

Creating Opportunities for Next Generation Business Leaders

Program Instructions and Course Curriculum

MBA Program

Student Handbook

Introducing
BANGLADESH
OPEN UNIVERSITY

.....



BACKGROUND

Established in 1992 by an act of Parliament, Bangladesh Open University (BOU) has opened up a new vista in distance education in the country. BOU has already launched a good number of academic programs both formal and non formal in the fields of science, education, social science, agriculture, technology and business.

MODE OF TEACHING

Bangladesh Open University is the pioneer university in the country for imparting education in distance mode and, therefore, BOU relies heavily on print materials, tutorial services, electronic media like radio, television, and audio-vedio cassettes and specialised communications such as computer networking and internet.

LOCATION

Situated at a picturesque site of Gazipur, 30 kilometers north of Dhaka, BOU accommodates VC's office, Administration and School buildings, Library, Publishing, Printing & Distribution Division and a Media center.

OBJECTIVE

Prime objective of BOU is to transform the country's vast human resources into an educated and trained work-force by extending a wide range of academic programs both formal and non formal.

BOU's programs are aimed at every one, particularly working people and women and those socially disadvantaged groups who cannot enroll in traditional universities



বাংলাদেশ উন্মুক্ত বিশ্ববিদ্যালয়
BANGLADESH OPEN UNIVERSITY

শুলন অব বিজনেস
School of Business

Program Instructions and Course Curriculum
MBA Program

STUDENT HANDBOOK



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STUDENT HANDBOOK



MBA Program
S t u d e n t
Handbook

School of Business

Bangladesh Open University
Gazipur-1705

Phone: 996691106
Pabx: 09666730730, Ext. 662, 666
Email: deanoffice.sob@bou.ac.bd

Organized, Inscribed, and Compiled by
Dean, School of Business, BOU

Coordinator
Professor Dr. Md. Serazul Islam

Revised by
Professor Dr. Md. Serazul Islam

Published By
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Message from the Dean



Dear Learners,

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

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

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

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

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

Dean
School of Business
Bangladesh Open University
Gazipur-1705

You must remember that open and distance education is based on self-learning approach. There is no traditional classroom teaching in this system; however, we provide a limited number of tutorial services at the specific Study Centers on specific Fridays. Tutorial session plays a crucial role in the learning system. To optimized your learning outcome and/or to have a satisfactory score in the exam, you should attend the tutorial sessions. You are also asked to go through the text materials supplied/prescribed by the School and then come to



your Study Center (SC) to discuss the unclear/difficult parts of the lessons with the tutor as well as the fellow students in groups. As a distant learner, you are required to follow the schedule of the School as provided in the Academic Calendar. The School is managing its programs throughout the country. Any change in the specified schedule is difficult and expensive to communicate with every stakeholder. In addition to some strict rules for a distant learner, **you can enjoy some flexibility in the following grounds:**

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

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

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

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

You will get different **FORMS**, from page #19 to page #26 of this Handbook. Do not use those forms directly in this book. You have to **use the photocopy** of those forms considering their necessity for various purposes from time to time. However, on submission of your assignments, you have to take the signature of the concerned Study Center Coordinator on the **Assignment Acknowledgement Form** provided (use photocopy) in this Handbook (page#20).

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

Thanking you.

(Professor Dr. Md. Mayenuul Islam)

Dean
School of Business
Bangladesh Open University
Gazipur – 1705
Phone: 88-02-99661106 (off.)
E-mail: islammayenuul@bou.ac.bd





Bangladesh Open University (BOU) has been established on October 21, 1992 by an act of the Parliament with the objective of transforming the country's vast human resources into an educated and trained work force by extending toward them a wide range of academic programs, both formal and non-formal. BOU's programs are aimed at everyone, particularly working people and those socially disadvantaged groups who cannot enroll in conventional on-campus universities. The Academic Body of the University consists of six Schools and each School is an inter-disciplinary body of academicians. Several administrative divisions are there to support the academic programs of the University. There are twelve Regional Centers (RCs) and eighty Sub-Regional Centers (SRCs) of BOU working throughout the country to reach at the doorstep of the students at different regions through a wide variety of distance education programs. BOU extends learning opportunities to people across the country. It allows you to choose home as your campus and integrate learning into adaptable and self-determined schedule. It is hoped that the commitment of BOU to distance learning will provide you the opportunities for academic achievement, personal growth and professional development. You may visit: www.bou.ac.bd to know more about BOU.

