.	Assignments, case studies, Presentations, final exams.
CLO4	Class lecturers, group discussions demonstration, professional meet.	Assignments, case studies, presentations, final exams.
CLO5	Class lecturers, articles summarizing, group discussions.	Class Tests, assignments, final exams.
CLO6	Class lecturers, industry visit, role playing.	Assignments, presentations, final exams.
CLO7	Class lecturers,group discussions, content development workshops.	Assignments, presentations, case studies, final exams.
CLO8	Class lecturers, fieldwork, group discussions, presentations, professional meet.	Class tests, oral exams, assignments, presentations, final exams.

Learning Materials	
Recommended Readings	1. Charlesworth, A. (2014). Digital marketing: A practical approach. Routledge. 2. Kingsnorth, S. (2022). Digital marketing strategy: an integrated approach to online marketing. Kogan Page Publishers.
Supplementary Readings	1. Charlesworth, A. (2014). An introduction to social media marketing. Routledge. 2. Kartajaya, H., Kotler, P., &Hooi, D. H. (2019). Marketing 4.0: moving from traditional to digital. World Scientific Book Chapters, 99-123. 3. Rana, N. P., Slade, E. L., Sahu, G. P., Kizgin, H., Singh, N., Dey, B., &Dwivedi, Y. K. (2020). Digital and Social Media Marketing. Springer.

Course Code: 0413 03 Mkt 4115	**Year:** Fourth	**Term:** First

Course Title: Integrated Marketing Communication	
Course Status: Optional	
Credit: 3.0	
Prerequisite(s): None	
Rationale	Advertising, promotions, and marketing communications are integral components of marketing. This course is designed to specialize the Marketing students to understand the elements of integrated marketing communication and to enable them to use the marketing communication and promotional campaign tools i.e., advertising, personal selling, direct marketing, sales promotion, and all other forms of marketing communication effectively.

Course Content		**CLOs**
Section A		
1	**Introduction and Corporate Brand:** The Marketing Communication Process, Integrated Marketing Communication (IMC), The Extended Promotional Mix, The IMC Planning Process, Trends Impacting IMC, Corporate brand & role of Advertising.	1
2	**Promotion Opportunity Analysis:** Scanning for Market opportunity, Developing Promotion Opportunity Analysis, Communication Market Analysis, Establishing Communication Objectives, Communication Budget Preparation, Promotional Strategies, Tactics for implementing Advertising Strategies	2
3	**Advertising Management**: In-house Vs Agency works, Evaluation Criteria for Agency, Possible Conflict of Interest, Factors impacting advertising budget, Theoretical Frameworks of Advertising Budgeting - Marginal Analysis and Sales Response Methods, Advertising Budgeting Approaches - Top-Down Approach and Build-up Approach, Share of Voice and Ad Spending	3
4	**Advertising Design:** Creativity in Advertising, The Creative Process - Walla's & Young's Model, Inputs to Creative Process, Creative Strategy Development, Ad Campaign, The Creative Brief, Advertising Appeal – Logical/information, Emotional Appeal, Moral Appeals, Humor Appeal, Scarcity Appeal, Sex Appeal, Music Appeal, Fear Appeal.	4
5	**Message Strategy and Execution Framework:** Different Creative Execution Styles – Animation, Slice-of-life, Dramatization, Testimonial, Fantasy, Demonstration and Straight Sell. Jingles, Brand Presentation in Advertising, message source Characteristics, Creative Tactics for Print Advertising, Creative Tactics for TV Advertising and Ad Production.	5
Section B		
1	**Media Strategy**: Media Planning & its challenges, Locational Considerations, Using Brand and Category Analysis (BDI, CDI) Scheduling Methods – Continuous, Fighting & Pulsating, Factors affecting Frequency of Communication, Evaluating relative cost of media using CPM & CPRP, Nielsen Ratings, Recency Theory, use of the traditional media.	6
2	**Other Promotional Tools:** Sales promotion, Types of Consumer & Trade Promotion, Publicity and corporate advertising, Public relations, New Role of PR, PR Functions & Advantages, Personal Selling, Relevance of Personal Selling in IMC, Events Sponsorships, In-Store Marketing, Point-of-Purchase (POP) Communications, Brand Communities.	7
3	**Alternative Advertising:** Buzz Marketing, Guerrilla Marketing, Product Placements & Branded Entertainment, Lifestyle Marketing, Direct marketing, Internet and interactive media, E-Active Marketing and Exploitation of social media & emerging media.	8

4	**Evaluating an Integrated Marketing Program:** Measuring the effectiveness of the IMC program, Message Evaluation, Evaluation Criteria, Behavioural&Audience Evaluation, Evaluation Techniques.	9
5	**Intercultural operations**: Evaluating the social, ethical and economic aspects of advertising and promotion, Common areas of ethical breach, Case Study, Ways to prepare ethically responsible Advertising.	10

	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
Course Learning Outcomes (CLOs)	CLO1	Describe the Integrated Marketing Communication process and changing nature of the marketplace.	4, 12
	CLO2	Illustrate the steps of Promotion Opportunity Analysis for devising effective advertising strategy.	4, 10, 16
	CLO3	Explain the Advertising Management process for achieving marketing goals.	4, 12, 16
	CLO4	Describe the process and theories of Advertising design.	3, 4
	CLO5	Describe the Message Strategy and Execution framework.	3, 6, 14
	CLO6	Understand the issues and challenges of Media Strategy and explore support tools for effective result to achieve IMC goals	3, 4, 14
	CLO7	Describe the role of additional Promotional Tools in IMC for greater effectiveness.	4, 16
	CLO8	Narrate need and application of Alternative advertising avenues	4, 16
	CLO9	Explain the measures of evaluating IMC program	4, 12
	CLO10	Describe the social and ethical aspects of Advertising.	8, 15

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecturers, Group discussions, case studies.	Class tests, assignments, MCQs, Case studies, final exams.
CLO2	Class lecturers,Group discussions, case studies.	Assignments, Presentation, MCQs, Case studies, final exams.
CLO3	Class lecturers, Group discussions, case studies	Class tests, Case studies, final exams
CLO4	Class lecturers, Group discussions, role playing	Assignments, individual and group Poster presentation, final exams
CLO5	Class lecturers, role playing, Group discussions, case studies.	Written exams, Assignments, final exams.
CLO6	Class lecturers, case studies, industry visit	Written exams, Oral exam, Assignments, final exams.
CLO7	Class lecturers, Group discussions, lectures	Class tests Assignments, Presentation, Case

	from industry experts.	studies, Poster presentation, final exams.
CLO8	Class lecturers, Field work, Group discussions and Presentation	Written exams, Oral exam, Assignments, Case studies, Presentation, final exams
CLO9	Class lecturers, Group discussions, Case Studies	Class tests, Oral Exam, Assignments, Poster presentation, Presentation, final exams
CLO10	Class lecturers, Group discussions, Audio-Visual Aids, Case Studies, Field Visit	Class Tests, MCQs, Case studies, Poster presentation, final exams.

Learning Materials	
Recommended Readings	1. Clow, K. E. (2013). Integrated advertising, promotion and marketing communications, 4/e. Pearson Education India. 2. Belch, G. E., & Belch, M. A. (2004). Advertising and promotion: An integrated marketing communications perspective 6th. New York: McGraw-Hill.
Supplementary Readings	1. Evans, D., Bratton, S., & McKee, J. (2021). Social media marketing. AG Printing & Publishing. 2. Shaver, M. A. (2010). Digital Advertising by Andrew McStay: Basingstoke, UK: Palgrave Macmillan, 2010. ISBN: 978-0-230-22241-0 (paperback), 274 pp. 3. Moriarty, S., Mitchell, N. D., Wells, W. D., Crawford, R., Brennan, L., & Spence-Stone, R. (2014). Advertising: Principles and practice. Pearson Australia.

Course Code: 0413 03 Mkt 4117	**Year:** Fourth	**Term:** First
Course Title: Agricultural Marketing		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course covers basic concepts and economic principles related to markets for agricultural products from the farm to the consumer's table. The course applies basic economic principles to analyze current issues in agricultural marketing.	

Course Contents		**CLOs**
Section A		
1	**Agricultural Marketing, Markets and Market Structure:** Concept, definition and scope of agricultural marketing, market, and market structure; Differences in Marketing of Agricultural and Manufactured Goods; Components, dimensions, and classification of markets; Components and dynamics of market structure; Market forces – demand and supply; Price determination in simple market model.	1
2	**Marketing Function in Agricultural Marketing:** Meaning and classifications; Packaging, transportation, grading and standardization of agricultural goods; Storage and warehousing; Processing and value addition.	1, 4
3	**Marketing Agencies, Institutions and Channels:** Definition of marketing agencies, institutions, and channels; Factors affecting the length of marketing channels; Objectives and history of marketing channels; Meaning and characteristics of contract farming.	1, 3
4	**Government Intervention and Role in Agricultural Marketing:** Characteristics of traditional and modern agricultural marketing system; Regulation in agricultural marketing; Recent initiatives taken by the government for improving agricultural marketing; Quality control and management by the government.	1, 5

5	**Prices over Space, Time, and Form:** Basic model of pricing; Spatial pricing; Two-period model of storage; Model of commodity futures and its application; LOP model of blending and grading; T-period model of storage model with uncertainty and no uncertainty; Convenience yield.	2, 4
6	**International Trade in Agriculture:** Opportunity cost of production; Absolute advantage does not matter; Trade between countries; Balanced trade; Creative destruction; Exchange rates in trade; Barriers to trade; The mathematics of international market equilibrium and exchange rates.	3
7	**Strategic Price Setting and Creative Pricing Schemes:** Per-consumer demand curve; Perfect price discrimination; All-or-nothing and trigger pricing; Two-part pricing; Second-degree price discrimination; Third-degree price discrimination; Bundling and required tie-in sales; Game theory in agricultural marketing; The one-shot and repeating price-setting game; The Cournot model of imperfect competition; Pricing to eliminate rivals.	2, 4
	Section B	
1	**Marketing of Farm Inputs:** Theory of determination of input prices; Supply and demand of chemical fertilizers; Fertilizer subsidy, Marketing for fertilizers; Seeds production and supply, Production, and consumption of pesticides; Electricity, fuel and farm machinery marketing.	2, 4
2	**Cooperation and Cooperatives in Agricultural Marketing:** Meaning, principles, motives, and characteristics of cooperation; meaning, functions, types, and characteristics of cooperative marketing; Cooperative organizations in Bangladesh.	3, 5
3	**Market Integration, Efficiency and Price Spread:** Meaning, types, and degree of market integration; Measurement of market integration, Marketing efficiency, costs, margin, and price spread; Computation of market spread; Limitations of price-spread studies.	1, 2
4	**Training and Research in Agricultural Marketing:** Training in agricultural marketing; Research in agricultural marketing; Necessity and areas of marketing extension; Data sources in agricultural marketing; New emerging problems in agricultural marketing.	5
5	**Marketing Margins in Vertical Supply Chains:** Demand for differentiated products; Equilibrium pricing; Model entry and simulation; Two-stage budgeting; Marginal utility and marginal outlay; Sensitivity analysis.	4
6	**Basic and Advanced Price Analysis:** Opportunity costs of production and consumer value; Perfectly and imperfectly competitive market; A general theory of prices; Elasticity of demand and supply in the long and short run; Equilibrium displacement and general equilibrium model; The monopoly model; Monopolistic competition.	2, 4
7	**Consumer Behavior and Research:** Models of consumer behavior; Maslow's need hierarchy theory; Means-end chains; Consumer attitudes and intention; Types of consumer research and data; Steps in consumer research; Methods for measuring value-chains, attitudes, preferences and willingness-to-pay.	5

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Analyze the structure of the marketing system of agricultural and food products and assesses its effectiveness and efficiency. Analyze the quality strategy in the food supply and handle the quality dimensions at participant and supply chain level in the context of a customer-oriented structure.	4, 8, 9, 12, 16

	CLO2	Interpret the changes in agricultural and food price formation, analyze and make predictions about the prices and evaluate pricing systems and strategies.	4, 9, 13
	CLO3	Understand the transnational form of the trade of agricultural products and food, interpret the basic functions and activities in international markets and plan an exporting activity.	3, 10, 14, 16
	CLO4	Identify and analyze the marketing issues of specific agricultural and food at world supply chain level. Interpret and handle the behavioral issues of consumers of agricultural products and food, by using the appropriate market research methods.	2, 4, 7, 9, 12, 15
	CLO5	Understand the relationships of agricultural marketing with environment and society and handle the critical issues of these relationships. Interpret and evaluate the response of the marketing of agricultural products and food in certain policy regulations.	1, 6, 8, 14, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Problem-based Learning	Class Test and Quiz, Final Exam
CLO2	Case Study and Real-life Scenario Analysis	Assignment, Final Exam
CLO3	Lecture and Group Discussion	Poster Presentation, Final Exam
CLO4	Lecture and Scenario Analysis	Class Test, Quiz and Term Paper, Final Exam
CLO5	Article Summarizing and Lecture	Debate, Presentation and Quiz, Final Exam

Learning Materials	
Recommended Readings	1. Acharya, S. S., & Agarwal, N. L. (2015). Agricultural Marketing in India (5th Ed.). Oxford & IBH Publishing Co. Pvt. Ltd. ISBN: 978-8120417557. 2. Norwood, F. B., Lusk, J. L., Peel, D. S., & Riley, J. M. (2021). Agricultural Marketing and Price Analysis (2nd Ed.). Waveland Press. ISBN: 978-1478646907.
Supplementary Readings	1. Kohls, J. N., &Uhl, R. L. (2015). Marketing of Agricultural Products (9th Ed.). Pearson India Education. ISBN: 978-9332556966. 2. Sharma, P. (2022). Agricultural Marketing Management. Genetech. ISBN: 978-8189729295. 3. Vercammen, J. (2011). Agricultural Marketing: Structural Models for Price Analysis (1st Ed.). Routledge. ISBN: 978-0415480437.

Course Code: 0413 03 Mkt 4119	**Year:** Fourth	**Term:** First
Course Title: Services 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:** Definition of service; service industry; importance of studying service marketing, marketing relevant differences between goods and services; differences among services, some marketing implications; the service marketing mix; marketing services vs. marketing goods through services.	1
2	**Consumer behavior in service encounter:** customers interact with service operations; the purchase process for service involves multiple steps; customer need and expectations; difficulty in service evaluations; service as a system.	2
3	**Positioning service in competitive markets:** Focus underlies the search for competitive advantages; market segmentation and focus strategies; Positioning – its role, developing positions for service; competitive positions can be changed.	3
4	**Creating the service product:** Planning and creating services; identifying and classifying supplementary services; planning and branding service products; new service development.	4
5	**Pricing and revenue management:** Objectives and foundations for setting prices; cost based pricing; value based pricing; competition based pricing; revenue management; putting service pricing into practice.	5
Section B		
1	**Designing the communication mix for services:** Marketing communication tasks; service vs. goods: implications for communications strategies; setting communication objectives; the service marketing communication mix; branding services.	6
2	**Distributing services:** Distribution in service contexts; types of contact – options for service delivery; decisions about place and time; the role of intermediary; internationally distributed services.	7
3	**Designing service delivery Process:** Service blueprinting; service process redesigning Managing customer participation; managing customer waits; managing problem of customer misbehavior or non-cooperation; customer relationship management.	8
4	**Managing firms' physical environment:** Strategic roles of physical evidence; the development of service scapes; specific tactics for service atmospheres; design considerations for high contact vs. low contact firms.	9
5	**Defining and measuring service quality:** definitions of service quality; diagnosing failure gaps in service quality; measuring service quality: SERVQUAL; service quality information system.	10
6	**Service failure and recovery strategy:** Critical incidents; types of service failures; customer complaining behavior; the art of service recovery; evaluating recovery efforts.	11

Course Learning Outcomes (CLOs)	Upon completion of this course; the students will be able to:		**Mapping With PLOs**
	CLO1	Comprehend the importance of service industry and distinctive nature of service. Understand the related challenges with marketing of services.	1, 3, 5, 7, 8, 9, 11
	CLO2	Comprehend the significance of service encounter stage in	1, 2, 6,

		creating satisfactory service experience and difficulty in service evaluation.	7, 9, 10, 11, 12
	CLO3	Explain the basic positioning strategies and the key concepts underlying competitive positioning strategy for services.	1, 5, 8, 9, 10, 11
	CLO4	Describe service concept and its elements. Construct service flowchart. Describe the main approaches to designing new services.	1, 3, 5, 7, 8, 9, 11
	CLO5	Describe the three main foundations to pricing a service. Evaluate the impact of nonmonetary costs on customers' service evaluation. Understand how revenue management system improves profitability and ethical concerns about service pricing	1, 2, 4 5, 8, 9, 10, 11
	CLO6	Differentiate between the nature of communication in service and tangibles goods industry. Describe major roles and tools of service communication.	1, 2, 4, 6, 7, 9, 12, 15
	CLO7	Define distribution in service. Explain key factors influencing distribution decisions. Describe alternative strategies for service distribution.	1, 5, 8, 9, 10, 11, 14, 15,16
	CLO8	Analyze service delivery process. Construct service blueprint for effective service management. Categorize customer misbehavior and respond appropriately to manage those.	1, 3, 5, 7, 8, 9, 11, 16
	CLO9	Comprehend the significance of physical evidences in value creation. Describe the components of servicescape. Analyze design differences among different service processes. Develop servicescape for different types of services.	1, 3, 5, 7, 8, 9, 11, 15, 16
	CLO10	Discriminate between the concept of service quality and satisfaction. Apply SERVQUAL model of service quality measurement. Explain a service quality information system	1, 2, 6, 7, 9, 10, 11, 12, 15, 16
	CLO11	Describe consequences and types of service failure. Understand the art of service recovery.	1, 5, 8, 9, 10, 11, 15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Class test, Final examination.
CLO2	Lecture/ Interactive Discussion/ Multimedia Presentation	Quiz Test, Class test, Final examination.
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Viva, Final examination, Report writing,

CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study/ Problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Industry visit, Report writing, Presentation (group/Individual), Final examination
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study/ Articles summarizing,	Quiz Test, Presentation(individual/group), Assignment, Case/Content Analysis, Final examination. Report writing,
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/problem solving, and scenario analysis.	Quiz Test, Class Participation, Presentation(individual/group), Report writing, Field work, Final examination
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study/problem solving, and scenario analysis.	Quiz Test, Class Test, Role playing, /Presentation(individual/group), Market visit Final examination
CLO8	Lecture/Interactive Discussion// Multimedia Presentation/ Case study, articles summarizing,	Quiz Test, Assignment, Viva, Final examination
CLO9	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, industry visit, report writing, Presentation (group/Individual), Final examination
CLO10	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Viva, Final examination, Report writing,
CLO11	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study, articles summarizing,	Quiz Test, Class Test, Assignment, Viva, Final examination, Report writing,

Learning Materials	
Recommended Readings	1. Lovelock, C. H. &Writz, J. (2011). Services Marketing. Prentice Hall, Inc. 2. Zeithmal, V., Bitner, M. &GremlerD. 17th edition. Services marketing. Richard D. Irwin, Inc. 3. Hoffman, K. D & Bateson, J.U (2016). Services Marketing: Concepts, Strategies & Cases. Cengage Learning.
Supplementary Readings	1. Wirtz, J. (2017). Essentials of Service Marketing. Pearson Education. 2. Kotler, P. T., et al. (2017). Marketing for Hospitality and Tourism. Prentice Hall, Inc. 3. Berkowitz, E. N. (2017). Essential of Healthcare Marketing- With Access. Jones and Bartlett Publishers. 4. Andreasen, A. &Kotler, P. T. (2008). Strategic Marketing for Non-Profit Organizations. Prentice Hall. Inc.

Course Code: 0413 03 Mkt 4121	**Year:** Fourth	**Term:** First
Course Title: Neuro-marketing		
Course Status: Optional		
Credit:3.0		
Prerequisite(s): None		

Rationale	This course will provide the students with an introduction to some of the most basic methods in the emerging fields of consumer neuroscience and neuro marketing. Students will learn about the methods employed and what they mean. They will learn about the basic brain mechanisms in consumer choice, and how to stay updated on these topics. The course will give an overview of the current and future uses of neuroscience in business.

Course Contents		**CLOs**
Section A		
1	**What is Neuro-marketing All About:** Defining the field; Key concepts, methods and reasons for employing neuro science; Essential terminology of neuro marketing; Introducing the topic and how some specific studies provide key insights into what neuroscience has to offer in relationship with more traditional methods.	1
2	**Interdisciplinary Relations of Neuro marketing and Neuropsychology:** Integration of scientific disciplines; Interdisciplinary relationship with psychology, neuroscience, neuro economy, neuro-management and sensory marketing; Benefits of neuroscience; Prospects of neuro-marketing.	1, 2
3	**Attention, Consciousness and Sensory Neuro-marketing:** Functions of the brain; Key concepts in attention and consciousness; Defining sensory neuro marketing; Sense affecting consumers differently; Organizing communications to affect senses of the customers; Brain affecting senses; Assessing the use of senses.	2
4	**Emotions, Feelings, Wanting and Liking:** Relations between emotions and preference; Conscious and unconscious response; Response and motivation; Unconscious response affecting conscious response; Consciousness and rationalization; Methods of measuring feelings.	2, 4
5	**Learning and Memory:** Defining memory and types of memory; Purposes of different types of memory; Learning and consumer behavior; Factors affecting memory; Unconscious effect of memory in decision-making; Relations between brand equity and brain; Neuro-insight and its implications; Measurement of memory effects.	4
6	**Application of Neuro marketing in Communication with the Customer:** Nature and objectives of in-store and online communication; Classification of the forms of in-store communications; Retailer's marketing instruments as forms of communication; Visual merchandising techniques; New trends in in-store communication; Influencing online purchase decisions.	7
Section B		
1	**Multisensory Experiences in Digital Media:** Meaning of multisensory experiences; Experience as neural networks; Multisensory memory; Four emotional signal of brand; Technically generated multi sensor technology; Multisensory architecture of the future.	6
2	**Methods Used in Neuro marketing:** Neuro marketing methods; Neuro marketing measures from the body and the brain; Methods of measuring brain signals, blood flow, biometric signals, autonomic functions and somatic functions; Electrical measurement: Electroencephalography, Magnetic encephalography.	6
3	**Neuro ethics and Consumer Aberrations:** Ethics of neuro marketing; Aberrant consumer behavior; Digital dependencies of the customers; Ethical and legal aspects of neuro marketing; Neuro marketing and consumer neuroscience; Pathological gambling.	5
4	**Leveraging Neuroscience-Based Insights to Improve Customer Experience:** Using neuroscience to capture insights; Sophisticated customers and evolving customers; Translating insights to customer-centric experience.	3