Conventional System and Distance Education System



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



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



SCHOOL OF BUSINESS



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

Faculties of the School

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

PROFESSORS



Dr. Qazi Mohammad Galib Ahsan

M. Com - Accounting (DU), Ph.D (India), Post-Doc (UK)
Area of Interest: Corporate Social Responsibility and Accountability
Phone: 88-02-09666730730/665, 88 01729224499 (Cell)
E-mail: qgalib@bou.ac.bd



Dr. Md. Mayenul Islam

MBS - Management (IU), Ph.D (Bangladesh)
Area of Interest: Management; International Human Resource Management
Phone: 88-02-09666730730/666, 88-02-996691106(off), 88 01711955537(Cell)
E-mail: islammayenul@bou.ac.bd; deanoffice.sob@bou.ac.bd



Mostafa Azad Kamal

MSS - Economics (CU), MA - Int. & Dev. Economics (Belgium)
Area of Interest: Economics
Phone: 88-02-09666730730/662, 88 01911319248 (Cell)
E-mail: mostafa_azad@bou.ac.bd; mostafa_azad@hotmail.com



Dr. Md. Serazul Islam

MBA - Accounting (IU), Ph.D (Bangladesh)
Area of Interest: SME Financing and Entrepreneurship Development
Phone: 88-02-09666730730/668, 88 01712937189 (Cell)
E-mail: islamserazul@bou.ac.bd; islamserazul@gmail.com



Dr. Mohammad Zahir Raihan

MBA - Finance (CU), M.Phil (Bangladesh), Ph.D (Malaysia)
Area of Interest: Sustainability of Microcredit
Phone: 88-02-09666730730/662, 88 01716233708 (Cell)
E-mail: mzraihan@bou.ac.bd; raihan_bou@yahoo.com



Dr. Shaheen Ahmed

M. Com - Management (DU), Ph.D (Malaysia)
Area of Interest: Human Resource Management
Phone: 88-02-09666730730/792, 88 01911-251181(Cell),
E-mail: sahmed@bou.ac.bd; shaheenmahmed@yahoo.com

ASSOCIATE PROFESSOR



Md. Tarikul Islam

MBA-Marketing (DU)
Area of Interest: International Marketing, Marketing Management, Marketing Research
Phone: 88-02-9291101-4/343, 88-02-9291106(off)
88 01720581050 (Mobile), E-mail: tarikuldu05@bou.ac.bd; tarikuldu05@yahoo.com



ASSISTANT PROFESSORS



Md. Kayes Bin Rahaman

MBA-Finance (RU)

Area of Interest: Household Finance, Green Banking and Disaster Management

Phone: 88-02-9291101-4/343, 88-02-9291106(off)

88 01717671496(Mobile), E-mail:kbrahaman@bou.ac.bd; kbrahaman@gmail.com



Ms. Adiba Anis

MBA-Marketing (DU)

Area of Interest: Tourism, Supply Chain Management, Advertising

Phone: 88-02-9291101-4/532, 88-02-9291106(off)

88 01818644137 (Mobile), E-mail: adiba.anis@bou.ac.bd; adiba10mkt@gmail.com



Md. Mahfuzur Rahman

MSS, Economics (RU)

Area of Interest: International & Development Economics

Phone: 88-02-9291101-4/533, 88-02-9291106(off)

88 01721380509 (Mobile), E-mail:mahfuz.sob@bou.ac.bd; masum2069@yahoo.com



Ms. Asma Akter Shelly

MBA-Finance (DU)

Area of Interest: Finance & Banking; ODL; E-learning

Phone: 88-02-9291101-4/532, 88-02-9291106(off)

88 01712054623 (Mobile), E-mail: shelly.sob13@bou.ac.bd; shellyasma26@gmail.com



Ms. Romana Kader

MBA-Management (DU) [Study Leave]