5	**Application of Neuro marketing in Retailing, Merchandising and Services:** Merchandising, visual merchandising and sensory merchandising in retailing and services; Application of neuro marketing in visual merchandising and services; Behavioral studies in natural and simulated purchasing environment; Consumer and his/her senses in service marketing; Ambient variables.	3
6	**Beyond Neuro marketing: Future of Neuro marketing:** Advantages of neuro scientific methods over questioning; Neuroscience methods; Unconscious needs made visible through neuroscience; Finding out real customers through neuro marketing; Employee experience and brand perception by the customers; Retaining customer loyalty.	1, 3

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Know key methods and reasons for employing neuroscience to study consumers and communication effects.	2, 4, 8, 12, 15
	CLO2	Know key concepts in attention and consciousness. Understand how senses affect consumer and what are emotions and feelings.	2, 8, 13, 15
	CLO3	Decide on neuro marketing methods, techniques, research plans and objectives to measure the impact of merchandising, point of service conditions and in-store conditions on buying behavior and decision to do purchase.	1, 4, 6, 8, 13, 15
	CLO4	Understand how emotions, memory, and senses work; Introduce multiple kinds of memory and how memory effects can be measured.	4, 8, 9, 16
	CLO5	Know ethics of neuro marketing. Understand and explain the diversity of ethical issues related to neuro marketing. Understand the ethical code of neuro marketing and consider it in practical marketing.	3, 5, 8, 15, 16
	CLO6	Understand the difference between measuring brain and biometric signals. Decide on appropriate methods measuring brain and biometric signals according to research objective.	4, 8, 13, 15
	CLO7	Discuss the application of neuro marketing in in-store and online communications techniques.	1, 2, 7, 10, 14

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture and Article Summarizing	Class Test and Presentation, Final Exam
CLO2	Lecture and Interactive Discussion	Group Activity and Assignment, Final Exam
CLO3	Lecture and Scenario Analysis	Assignment and Presentation, Final Exam

CLO4	Lecture and Interactive Discussion	Quiz and Group Activity, Final Exam
CLO5	Lecture and Interactive Discussion	Class Test and Role Playing , Final Exam
CLO6	Case Study and Article Summarizing	Case Study and Term Paper, Final Exam
CLO7	Interactive Discussion and Lecture	Poster Presentation and Debate, Final Exam

Learning Materials	
Recommended Readings	1. Briesemeister, B. B., & Selmer, W. K. (2022). Neuromarketing in Business: Identifying Implicit Purchase Drivers and Leveraging them for Sales (1st Ed.). Springer. ISBN: 978-3658351847. 2. Horská, E., &Bercík, J. (2017). Neuromarketing in Food Retailing. Wageningen Academic Pub. ISBN: 978-9086863006.
Supplementary Readings	1. Bridger, D. (2017). Neuro Design: Neuromarketing Insights to Boost Engagement and Profitability (1st Ed.). Kogan Page. ISBN: 978-0749478889. 2. Genco, S. J. (2013). Neuromarketing for Dummies. For Dummies. ISBN: 978-1118518588. 3. Morin, C., &Renvoise, P. (2018). The Persuasion Code: How Neuromarketing Can Help You Persuade Anyone, Anywhere, Anytime. Wiley. ISBN: 978-1119440703.

Course Code: 0413 03 Mkt 4123	**Year:** Fourth	**Term:** First
Course Title: Brand Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	This course is designed to impart theoretical concepts for understanding the distinctive nature of service process and marketing strategies to cope with the challenges associated with creating and retaining long term relationship with service customers.	

Course Contents		CLOs
Section A		
1	**Brand and Brand Management**: What is Brand: Brands versus Products; why do brand matter? Can everything be Branded? Brand challenges and opportunities; the brand equity concept; strategic brand management process	1
2	**Customer-Based Brand Equity:** Brand equity for making a brand strong, sources of brand equity, building a strong brand: the four steps of brand building; creating customer value.	2
3	**Brand Positioning:** Identifying and establishing brand positioning: target market, nature of competition, Point of parity and difference; Positioning Guidelines: defining brand, communicating competitive brand position; positioning guidelines: defining and communicating the competitive, frame of reference, establishing POP and POD, updating positioning over time; Establishing Brand Mantras; internal Branding, Brand Audits.	3
4	**Choosing Brand Elements to Build Brand Equity:** Criteria for choosing brand elements; options and tactics for brand elements	4
Section B		
1	**Designing Marketing Programs to Building Brand Equity:** New perspectives on Marketing: Integrating marketing programs and activities, personalizing marketing, reconciling the new marketing approaches; product strategy: perceived quality and	6

	value, relationship marketing; Pricing strategy: consumer perception, contribution of price for establishing brand equity; channel strategy: designing a channel, different channels	
2	**Integrating Marketing Communications to Build Brand Equity**: Media environment, Marketing communication options, developing integrated marketing communication programs, conceptualizing the leveraging process, co-branding, licensing	7
3	**Developing a Brand Equity Measurement and Management system**: the brand value chain, designing brand tracking studies, brand equity management system	7
4	**Nation branding and country image: Opportunities and limitations (a media-centric approach):** Nations have always competed with each other, Complementary nation branding tools and techniques, Key concepts in nation branding, 3 key elements of branding theory, Nation branding attempts to reduce the identity-image gap, The facets of nation-brand identity, Image-formation factors, position a nation is a brand, Tourism for building national brand	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Define brand and brand equity, describe the main branding challenges and opportunities, identify the steps in the strategic brand management process.	1, 2, 13
	CLO2	Define customer-based brand equity explain the sources and outcomes of customer based brand equity.	2, 5, 10
	CLO3	Identify the components of brand positioning. Describe the guidelines in developing a good brand positioning, explain brand mantra and process of developing brand mantra	2, 7, 10, 14
	CLO4	Identifying the different types of brand elements. Describe key tactics in choosing brand elements, explain the rationale for “mixing and matching” brand elements.	5, 7, 13, 15
	CLO5	Identify some of the new perspectives and developments in marketing, describe how to enhance brand experience, explain the rationale for value pricing, list some channel options	2, 10, 11
	CLO6	Outline the major marketing communication options, describe some of the key tactical issues in evaluating communication options, identify the choice criteria in developing an integrated marketing communication program.	2, 7, 9, 11, 13, 14, 15
	CLO7	Outline the steps in conducting a brand audit, describe how to design, conduct and interpret a tracking study, describe the steps in implementing a brand equity management system.	2, 7, 11, 13, 14, 15
	CLO8	Comprehend the importance of nation branding, Explain the key concepts in nation branding,	1, 11, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation	Class Participation, Assignment, Final Exam
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Written Test, Class Participation,, Final Exam
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Case/Content Analysis,, Presentation (individual/group), Final Exam
CLO4	Lecture/ Interactive Discussion / reporting/ Multimedia Presentation/ Case study	Case/Content Analysis, Written Test, Class Participation, Assignment, Final Exam
CLO5	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Written Test, Class Participation, Presentation (individual/group), Final Exam
CLO6	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Case/Content Analysis, Class Participation, Assignment, Final Exam
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Case/Content Analysis, Class Participation, Presentation (individual/group), Assignment, Final Exam
CLO8	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Case/Content Analysis, Written Test, Class Participation, Assignment, Final Exam

Learning Materials	
Recommended Readings	1. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India. 2. Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., &Pervan, S. (2015). Strategic brand management. Oxford University Press, USA.
Supplementary Readings	1. Kapferer, J. N. (1994). Strategic brand management: New approaches to creating and evaluating brand equity. Simon and Schuster. 2. Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers

Course Code: 0413 03 HRM 4113	**Year:** Fourth	**Term:** First
Course Title: Industrial Relations		
Course Status: Optional		
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 Content		CLOs
Section A		
1	**Introduction to Industrial Relations:** Approaches to industrial relations:	1

	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.	
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.	3
4	**Collective Bargaining:** The nature of collective bargaining: Legislative framework; Functions; Content; The structure of collective bargaining.	4
5	**Employee Involvement and Participation:** Approaches to involvement and participation: Typology of forms; Pressures for participation; Management and union perceptions of involvement and participation.	5
	Section B	
1	**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.	6
2	**Pay and Working Arrangements:** Pay determination: Equity in pay; Arguments used in pay bargaining; Working arrangements: Productivity bargaining; New technology agreements.	7
3	**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.	8
4	**Industrial Relations in Bangladesh:** History of industrial relations in Bangladesh, Trade unionism in Bangladesh, Disputes settlement in Bangladesh, Labor policy, ILO and Bangladesh.	9

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Explain industrial relations, apply wider approaches to industrial relations, and compare economic, social and political environments.	4, 8, 12, 15
	CLO2	Describe trade unions, identify union characteristics, apply union strategy, and develop trade union structure	4, 7, 13, 14
	CLO3	Explain non-union representation, analyze and evaluate the role of government, develop government intervention and strategies.	4, 8, 9, 12
	CLO4	Analyze legislative framework and develop the structure of collective bargaining.	1, 4, 6, 9, 16
	CLO5	Evaluate and apply approaches to employee involvement and participation	2, 5, 8, 10, 14
	CLO6	Compare conciliation and arbitration, explain nature of conciliation and arbitration, and perform the task of negotiator.	3, 5, 10, 13, 15
	CLO7	Analyze and apply the concepts of pay and working arrangements.	2, 6, 7, 13, 15
	CLO8	Explain grievance and discipline, compare discipline and redundancy procedures.	3, 5, 7, 9, 15
	CLO9	Evaluate industrial relations, labor policy and ILO in Bangladesh	3, 5, 7, 9, 15

Mapping CLOs with 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.	Quiz Test, Class test, Final examination.
CLO2	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class test, Final examination.
CLO3	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Assignment, Final examination
CLO6	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Class Test, Presentation(individual), Final examination
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Assignment, Final examination
CLO9	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving, and scenario analysis.	Assignments, presentations, Final examination.

Learning Materials	
Recommended Readings	1. Fossum, J. A. (2015). Labor Relations: Development, Structure, Process. McGraw Hill. 2. Colling, T. & Terry, M. (2010).Industrial Relations: Theory and Practice. Wiley. 3. Ahmed, I. (2013). Industrial Relations and Labour Management of Bangladesh. Trafford Publishing.
Supplementary Readings	1. Lakhawat, P. S. & Singh, P. (2010). Contemporary Issues of Industrial Relations: An Indian Perspective. 2. Sahoo, D. P. (2020). Employee Relations Management: Text and Cases. SAGE publications. 3. Leap, T. (1995). Collective Bargaining and Labor Relations. Englewood Cliffs, New Jersey: Prentice Hall.

Course Code: 0413 03 HRM 4115	**Year:** Fourth	**Term:** First
Course Title: Career Planning and Development		
Course Status: Optional		
Credit: 3.0		
Prerequisite	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		
1	**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
2	**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
3	**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
4	**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 completion of this course, the students will be able to:		**Mapping with PLO**
	CLO1	Analyze and apply career concepts for the development of one's career in HR sector.	4, 8, 12, 15
	CLO2	Analyze and evaluate applications of the career management model: a guide to career exploration, explain techniques for effective self-exploration programs.	4, 7, 13, 14
	CLO3	Explain applications of the career management model: goals, strategies, and appraisal.	4, 8, 9, 12
	CLO4	Apply guidelines for effective occupational decision making.	1, 4, 6, 9, 16
	CLO5	Analyze organizational actions during mid-	2, 5, 8, 10, 14

		career, and apply organizational actions during late-career.	
	CLO6	Explain and evaluate sources and consequences of stress.	3, 5, 10, 13, 15
	CLO7	Explain intersection of work and family roles, implications for career management, evaluate quality of life in two-career families.	2, 6, 7, 13, 15
	CLO8	Develop their career as an entrepreneur.	3, 5, 7, 9, 15
	CLO9	Integrate career management with human resource systems.	3, 5, 7, 9, 15

Managing CLOs With The Teaching-Learning And Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class test, Final examination.
CLO2	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class test, Final examination.
CLO3	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class Test, Assignment, Final examination
CLO4	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Class Test, Assignment, Final examination
CLO6	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class Test, Assignment, Final examination
CLO7	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Class Test, Presentation(individual), Final examination
CLO8	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Assignment, Final examination
CLO9	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Case Analysis, Group Work, Final Examination.

Learning Materials	
Recommended Readings	1. Jeffrey H. Greenhaus: Career Management, 4th Edition 2. Steven Garnesby: Career Planning & Development: The Path Toward Your Dream Job
Supplementary Readings	1. Jonathan P. West: Career Planning, Development, and Management, 1st Edition

Course Code: 0413 03 HRM 4117	**Year:** Fourth	**Term:** First
Course Title: Performance Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite	None	
Rationale	This course has been designed to help the students draw up a 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; What a	1,2

	Performance Management System Should Do? Importance of Performance Management; Linkage of Performance Management to Other HR Processes.	
2	**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.	1,2,3
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		
1	**Performance Appraisal Methods:** Performance Appraisal Methods; Traditional Methods; Modern Methods; and Performance Appraisal of Bureaucrats – A New Approach.	4,5
2	**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
3	**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
4	**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 completion of this course, the students will be able to:		**Mapping with PLO**
	CLO1	Analyze and develop performance management, narrate and apply linkage of performance management to other HR processes.	4, 8, 12, 15
	CLO2	Explain and apply the performance management process.	4, 7, 13, 14
	CLO3	Analyze performance agreement, and narrate evaluating the performance planning process.	4, 8, 9, 12
	CLO4	Explain and apply the terms of performance appraisal in case of HRM.	1, 4, 6, 9, 16
	CLO5	Analyze and apply performance appraisal methods.	2, 5, 8, 10, 14
	CLO6	Explain components of a feedback and steps in giving a constructive feedback.	3, 5, 10, 13, 15
	CLO7	Understand and apply 360-Degree Appraisal.	2, 6, 7, 13, 15
	CLO8	Define automation, develop design of performance management.	3, 5, 7, 9, 15

Managing CLOs With The Teaching-Learning And Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class test, Final examination.

CLO2	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class test, Final examination.
CLO3	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class Test, Assignment, Final examination
CLO4	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Class Test, Assignment, Final examination
CLO6	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Class Test, Assignment, Final examination
CLO7	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Class Test, Presentation(individual), Final examination
CLO8	Lecture, PowerPoint Presentation, Interactive Discussion, Case Study	Quiz Test, Assignment, Final examination

Learning Materials	
Recommended Readings	1. Linda Ashdown: Performance Management: A Practical Introduction, 2nd Edition.
Supplementary Readings	1. Anthony L Barth: Performance Management Success, Latest Edition. 2. T. V. Rao: Performance Management, 2nd Edition.

Course Code: 0413 03 HRM 4119	**Year:** Fourth	**Term:** First
Course Title: Conflict Management and Negotiation		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		
Rationale	Negotiation is a process by which we attempt to influence others. This course is designed to contribute the learning of executive graduates, to make them understand the concepts of organizational conflict management and negotiation. Hopefully after completion of the course the students will be in a better position to understand, handle, resolve, and manage organizational conflicts, and to negotiate on behalf their organization in a meaningful manner.	

Course Content		**CLOs**
Section A		
1	**Introduction:** concept of conflict; contribution from different disciplines – philosophy, biological science, sociology; functional and dysfunctional outcomes; classical view, neo-classical view, modern view of organizational conflict.	1
2	**Nature of conflict:** defining conflict; nature of conflict, threshold of conflict, conflict and competition, classifying conflict: source of conflict – affective conflict, substantive conflict, conflict of interest, conflict of values, goal conflict, realistic versus nonrealistic conflict, instrumentalized versus non-instrumentalized conflict, retributive conflict, misattributed conflict, displaced conflict; levels of analysis – intrapersonal, interpersonal, intragroup, intergroup conflicts. Styles of handling interpersonal conflict – models of two to five styles.	2
3	**Conflict management design:** defining conflict management; affective conflict, substantive conflict, inverted – U function, paradox of conflict; conflict management styles – matching with situations, integrating style, obliging style, domination style, avoiding style, compromising style; criteria for conflict management – organizational learning and effectiveness, needs of stakeholders, ethics; conflict management strategy – contingency approach;	3

	conflict management process.	
4	**Intra and Inter Personal Conflict:** Types of Intrapersonal Conflict, roles, role conflict, role ambiguity, model of role conflict and ambiguity, consequences of role conflict, managing intrapersonal conflict. The prisoner's dilemma, a model of conflict, consequences of interpersonal conflict, negotiation, managing interpersonal conflict.	4
	Section B	
1	**Intra and intergroup conflict:** types of groups – formal groups (task group, project group, informal groups (interest group, friendship group), effect of intragroup conflict, managing intragroup conflict – diagnosis, measurement, analysis, national norms, sources, leadership style, task structure, group composition, size, cohesiveness and groupthink, external threats, intervention.	5
2	**Introduction to Negotiation:** Negotiation, characteristics of a negotiation situation, Interdependence and its types, mutual adjustment, balancing act – managing negotiation tension, the negotiation checklist, effective negotiation techniques, when not to negotiate at all.	6
3	**Negotiation Strategy and Planning:** The focus that drives a negotiation strategy, strategy versus tactics, the planning process, basic planning, identifying interests, backward mapping, priority and outcome mapping, the sequence of talk at the table.	7
4	**International and cross-cultural negotiation:** what make international negotiation different, conceptualizing culture and negotiation, the influence of culture on negotiation – managerial and research perspective, culturally responsive negotiation strategies.	8

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	CLO1	Describe the concept of conflict; understand philosophical, biological, sociological aspects of conflict; explain classical view, neo-classical view, modern view of organizational conflict.	1, 6, 12
	CLO2	Explain the nature of conflict, threshold of conflict, relationship between conflict and competition, classification of conflict, levels of conflict, models of conflict.	1, 4, 7, 9, 12
	CLO3	Understand the design of conflict management, different styles of conflict management and the conflict management process.	1, 3, 7, 15
	CLO4	Visualize the dimensions of Intra and Inter Personal Conflicts, model of role conflict and ambiguity. Manage the intrapersonal and interpersonal conflict.	1, 3, 4, 5, 7, 14
	CLO5	Understand the dimensions of Intra and Intergroup Conflicts. Manage the intra and intergroup conflict.	1, 3, 4, 5, 7, 14
	CLO6	Discuss negotiation and its nature, importance and styles of negotiation, elements required for preparing a negotiation.	1, 3, 5, 6, 7, 12, 13, 4
	CLO7	Design a negotiation plan, conceptualize the negotiation planning process and understand the sequences of talk at the table.	1, 2, 4, 5, 12, 14
	CLO8	Deal with international and cross-cultural negotiation, conceptualize culture and negotiation, understand the influence of culture	1, 2, 6, 7, 8, 12, 13

		on negotiation – managerial and research perspective, plan culturally responsive negotiation strategies.	

Mapping CLOs with Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lecture, group discussion, selected readings, case studies, presentation.	Quiz Test, Class test, Final examination.
CLO2	Class lecture, group discussion, selected readings, case studies, presentation.	Quiz Test, Class test, Final examination.
CLO3	Class lecture, group discussion, selected readings, case studies, presentation.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecture, group discussion, selected readings, case studies, presentation.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Class lecture, group discussion, selected readings, case studies, presentation.	Class Test, Assignment, Final examination
CLO6	Class lecture, group discussion, selected readings, case studies, presentation.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecture, group discussion, selected readings, case studies, presentation.	Class Test, Presentation(individual), Final examination
CLO8	Class lecture, group discussion, selected readings, case studies, presentation.	Quiz Test, Assignment, Final examination

Learning Materials	
Recommended Readings	1. Rahim, M. A. (2017). Managing conflict in organizations. Routledge. 2. Zartman, I. W. (2007). Negotiation and conflict management: Essays on theory and practice. Routledge. 3. Lewicki, R. J., Barry, B., & Saunders, D. M. (2016). Essentials of negotiation. New York: McGraw-Hill Education.
Supplementary Readings	1. Lippitt, G. L. (1982). Managing conflict in today's organizations. Training & Development Journal. 2. Thakore, D. (2013). Conflict and conflict management. IOSR Journal of Business and Management (IOSR-JBM), 8(6), 07-16. 3. Rahim, M. A. (1985). A strategy for managing conflict in complex organizations. Human Relations, 38(1), 81-89. 4. Lewicki, R. J., Saunders, D. M., & Barry, B. (1985). Negotiation (p. 45). Homewood, IL: Irwin.

Course Code: 0413 03 HRM 4121	**Year:** Fourth	**Term:** First
Course Title: International Human Resource Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s):		
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 Content		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	**Global integration:** The case for global HRM integration, Tools of global HRM integration, Achieving global HRM integration.	4
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		
1	**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
2	**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	7
3	**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
4	**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
5	**International migration and HRM:** International migration: dimensions and trends, What shapes migration? The impact of migration, Worker and trade union responses.	10

Course Learning Outcomes (CLOs)	Upon completion of this course, the students will be able to:		**Mapping With PLOs**
	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, 4, 8
	CLO2	Explain the impact of 'home' and 'host' country effects on multinational corporations' (MNCs) human resource practices;	4, 8
	CLO3	Examine the extent to which firms have become globally dispersed; explain why firms expand into other countries;	4, 8
	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, 12, 16
	CLO5	Examine the features of the host environment that	9, 10

		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;	
	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;	8, 10, 12, 16
	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;	4, 9, 15, 16
	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.	2, 9, 12, 15, 16
	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	5, 7, 8, 16
	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.	4, 8

Managing CLOs With The Teaching-Learning And Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Class lectures, group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class test, Final examination.
CLO2	Problem solving, and scenario analysis, class lecturers with PPT slides, articles summarizing, group discussions, class presentations,	Quiz Test, Class test, Final examination.
CLO3	Group discussions, class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations, problem solving.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Scenario analysis, articles summarizing, group discussions, class presentations.	Class Test, Assignment, Final examination
CLO6	Class presentations, problem solving, and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Articles summarizing, group discussions, class presentations	Class Test, Presentation(individual), Final examination
CLO8	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations.	Quiz Test, Assignment, Final examination
CLO9	Real example, class participation, group	Assignments, presentations, short essays,

	discussion, problem solving.	case studies, Final examination.
CLO10	Class lecturers with PPT slides, articles summarizing, group discussions, class presentations.	Assignments, presentations, Final examination.