Area of Interest: Human Resource Management

Phone: 88-02-9291101-4/379, 88-02-9291106(off)

88 01913705671 (Mobile), E-mail: romanak.sob@bou.ac.bd; romana.hrm@gmail.com



Dr. Mollika Ghosh

MBA-Marketing (DU), Ph.D (Bangladesh)

Area of Interest: Advertising and Promotion; Service Marketing

Phone: 09666730730/841, 01799781487 (Cell)

E-mail: mollika@bou.ac.bd; mollikag.du@gmail.com



Ariful Islam

MBA-Accounting and Information Systems(DU)

Area of Interest: Accounting; Taxation

Phone: 09666730730/663, 01911553988 (Cell)

E-mail: arif.sob@bou.ac.bd; maverick9036@gmail.com

LECTURERS



Ms. Sibat Masood

MBA-Marketing (DU)

Area of Interest: Competency Based Education; Social Media Marketing

Phone: 09666730730/663, 01796631658 (Cell)

E-mail: sibat@bou.ac.bd; sibat@yahoo.com



Ms. Syeda Shagin Akhter

MSS, Economics (DU)

Area of Interest: Economics; Environmental Economics; Climate Change; Disaster Economics

Phone: 8802996691106, 01675703672 (Cell)

E-mail: shaginakhter@bou.ac.bd



Ms. Nayeema Sultana

MBA-Marketing (DU)

Area of Interest: Service Marketing; Consumer Behavior; Technology Based Marketing, Tourism

Phone: 8802996691106, 01922385322 (Cell)

E-mail: nayeema@bou.ac.bd



Ms. Shahima Jabin

MBA-Accounting and Information Systems (DU)

Area of Interest: Creative Accounting; Corporate Governance; Intellectual Capital

Phone: 8802996691106, 01516162712 (Cell)

E-mail: shahimajabin@bou.ac.bd

SCHOOL OF BUSINESS



Officers



Ms. Taslima Khanam

Deputy Director
Phone: 09666730730/136,
Cell: 01712551597
E-mail: taslimakhanam@bou.ac.bd



Md. Abdul Matin

Assistant Director
Phone: 09666730730/808,
Cell: 01683302293
E-mail: mamatin@bou.ac.bd



Md. Humayun Kabir

Assistant Director
Phone: 09666730730/804
Cell: 01671712001 (Cell)
E-mail: kabir.sob@bou.ac.bd



Most. Shereena Akther

Assistant Director
Phone: 09666730730/137,
Cell: 01768553705 (Cell)
E-mail: shereen@bou.ac.bd



Salauddin Ahmed

Administrative Officer
Phone: 09666730730/842,
Cell: 01674497533
E-mail: rumigp@bou.ac.bd



Ms. Nazma Akter

Section Officer
Cell: 01710930964
E-mail: nazmaakter@bou.ac.bd

Staff



Md. Sazzadul Bari

Office Assistant
Cell: 01305277666



Md. Riyad Hossin

Office Assistant
Cell: 01716988221



Ms Saleha Akter

Office Assistant (Daily basis)



Certificate in Management (CIM) Program

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

Post-Graduate Diploma in Management (PGDM) Program

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



- Students who complete PGDM program with at least 2.50 CGPA will enjoy the facility of direct admission into the second level of the MBA program of the School and s/he will get exemption from all the 5 (five) courses of the first level.
- Students who complete PGDM program with CGPA 2.00 to 2.49 will get direct admission into the 1st level of the MBA program of the School.

Bachelor of Business Administration (BBA) Program

The Bachelor of Business Administration (BBA) program has been launched by the School in the year 2007. The objective of the program is to augment the business education of the learners covering wide range of theoretical concepts and principles relating to the business activities. The minimum entry requirement for this program is HSC or its equivalent certificate. Students are enrolled in the program only once a year through an admission test. This is a 120 credit-hour program consisting of 39 courses, and viva-voce examination. The program can be completed in 8 semesters (4 years) to the minimum by registering in 4 courses in the first semester and 5 courses in each of the following 7 semesters. The major disciplines of this program comprise (i) Accounting and Information Systems; (ii) HRM; (iii) Finance and Banking; and (iv) Marketing.