Learning Materials	
Recommended Readings	1. Tony Edwards and Chris Rees (2017), International Human Resource Management : Globalization, National Systems and Multinational Companies,3rd Edition
Supplementary Readings	1. Chris Brewster, Paul Sparrow & et.al. (2018), International Human Resource, 3rd Edition. 2. S. Subba Rao, (2007), International Human Resource, 1st Edition. 3. Peter J. Dowling, Marion Festing and Allen D. Engle, Sr., International Human Resource Management, 6th Edition.

Course Code: 0413 03 HRM 4123	**Year:** Fourth	**Term:** First
Course Title: Strategic Human Resource Management		
Course Status: Optional		
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 Content		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		
1	**Staffing:** Recruiting; Selection; International Assignments; Documentation of employment eligibility; New trends in staffing.	5
2	**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
3	**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
4	**Compensation:** Compensation systems; Equity; Legal issues in compensation; Executive compensation.	8

Course Learning Outcomes (CLOs)	Upon completion of this 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.	1, 3, 4, 6, 7, 9
	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.	4, 6, 7, 8, 12
	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.	4, 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.	1, 6, 7, 12, 16
	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.	9, 10
	CLO6	Explain how training and development activities can contribute to and 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.	6, 7, 8, 10, 12, 16
	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.	4, 6, 7, 9, 13 15, 16
	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, 6, 7, 9, 12, 15, 16

Mapping CLOs with 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.	Quiz Test, Class test, Final examination.
CLO2	Class lecturers with PPT slides; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Quiz Test, Class test, Final examination.
CLO3	Class lecturers with PPT slides; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO4	Class lecturers with PPT slides; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Class lecturers with PPT slides; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Class Test, Assignment, Final examination
CLO6	Class lecturers with PPT slides; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Quiz Test, Class Test, Assignment, Final examination
CLO7	Class lecturers with PPT slides; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Class Test, Presentation (individual), Final examination
CLO8	Class lecturers with PPT slides; articles summarizing; group discussions; class presentations; problem solving; and scenario analysis.	Quiz Test, Assignment, Final examination

Learning Materials	
Recommended Readings	1. Mello, J. A. (2018). Strategic Human Resource Management. Cengage Learning. 2. Schuler, R. S. & Jackson, S. S. (2007). Strategic Human Resource Management. Wiley-Blackwell.
Supplementary Readings	2. Rees, G. & Smith, P. (2021). Strategic Human Resource Management: An International Perspective. SAGE Publications. 3. 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 03 OSCM 4111	**Year:** Fourth	**Term:** First
Course Title: Operations Safety Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s): None		

Rationale	This course is designed to enhance students understanding about importance of safety concept, safety policy, safety organization material handling, air pollution control system, fire prevention and protection in service/operation area.

Course Contents		**CLOs**
Section A		
1	**Safety Management:** Concepts Evolution of modern safety concept- Safety policy, Safety Organization, line and staff functions for safety- Safety Committee- budgeting for safety. Techniques Incident Recall Technique (IRT), disaster control, Job Safety Analysis (JSA), safety survey, safety inspection, safety sampling, Safety Audit.	1
2	**Safety in Material Handling:** Ergonomic consideration in material handling, design, installation, operation and maintenance of Conveying equipment, hoisting, traveling and slewing mechanisms	2
3	**Design of Air Pollution Control System:** Industrial sources of Air Pollution, Emission factors, Regulations Control Strategies, Policies, Gaseous Pollutant control: Gas absorption in tray and packed towers, Absorption with / without chemical reaction, Removal of SO_2, Absorption in fixed blades- Breakthrough. Removal of HCs / VOCs, NOx removal, Wet scrubbers.	3
4	**Integrated Air pollution control systems:** Pollution Control in Process Industries, Pollution control in process industries like cement, paper, petroleum, petroleum products, textile tanneries-thermal power plants dying and pigment industries, eco-friendly energy	4
Section B		
1	**Safety in Metal Working Machinery and Wood Working Machines:** General safety rules, principles, maintenance, Inspections of turning machines, boring machines, milling machine, planning machine and grinding machines, CNC machines, Wood working machinery, types, safety principles, electrical guards, work area, material handling, inspection, standards and codes, saws, types, hazards.	5
2	**Fire Prevention and Protection:** Sources of ignition, fire triangle, principles of fire extinguishing, active and passive fire protection systems – various classes of fires, A, B, C, D, E, types of fire extinguishers, fire stoppers, hydrant pipes, hoses, monitors, fire watchers layout of stand pipes – fire station-fire alarms and sirens, maintenance of fire trucks, foam generators, escape from fire rescue operations, fire drills, notice first aid for burns.	6
3	**Explosion Protecting Systems**: Principles of explosion-detonation and blast waves-explosion, Explosion Protection, Containment, Flame Arrestors, isolation, suppression, venting, suppression system based on carbon dioxide (CO_2) and halons-hazards in LPG, ammonia (NH_3), Sulphur dioxide (SO_2), chlorine (CL_2) et manufacturing and Design for assembly	7
4	**Environmental rules and regulations:** Green Manufacturing and Sustainability, International and National Regulation on Environmental Sustainability and its Sectoral Impact; Dealing with Regulatory Interfaces: Case Studies	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand Evolution of modern safety concept- Safety policy - Safety Organization.	3, 4, 5, 6, 8, 10, 14, 16
	CLO2	Know material handling, design, installation, operation and maintenance	1, 3, 4, 6, 8, 9, 12, 14, 15
	CLO3	Understand Air Pollution, Emission factors, Regulations Control Strategies, Policies, Gaseous	1, 2, 4, 6, 7, 9, 11, 13, 14, 15

		Pollutant control: Gas absorption	
	CLO4	Identify and manage Pollution Control in various industries	1, 2, 4, 6, 9, 10, 11, 13
	CLO5	Know General safety rules, principles, maintenance, Inspections etc.	1, 3, 5, 6, 8, 10, 12, 14, 16
	CLO6	Identify sources of ignition and handle Fire Prevention and Protection	3, 5, 2, 6, 8, 12, 14, 16
	CLO7	Understand Principles of explosion-detonation and blast waves-explosion, parameters	1, 3, 4, 6, 8, 9, 11, 14, 15
	CLO8	Know green manufacturing and Identify scope of environmental impact, design guidelines for environment	3, 5, 6, 7, 8, 12, 13, 14, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	PPT Lecture/Interactive Discussion/ Multimedia Presentation,Problem solving	Quiz Test, Class Participation, Assignment, Written Test
CLO2	Lecture/Interactive Discussion/ Article summarizing/ Case study	MCQ, Class Participation, Assignment, Report writing,
CLO3	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/	MCQ, Class Test, Class Participation, Presentation(individual/group),Case/Content Analysis
CLO4	Lecture/Interactive Discussion/ / Multimedia Presentation/ Case study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Lecture with PPT/ Interactive discussion/field visit	Written exam, Assignment, Group work, Case/Content Analysis,
CLO6	Lecture/Interactive Discussion/ / Multimedia Presentation/ Field study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO7	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/Article summarizing	MCQ, Class Participation, Assignment, Group work, Final examination
CLO8	Lecture/Interactive Discussion/ / Multimedia Presentation/ Factory visit	Quiz Test, Class Test, Assignment, Presentation (group), Final examination

Learning Materials	
Recommended Readings	1. Accident Prevention Manual for Industrial Operations", N.S.C. Chicago, 2015 2. Heinrich H.W. "Industrial Accident Prevention" McGraw-Hill Company, New York, 2014. 3. Gupta, R.S., "Hand Book of Fire Technology" Orient Longman, Bombay 2007.
Supplementary Readings	1. "Accident Prevention manual for industrial operations" N.S.C., Chicago, 2016. 2. DinkoTuhtar, "Fire and explosion protection Manual" 3. http://www.fireservice.gov.bd/

Course Code: 0413 03 OSCM 4113	**Year:** Fourth	**Term:** First
Course Title: Compliance Management		
Course Status: Optional		
Credit:3.0		
Prerequisite(s): None		
Rationale	An effective compliance program should consider regulatory requirements, industry standards, organization codes, stakeholder interests, and leading practices. This course intends to provide the students with basic understanding of the principles and concepts of SCM compliance as well as their applicability and relevance in the practical context.	

	Course Contents	**CLOs**
	Section A	
1	**Introduction and Overview:**elements of an effective compliance program, a formal process for identifying and responding to import and export requirements, Governance and Leadership, Risk Assessments and Due Diligence, Standards, Policies and Procedures of compliance, Continuous Improvement and standard practice	1
2	**Product safety and Integrity:** Meaning,product safety, certification, and testing, safety of the work environments for manufacturing those products, supporting documentation for compliance	2
3	**Supplier Integrity and Social Responsibility**:CSR,integrity and social responsibility, guidelines requiring companies to report on employee related human rights, anti-corruption and bribery matters, conflict minerals, and other topics that impact their supply chain should be established and monitored.	3
4	**Environmental Responsibility:**Defining ER,Environmental Protection Agency (EPA),EIA,ETP, centralized approach for sensing and assessing the changes or additions to the regulations, the impact to the organization's supply chain	4
	Section B	
1	**Technical Regulations:**Challenges **of**product design, identification and interpretation of technical regulations. Importance of product labeling, and compliance processes. Case studies	5
2	**Labor and Employment compliance:**Purpose,fair wages and treatment for employees, safe facilities. ethical standards of SCM, ethical sourcing, other relatedcompliance programs, ILO standards, occupational safety and health regulations,case studies	6
3	**Logistics and Distribution Compliance:**Meaning,Physicaldistribution system,Interfaces, Legal types of carriages, third parties' (carriers, 3PL/4PLs, etc.) compliance standards, regulatory compliance for transport providers	7
4	**Security&Extended Enterprise Compliance:** Meaning, holistic approach, comprehensive third-party compliance program,Accord/Allianceguidelines,case studies	8

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand basics of effective compliance program, a formal process for identifying and responding to import and export requirements	1, 2, 5 6,10, 12, 13, 15
	CLO2	Know product safety, certification, and testing, safety of the work environments.	3, 5, 6, 8, 9, 12, 14, 16
	CLO3	understandintegrity and social responsibility, guidelines requiring companies to report on emyee	1, 3, 4, 6, 8, 9, 11, 14,

		related human rights, anti-corruption and bribery matters, conflict minerals,	
	CLO4	Know aboutEnvironmental Protection Agency (EPA), EIA, ETP, centralized approach for sensing and assessing	3, 5, 6, 7, 13, 14, 16
	CLO5	Know Challenges **of**product design, identification and interpretation of technical regulations	3, 4, 5, 6, 10, 14, 16
	CLO6	Understand fair wages and treatment for employees, safe facilities. ethical standards of SCM, ethical sourcing	1, 3, 4, 6, 8, 11, 14, 15
	CLO7	Know basics of physical distribution system, Interfaces, Legal types of carriages, third parties' (carriers, 3PL/4PLs, etc.) compliance standards,	1, 2, 4, 5, 7, 9, 11, 14, 15
	CLO8	Understand comprehensive third-party compliance program, Accord/Alliance guidelines	1, 3, 4, 6,10, 11, 13, 14, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy

CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lecture with ppt /Interactive Discussion/Multimedia Presentation/	MCQ, Class Participation, Presentation(individual/group), Assignment,
CLO2	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Problem solving	Written Test, Assignment, Report writing, Case/, Field work
CLO3	Lecture/article summarizing/ Multimedia Presentation/	MCQ, Class Participation, Presentation(individual/group), Final exam,
CLO4	Lecture/Interactive Discussion/ reporting/ Multimedia Presentation/ Case study	Written Test, Assignment, Report writing, Case/, Field work
CLO5	Lecture with ppt /Interactive Discussion/Factory visit	MCQ, Class Participation, Presentation(individual/group), Assignment,
CLO6	Lecture/article summarizing/ Multimedia Presentation/	Quiz,Written Test, Assignment, Report writing, Case/, Field work
CLO7	Lecture with ppt /Interactive Discussion/Multimedia Presentation// factory visit	MCQ, Class Participation, Presentation(group), Final exam,
CLO8	Lecture with ppt /Interactive Discussion/article summarizing/problem solving	MCQ, Class Participation, Presentation(individual/group), Final exam,

Learning Materials

Recommended Readings	1. **Thomas A. C., "Compliance in Today's Global Supply Chain"** McGraw-Hill, New York, 2015. 2. Yates D.W.,"Safety professional reference and guide", 3rd edition,2012
Supplementary Readings	1. https://www.us-cp-supply-chain-risk-compliance.pdf. 2. Miller, T., Guide to Supply Chain Compliance Laws and Regulations/ 3. https://www.americanbar.org/products/inv/book/413435886/

Course Code: 0413 03 OSCM 4115	**Year:** Fourth	**Term:** First
Course Title: Transportation and Logistics Management		
Course Status: Optional		

Credit: 3.0	
Prerequisite(s): None	
Rationale	Logistics sector is rapidly growing in Bangladesh with the increase in demands in the retailing, processing, and manufacturing and e-commerce industries as the country is becoming a significant partner of the global supply chain. This course is designed for students who prefer to undertake supply-chain as a career. Students inevitably need to acquire knowledge and understanding of logistics and transportation concepts and terminology. Their ability to analyze logistics and transportation regulations, problems and situations are also aspiring.

Course Contents		CLOs
Section A		
1	**Basics of Logistics management:** Introduction to physical distribution, Logistics management, Logistics Management and its elements, Modern Concepts in Logistics, Role of logistics in strategy, Inbound and outbound supply chain management, Container – types, Different types of cargo, Packaging and Material Handling, Integrated logistics policy for a country.	1
2	**Basics of multimodal transport:** Introduction to Multimodal Transport, Carriage By Air, Carriage By Sea, Carriage By Road, Carriage By Rail, Types of Vessels, Operators (Vessel and other), Freight Forwarders and NVOCC, Outsourcing of Logistics Services, Overview of MMTG Act (1993), Shipping Intermediaries and Formalities	2
3	**Commercial geography:** Definition, Nature and Scope of Commercial Geography, Role of Industries in Economic Development, Factors of Industrial Location, Weber's theory of Industrial Location, Major Industrial Regions in the world, Need and importance of transportation in Commercial Development, Geographical factors affecting International Trade, Major logistics routes in the world, Major trade routes in world, International logistics and economic development, Role of intermediaries in international trade	3
4	**Warehousing and supply chain management:** Sourcing, Transportation, Global supply chain architecture, Introduction to warehousing, Warehouse functions, Warehouse types, Warehouse providing value added services, Warehouse internal operations, Warehousing equipment, Inventory, Safety and security in warehouses, Future trends in warehousing	4
5	**International transport conventions:** UN Transport Conventions, Driving license, Registration, Insurance, Food safety, Exempt of Taxes – import duties, Multilateral transport agreements, Convention on Road Traffic, TIR procedures, CMR Convention, Importance of international conventions, International conventions and globalization	5
Section B		
1	**Documentation and clearance processes:** Foreign Trade Policy, Export and Import Procedures, Documents Related to Export and Import, Instruments and Terms of Payment in Export – Import, Methods of Export - Import Financing, Letter of Credit and Bill of Exchange, Foreign Exchange Regulations and Formalities, Cargo Insurance, International Commercial Terms, Procedure and Documentation for Availing Export Incentives, Bill of lading other documents, GST way bill and other documents	6
2	**Port and customs Administration:** , Role of an airport and seaport for efficient logistics, Role of port management in global shipping,, Impact of port infrastructure, Port economy and management,, Importance of HS code to tariff classification,, types of transport (Import and export) documents used in global supply-chain, International Maritime Organization(IMO), its objectives and purposes, ,United Nations Convention on the Law of the Sea Subsection B article: 27,	7

3	**Marketing in shipping and logistics:** ,, Marketing in service sector , Marketing in Ports and shipping , Marketing in Freight Forwarding Company, Concession agreements, Terminal service agreements, Operations of shipping agency (CFS process and documentation), Ship Agency management System, Import and Export Container cycle costing, Agency contract, Role and activities of a C&F agent, Difference between shipping agent and freight forwarder, Role and Responsibilities of Shipping Agent	8
4	**Risk and Insurance management:** Introduction & Significance of Risk, Disaster and Insurance Management, Risk in Supply Chain, Risk Management Framework, Disaster Management, Principles of insurance, Future of Insurance market, Fire insurance, Marine insurance and maritime fraud, Country Risk Analysis, Environment and training, Protection and indemnity clubs	9
5	**Trends in logistics:** , Introduction – recent developments in logistics, Transport and mobility technologies, Green logistics, Cold chain logistics, Block chain and big data analytics in logistics, 3D printing and wearable devices in logistics, Transport Services, Costing and Performance, Administration and Control and use of IT	10

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand the concept of logistics and its management, types of cargo, role of integrated logistics policy.	1, 2, 4, 6, 12, 13
	CLO2	Understand role of different mode of transports, activities of different shipping intermediaries	1, 2, 4, 6, 12, 13
	CLO3	Understand different attributes of geographical locations and that attract more investment. Contribution to local economic development.	1, 2, 4, 6, 12, 13
	CLO4	Understand how to find the best warehouse location that makes the global supply chain more effective. Efficient inventory handling.	1, 2, 4, 6, 12, 13
	CLO5	Understand different international conventions on logistics and transport. Tax holiday.	1, 2, 4, 6, 12, 13, 16
	CLO6	Understand different types of export and import documentations. Financing , Types of L/Cs , types of insurance	1, 2, 4, 6, 12, 13, 14, 16
	CLO7	Understand the role of port and customs administration in the event of a global supply chain. Role of IMO	1, 2, 4, 12, 13, 14, 15, 16
	CLO8	Understand the role of shipping agent , freight forwarder, C&F agent and their contribution to an efficient supply chain system.	1, 2, 4, 12, 13, 14, 15, 16
	CLO9	Understand disaster and risk management functions, insurance and its coverage and indemnity.	1, 2, 4, 8, 12, 13, 14, 15, 16
	CLO10	Understand the concept of green logistics,	1, 2, 4, 8, 10, 12, 13,

		utilization of technological innovation for efficient logistics management.	15, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Participation, Assignment, Written Test
CLO2	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	MCQ, Class Participation, Assignment, Report writing,
CLO3	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	MCQ, Class Test, Class Participation, Presentation(individual/group),Case/Content Analysis
CLO4	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Written exam, Assignment, Group work, Case/Content Analysis,
CLO6	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO7	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	MCQ, Class Participation, Assignment, Group work, Final examination
CLO8	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO9	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Participation, Assignment, Written Test
CLO10	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	MCQ, Class Participation, Assignment, Report writing,

Learning Materials	
Recommended Readings	1. Supply Chain Management and Transport Logistics (Routledge Advanced Texts in Economics and Finance) 1st Edition, by John Liu (Author), ISBN-13 978-0415618960 2. Supply Chain Management and Transport Logistics By John J Liu , 1st Edition, ISBN 9780415618960 3. Supply Chain Management: A Logistics Perspective - 9th edition, ISBN13: 9780538479189
Supplementary Readings	1. What Is Transportation and Logistics Management? – Logmore Blog 2. The necessity of a national logistics policy in Bangladesh | The Daily Star 3. 7 Types of Transport Documents Used in Global Supply Chain Management - PartProcurer.com 4. Common Export Documents (trade.gov) 5. 7 Basic Quality Tools: Quality Management Tools | ASQ

	6. What is Quality Circle? definition and meaning - Business Jargons 7. Quality Circle: Meaning, Features, Objectives, Techniques and Benefits (economicsdiscussion.net) 8. The Role of Seaports as Logistics Centers in the Modelling of the Sustainable System for Distribution of Goods in Urban Areas (researchgate.net) 9. Role of Port Management in Global Shipping (austinpublishinggroup.com) 10. The impacts of port infrastructure and logistics performance on economic growth: the mediating role of seaborne trade | Journal of Shipping and Trade | Full Text (springeropen.com) 11. Defining Seaports | Port Economics, Management and Policy (porteconomicsmanagement.org) 12. Importance and Usage of HS codes in the Import-Export Industry (seair.co.in) 13. What is HS Code? HS Code Explained [UPDATED 2022] (tradefinanceglobal.com) 14. Rules of Origin Facilitator (findrulesoforigin.org) 15. What is a Shipping Agency or Shipping Agent? (goodlogisticsgroup.com) 16. fonasba.com 17. Role of the shipping agent (portagent.co.za) 18. Main Responsibilities of Shipping Agency – Balancia Shipping Agency

Course Code: 0413 03 OSCM 4117	**Year:** Fourth	**Term:** First
Course Title: Strategic Supply Chain Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s)	None	
Rationale	This course will support strategic decision makers as well as operational managers in both international and domestic markets to manage a successful supply system in order to harvest competitiveness across business. It will enable participants to develop an understanding of how to create lean systems to solve strategic and operational issues using a range of practical problem solving tools.	

Course Contents		**CLOs**
Section A		
1	**Strategic management and supply chain strategy: C**oncept of strategy, strategic hierarchy, cognitive side of developing strategy, impact of the environment, supply chain integration for competitive strategy. 5 elements of supply chain management, 4 fundamental supply chain strategies, importance and benefits of supply chain strategy, difference between supply chain strategy and business strategy.	1
2	**Supply chain strategy design :** 7 principles of supply chain management, Supply chain design theory, Matching supply chain requirements and capabilities, Lean concepts in supply chain management, Agile concepts in supply chain management, Comparing lean and agile supply systems, Comparing lean, hybrid and agile supply chains, changing competitive environment and design.	2

3	**Forecasting and demand planning:** Concept of demand forecasting, How can demand forecasting benefit your business?, Internal and external factors and its impact on demand, Tips for developing a robust demand forecasting strategy, How does demand forecasting work?, Demand forecasting methods, Factors influencing demand planning and forecasting, Three steps to get started with demand forecasting	3
4	**Handling Dilemmas in the Supply Chain:** Delivering Innovation through the Supply Chain , Transforming the Supply Chain to Support New Realities, Mapping the supply chain - goal of this process,	4
5	**Sustainable supply chain management:** Identifying significant sustainability impacts, assessing risks, and determining action areas, Analyzing gaps and deriving measures, Adapting internal structures and processes, Formulating supplier requirements and making them binding, Evaluating the sustainability performance of suppliers and building competences	5
	Section B	
1	**Global Sourcing:** Strategic sourcing in supply chain management, Key Components and Best Practices, Spectrum of Strategic Sourcing, Components of Strategic Sourcing, Sustainability topics and action areas, seven models of strategic sourcing , sourcing lifecycle, considerations for strategic sourcing to boost global supply chain competitiveness.	6
2	**Negotiation & Conflict Management:** Conflict and conflict management, sources of conflict in supply chain management, negotiation model and tactics of manufacturing enterprise supply chain, practice of conflict resolution in supply-chain management	7
3	**Strategic Cost Management:** Strategic cost management process, strategic and tactical elements of supply chain cost management, Ideal Organizational Characteristics for Strategic Cost Management, Reasons for the Increasing Importance of Strategic Cost Management in the Organization, Why Organizations Perform Should-Cost Analysis	8
4	**Lean Supply Chain Management:** Lean production, (Toyota model), lean supply chains, benefits of lean supply chain, value stream mapping, principles of lean supply chain design, lean services	9

Course Learning Outcome s (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO 1	Able to understand basic concepts on strategy and its management, benefits of strategic decision for competitiveness.	1, 2, 3, 6, 9, 15
	CLO 2	Able to learn and design lean supply chain networks for operating successful supply chain management.	1, 3, 4, 6, 10, 13
	CLO 3	Able to apprehend forecast demand of the B-2-B supply chain even under extreme global economic circumstances.	1, 2, 3, 6, 10, 13
	CLO 4	Able to deal with the dilemma that sustains in a volatile global business environment.	1,3, 4, 7, 10, 15
	CLO 5	Able to understand significance of partner cohesiveness and shared partnership among the partners for sustainable supply chain	1, 3, 4, 6, 10, 13, 16
	CLO 6	Able to conceptualize and materialize global sourcing practices considering sustainability.	1, 2, 4 6, 8, 12, 14
	CLO 7	Able to understand source of conflict in supply chain and the tactics of negotiation process	1, 3, 4, 11, 13, 15

	CLO 8	Able to consider tactical elements of supply chain cost management for competitiveness and its significance for success.	1, 3 , 4, 8, 10, 16
	CLO 9	Able to conceptualize the concept of lean production and its benefits in acquiring supply chain competitiveness.	1, 3, 4, 12, 14, 16

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	Teaching-Learning Strategy	Assessment Strategy
CLO1	Lectures, group discussions, presentations, problem solving, annual report analysis and scenario analysis.	Assignments, presentations, short essays, case studies, report preparation.
CLO2	Lectures, annual report analysis, problem solving and scenario analysis.	Oral exams, assignments, short essays, case studies, report presentation.
CLO3	Lectures, company visit to collect financial information, problem solving and scenario analysis.	Oral exams, financial information analysis and presentation.
CLO4	Lectures, company visit to collect financial information, problem solving and scenario analysis.	Written exams, oral exams and presentations.
CLO5	Lectures, compare financial information of different companies, problem solving and scenario analysis.	Written exams, oral exams, short essays, presentation of financial statement in appropriate format.

Learning Materials	
Recommended Readings	1. STRATEGIC SUPPLY CHAIN MANAGEMENT, Ramgovind P, Engelbrecht W, ISBN: 9780627039201, ePub ISBN: 9780627039218, **Published:** 2022
Supplementary Readings	1. Competitive Advantage through Supply Chain Responsiveness and Supply Chain Integration (researchgate.net) 2. What is Demand Forecasting in Supply Chain Management? - Intact (intactsoftware.com) 3. What is Demand Forecasting in Supply Chain Management? - Intact (intactsoftware.com) 4. Demand forecasting for the modern supply chain | SAP Insights 5. Step-by-Step Guide to Sustainable Supply Chain Management – A Practical Guide for Companies 6. What is Strategic Sourcing in Supply Chain Management - Mechanical Power Inc 7. The Role of Strategic Sourcing on Global Supply Chain Competitiveness (researchgate.net) 8. How to Implement a Successful Global Sourcing Strategy (ewmfg.com) 9. Negotiation model and tactics of manufacturing enterprise supply chain based on multi-agent - Changhui Yang, Ruixia Yang, Tingting Xu, Yinxia Li, 2018 (sagepub.com) 10. | SupplyChainBrain 11. The Top 5 Benefits of Lean Supply Chain Management - TXM Lean Solutions 12. 12142_Cover (sipm.com).

Course Code: 0413 03 OSCM 4119	**Year:** Fourth	**Term:** First
Course Title: Blockchain in Supply Chain Management		
Course Status: Optional		
Credit: 3.0		
Prerequisite(s)	None	
Rationale	The course intends to provide the students with practical knowledge of technological impact on digital supply chain management. What are the advantages, drawbacks and risks of using blockchain technology for supply chain and operational management in production processes? How can distributed ledger technology be used to secure and optimize production and supply chain management?	

Course Contents		CLOs
Section A		
1	**Technical Fundamentals of Blockchain Technology:** Introduction, History of Blockchain, Data & Databases, Networks & Protocols, Ledgers, Cryptographic Fundamentals, Consensus, Blockchain Discourse, Amplifying the Value of blockchain in SC: Combining with other technologies,how to use blockchain as an enabler and key driver for solutions in the end-to-end supply chain.	1
2	**Blockchain Deployment Patterns:** Introduction, Deployment Patterns, Social Dimensions, Blockchain in IT Infrastructure, Public & Managed Blockchain Protocols	2
3	**Smart Contracts:** Introduction, Contract Dimensions, Legal Considerations, Security Challenges & Measures, Smart Contract Implementation, Ricardian Contracts & Smart Contracts, Practice: Deploy a Smart Contract	3
4	**The Potential of Blockchain in Production:** Introduction, Blockchain in Production & Operations, Challenges to Blockchain Adoption & Implementation in Production & Operations	4
Section B		
1	**The Possibilities of Blockchain in Supply Chain Management:** Introduction, Blockchain in Supply Chain Management, Challenges to Blockchain Adoption & Implementation in Supply Chain Management	5
2	**Track and Trace your product using Blockchain Technology:** Introduction, technological usability of blockchain for traceable supply chain, Competitive advantages for better tracking your product, transparency in traceability and role of blockchain.	6
3	**Future Ethics & Implication of Blockchain Technology:** Introduction, Immutability, Neutrality, Decentralisation, Research & Development, Challenges to Blockchain Adoption & Implementation	7
4	**Impacts on major industries and activities:** The Food and Beverage industry, The Healthcare and Pharmaceutical Industry, The Finance Industry	8

Course Learning Outcome s (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Understand a practical and critical understanding of blockchain and applications in supply chain management and production.	1, 3, 4, 9, 12, 13, 15
	CLO2	Understand the social impact of block chain and IT infrastructure.	1, 3, 4, 9, 10, 12, 13, 15
	CLO3	Realize Block chain's legal considerations and privacy and risk of unauthorized information sharing.	1, 3, 4, 9, PLO 10, 11, 12, 13, 15

	CLO4	Able to conceptualize block chain's competitive advantages in the use of business.	1, 3, 4, 9, 12, 13, 15
	CLO5	Realizes the possibility and reality of embedding block chain technology in the supply chain.	1, 3, 4, 9, 10, 12, 13, 15
	CLO6	Understand the competitive advantage of block chain technology in global business activity with traceability benefits.	1, 3, 4, 9, 12, 13, 15
	CLO7	Understand ethical issues in block chain supported supply chain management and challenges it R&D activities.	1, 4, 7, 12, 13, 15
	CLO8	Understand the impact of block chain technology and some current practicing issues in some selective industry	1, 3, 4, 9, 12, 13, 15

Mapping CLOs with the Teaching-Learning and Assessment Strategy		
CLOs	**Teaching-Learning Strategy**	**Assessment Strategy**
CLO1	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Participation, Assignment, Written Test
CLO2	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	MCQ, Class Participation, Assignment, Report writing,
CLO3	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	MCQ, Class Test, Class Participation, Presentation(individual/group),Case/Content Analysis
CLO4	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO5	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Written exam, Assignment, Group work, Case/Content Analysis,
CLO6	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination
CLO7	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	MCQ, Class Participation, Assignment, Group work, Final examination
CLO7	Lecture/ Interactive Discussion/reporting/ Multimedia Presentation/ Case Study	Quiz Test, Class Test, Assignment, Presentation (group), Final examination

Learning Materials	
Recommended Readings	1. Blockchain and Supply Chain Management, 1st Edition, eBook ISBN: 9780323899352, Paperback ISBN: 9780323899345 2. Blockchain and the Supply Chain: Concepts, Strategies and Practical Applications 1st Edition by AljosjaBeije (Author), BhaskarKrishnamachari (Author), ISBN-13 978-0749484026

Supplementary Readings	1. Blockchain and Supply Chain Management: A New Paradigm for Supply Chain Integration and Collaboration (researchgate.net) 2. The impact of the blockchain on the supply chain: a theory-based research framework and a call for action | Emerald Insight 3. Using Blockchain to Drive Supply Chain Transparency and Innovation | Deloitte US 4. Sciencedirectassets.com 5. https://pdf.sciencedirectassets.com/280203/1-s2.0-S1877050919X00186/1-s2.0-S1877050919319787/main.pdf?X-Amz-Security-Token=IQ

Fourth Year Second Term		
Course Code: 0413 03 BA 4210	**Year:** Fourth	**Term:** Second
Course Title: Thesis		
Course Status: Capstone		
Credit: 6.0		
Prerequisite(s): None		
Rationale	The aim of this course is to develop student's research conducting capabilities by engaging them in completing literature review; gap identification and developing appropriate research methods and to make the students capable of conducting as well as writing a thesis. This course will help them to have numerous important learning about research conduction such as data collection, data analysis, report writing and also making theoretical and practical contribution by doing academic research works.	

Course Learning Outcomes (CLOs)	Upon completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Conduct thorough literature review in their respective field of research.	1, 2, 3, 4, 9, 10
	CLO2	Identifying fruitful theoretical and practical research gaps for making scientific contribution.	2, 3, 4, 5
	CLO3	Writing introduction and background of research proposal.	2, 3, 8, 9, 10
	CLO4	Developing as well setting appropriate research methods that are consistent research philosophical positions.	8, 9, 10, 11, 12, 14
	CLO5	Writing a comprehensive research proposal with a feasible timeline.	5, 6, 7, 11, 12, 13
	CLO6	Presenting and defending research proposals and making corrections in research projects following the expert's opinions.	5, 6, 7, 15, 16
	CLO7	Collect data through field work ad also from archival and other secondary resources	1, 2, 3, 8, 9, 10
	CLO8	Analyze data using appropriate methods and software	8, 9, 10, 11, 12, 14
	CLO9	Writing data analysis and reporting the result in academic way	4, 5, 6, 7, 11, 12, 13
	CLO10	Learn about producing academic publication and also about appropriate publication outlets	5, 6, 7, 15, 16

Fourth Year Second Term		
Course Code:0413 03 BA 4212	**Year:** Fourth	**Term:** Second
Course Title: Internship		
Course Status: Capstone		
Credit: 4.0		
Prerequisite(s): None		
Rationale	The aim of this course is 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 completion of this course the students will be able to:		**Mapping with PLOs**
	CLO1	Learn about organizational atmosphere	1, 2, 3, 8, 9, 10
	CLO2	Communicate professionally about working in organizational hierarchy	8, 9, 10, 11, 12, 14
	CLO3	Gain knowledge and experience about professional life	4, 5, 6, 7, 11, 12, 13
	CLO4	Build networking with corporate and other organizational professionals that might help them in future career	5, 6, 7, 15, 16
Evaluation Criteria	Internship program will be evaluated on the basis of the following components: 1. Activity report to be endorsed by the supervisor. 2. A performance report by the organizational supervisor where the intern will be attached 3. Viva-voce: Composition of the Viva board will be as follows: i. Head of the Discipline / a faculty member of the Discipline nominated by the Head - Chairman ii. Supervisor - Member iii. Second examiner – Member Students opting for internship program and being able to successfully completing the program will receive **“Pass”** grade in the Transcript. There will be no mentioning of Internship program in the transcript of the students fails to complete it successfully after registration.		

Fourth Year Second Term		
Course Code: 0413 03 BA 4214	**Year:** Fourth	**Term:** Second
Course Title: Project		
Course Status: Capstone		
Credit: 4.0		
Prerequisite(s): None		
Rationale	The aim of this course is to give the students real life experiences of conducting projects that are relevant with human resource management not only in business organizations but also in diversified types of institutions.	

	Upon completion of this course the students will be able to:		**Mapping with PLOs**
Course Learning Outcomes (CLOs)	CLO1	Conduct projects independently (research/practical)	2, 3, 8, 9, 10
	CLO2	Comprehend different issues of conducting projects i.e., timeline, costs, constraints, marketing, and financial issues etc.	8, 9, 10, 11, 12, 14
	CLO3	Work in projects following deadline and time schedule	5, 6, 7, 11, 12, 13
	CLO4	Gain insights about project conduction that will help them in professional career	1, 4,5, 6, 7, 15, 16

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 TermFinal Examination will carry 60 marks. There will be two separate answer scripts for Section A and Section B in the TermFinal 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 enroll 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 4^{th}-year 2^{nd} 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/behavior 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:

No.	Description	Marks
i)	Contact/Discussion/Communication with the Supervisor	10
ii)	Evaluation	60
iii)	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 = $\sum CiGi/\sum Ci$

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= 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 canceled. 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 3^{rd} year 2^{nd} term, his/her earned credits up to 2^{nd} year 2^{nd} term must be at least 36. Otherwise, his/her studentship at the University will stand canceled.

Summary of Major Changes in the OBE Format Curriculum

Sl. No.	Criteria	Existing Curriculum	OBE Curriculum
1	Duration of the Program (in Year)	4 Years	4 Years
2	Total Available Credits	136	267*
3	Minimum Credit Requirement to Complete the Degree	136	140
4	Available Credits from GED Courses	25	37
5	Credits from GED Courses (% of Total Credits)	18.38%	13.85%
6	Credits from GED Courses (% of Required Credits)	18.38%	26.42%
7	Available Credits from Core Theory Courses*	93	57
8	Available Credits from Core Sessional Courses*	09	10
9	Available Credits from Optional Theory Courses*	24	135
10	Available Credits from Optional Sessional Courses*	00	00
11	Available Credits from Capstone Courses	09	16
12	Term Duration (in week)	21 Weeks	22 Weeks
13	Credits from Newly Introduced Courses	-	21 Credits
14	Number of Newly Introduced Courses	6 Theory and 4 Sessional Courses	
15	Number of Omitted Courses	2 Theory and 2 Sessional Courses	
16	Change in Course Title (Number of Courses)		13 Courses
17	Change in Course Status (Number of Courses)	2 Theory Courses have been changed as Sessional Course	
18	Inter-term Shift (Number of Courses)		
19	Change in Course Contents (Number of Courses)	21 Theory and 8 Sessional Courses	
20	Name of Majors (if Applicable)	1. Finance 2. Marketing 3. Human Resource Management 4. Operations and Supply Chain Management	
21	Name of Modes (if applicable)	1. With Thesis 2. With Project 3. With Internship	

- Including all optional courses from major areas

New Courses offered in OBE-based Curriculum

Sl. No	Course Title	Course Type	Credit
1	Bangladesh Studies	Theory	03
2	Introduction to Psychology	Theory	03
3	Natural Environment and Sustainability	Theory	03
4	Ethics and Social Responsibility	Theory	03
5	Supply Chain Management	Theory	03
6	Data Science and Business Analytics	Theory	03
7	Sessional of Data Science and Business Analytics	Sessional	01
8	Sessional of Operations Management	Sessional	01
9	Sessional of Strategic Management	Sessional	01

Courses Omitted in New OBE-based Curriculum

Sl No	Title of Course	Type	Credit hour
1	Taxation and Auditing	Theory	03
2	Quantitative Business Analysis	Theory	03
3	Sessional of Taxation and Auditing	Sessional	01
4	Sessional of Quantitative Business Analysis	Sessional	01

Change of Course Title

Sl No	Existing Curriculum	OBE Curriculum
1	Fundamentals of Management	Principles of Management
2	Basic English for Business	Communicative English
3	Computer Applications in Business	Basic Programming Language and Application
4	Legal Issues in Business	Commercial and Industrial Law
5	Fundamentals of Marketing	Principles of Marketing
6	Mathematics for Business	Business Mathematics
7	Fundamentals of Business Statistics	Basic Statistics
8	Entrepreneurship Development and SME Management	Entrepreneurship and Stat-up Management
9	Applied Business Statistics	Applied Statistics
10	Sessional of Applied Business Statistics	Sessional of Applied Statistics
11	Business Research Methodology	Research Methodology
12	Sessional of Business Research Methodology	Sessional of Research Methodology
13	Leadership and Change Management	Innovation and Change Management

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

Concerned Committee of the Discipline/POE (if applicable)			
Sl. No.	**Name and Address**	**Designation in Committee**	**Remarks**
1	Professor Sk. Mahmudul Hasan	Chairman	
2	Professor Md. Mizanur Rahman	Member	
3	Professor SM Zahidur Rahman	Member	
4	Professor Dr. Md. Noor Un Nabi	Member	
5	Professor Dr. Md. Nur Alam	Member	
6	Professor Dr. Rumana Haque	Member	

Contributors List		
Sl. No.	**Name and Address**	**Address**
1	Professor Dr. Mahmood Hossain	Vice Chancellor, Khulna University
2	Professor Dr. Feroz Ahmed	Business Administration Discipline
3	Professor Md. Mizanur Rahman	Business Administration Discipline
4	Professor Sk. Mahmudul Hasan	Business Administration Discipline
5	Professor SM Zahidur Rahman	Business Administration Discipline
6	Professor Dr. Md. Noor Un Nabi	Business Administration Discipline
7	Professor Dr. Md. Nur Alam	Business Administration Discipline
8	Professor Dr. Rumana Haque	Business Administration Discipline
9	Professor Mehedi Hasan Md. Hefzur Rahman	Business Administration Discipline
10	Professor Md. Khashrul Alam	Business Administration Discipline
11	Professor Dr. SM Towhidur Rahman	Business Administration Discipline
12	Professor Sarif Mohammad Khan	Business Administration Discipline
13	Professor Mir Sohrab Hossain	Business Administration Discipline
14	Professor Dr. Tarun Kanti Bose	Business Administration Discipline
15	Md. Enamul Haque	Business Administration Discipline
16	Nusrat Jahan Lopa	Business Administration Discipline
17	Fariha Azad	Business Administration Discipline
18	Md. Rubel Hasan Bappy	Business Administration Discipline

Sl. No.	Name and Address	Address
19	Asif Sarvar	Business Administration Discipline
20	Professor Dr. Md. Abu Taher	Member, University Grants Commission Bangladesh and Member, Curriculum Committee
21	Professor Dr. Md. Shah Azam	Vice Chancellor, Rabindra University and Member, Curriculum Committee
22	Professor Dr. Mohammed Ziaul Haider	Director, IQAC, KU
23	Professor Dr. Md. Matiul Islam	Additional Director, IQAC, KU
24	Professor Dr. Jagadish Chandra Joardar	Additional Director, IQAC, KU
25	Md. Mustafizur Rahman	Additional Director, IQAC, KU
26	Professor Dr. Khan Mehedi Hasan	Head, Economics Discipline
27	Professor Dr. Munnujahan Ara	Head, Mathematics Discipline
28	Professor Dr. Abdullah Harun Chowdhury	Head, Environmental Science Discipline
29	Md. Shariful Alam	President, Alumni Association of Business Administration Discipline
30	Galib Hamid Protic	General Secretary, Alumni Association of Business Administration Discipline
31	Imtiaz Masroor	Lecturer, HRM Discipline, KU
32	Shara Binte Hamid	Senior Executive, IPDC Finance Ltd.
33	Ibtihaj Samad Nabil	Partner, Trust Distribution
34	Md. Mizanur Rahman	Proprietor, Classic Glass And Plywood Center, Khulna
35	Abu Asharaf Masnun	Founder, Zukto Digital Solutions
36	Nazmum Nahar Rimmi	Assistant Commissioner, Tax and VAT
37	Abu Sayed Ashraful Kamal	Regional Head, Banglalink, Khulna
38	SM Moshisur Rahman	Regional Sales Manager, Akash Digital TV, Khulna

References

BAC 2021.Bangladesh Accreditation Council (BAC) Standards for Accreditation of Academic Program, BAC, Dhaka.pp.1-8.

Economics Discipline 2016.Curriculum for BSS (Hons) in Economics Program, Economics Discipline, Khulna University. pp. 1-190.

FWT Discipline 2022. Outcome Based Curriculum for Bachelor of Science (Hon's.) in Forestry, Forestry and Wood Technology (FWT) Discipline, Khulna University

IQAC 2022.Template of Outcome-based Curriculum, Institutional Quality Assurance Cell (IQAC), Khulna University. pp. 1-18.

KU 2022a. Ordinance for Undergraduate Examination, Khulna University. pp. 1-13.

KU 2022b. Ordinance for Undergraduate Program, Khulna University. pp. 1-16.

Law Discipline 2021.Program Specification and Curriculum of Bachelor of Laws (LLB Hons.), Law Discipline, Khulna University. pp. 1-120.

UGC 2020. Template of Outcome Based Education (OBE) Curriculum(Revised). pp. 1-8.

UGC2021. Bangladesh National Qualifications Framework (BNQF) Part B: Higher Education (level 7-10). pp. 1-29.