- Students who completed Bachelor of Business Administration (BBA) Program of BOU with minimum CGPA 2.50 will be eligible for direct admission into the third level of the MBA Program.
- Students with CGPA 2.00 to 2.49 will be eligible for direct admission into the first level of the MBA Program through viva-voce.

Commonwealth Executive MBA/MPA Program

The Commonwealth Executive Master of Business Administration (CEMBA) and Commonwealth Executive Master of Public Administration (CEMPA) programs have been launched by the School of Business in association with Commonwealth of Learning (COL), Canada and in collaboration with Wawasan Open University, Malaysia; Open University of Sri Lanka (OUSL); Allama Iqbal Open University (AIU) Pakistan; The University of Guyana;

Academic Programs of the SCHOOL OF BUSINESS



Kwame Nkrumah University of Science and Technology, Kumasi, Ghana; National Open University of Nigeria; University of Papua New Guinea; University College of Caribbean, Jamaica; The Open University of Mauritius (OUM); The University College of the Cayman Islands (UCCI) and The Botswana College of Distance and Open Learning (BOCODOL). The Commonwealth Executive MBA/MPA program aims at complementing existing MBA/MPA program currently being offered by the Universities of the Commonwealth to meet the social and professional demands for management and public administration education at the post-graduate level. The CEMBA/CEMPA program at BOU is available as a two years' course of study. This is a 90 credit-hour program. The program is designed in such a way that it can be completed in at least four semesters.

Master of Business Administration (MBA) Program

The School of Business of BOU offers the MBA program through open learning system. The objectives of the program include making students aware of a thorough coverage of the theoretical concepts and principles; relating these theories and principles with the contemporary organizational environment; and addressing and developing integrated thinking for practicing the dynamic decision making to balance between all types of organizational environment for achieving the goal. The minimum entry requirement for this program is a bachelor degree or its equivalent degree from any recognized university. It is a 60 credit-hour program consisting of 15 core courses and 5 major courses in five specified disciplines (Marketing, Human Resource Management, Accounting & Information Systems, Finance & Banking, and International & Development Economics.) including Master Paper and Viva-Voce. One can complete this program in at least 4 (four) semesters (two years).

Professional Master of Business Administration (PMBA) Program

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

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

M. Phil Program

School of Business, Bangladesh Open University offers the Master of Philosophy (M. Phil) Degree in recognition of the successful completion of the Courses of Studies and Research prescribed by the Academic Council of the University. The M. Phil program shall run for two years on full-time and four years on part-time basis. The maximum time to complete M. Phil program will be four years for full time and six years for part-time candidates subject to approval of the Central Research Committee.

Ph.D Program

School of Business, Bangladesh Open University also offers the Doctor of Philosophy (Ph. D) degree in recognition of the successful completion of the Course of Studies and Research prescribed by the Academic Council of the University. The Ph. D program shall run for three years on full time and the five years on part-time basis. The maximum time to complete Ph. D program will be five years for full time and seven years for part time candidates subject to the approval of the Central Research Committee.



MBA PROGRAM



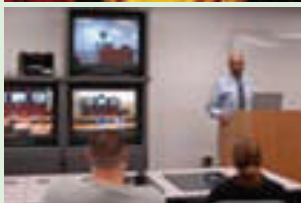
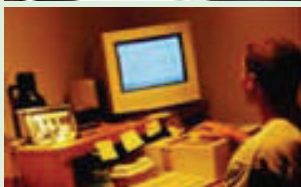
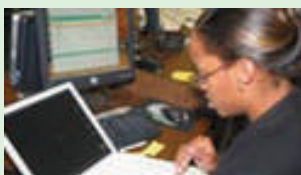
MBA PROGRAM STRUCTURE

The Number of Courses and Credit Hours of the program are as follows:



Total number of courses (including Master Paper & Viva-Voce)		20 (Twenty)
Credit per course:		03 (Three)
Total credit for Core Courses	(15x3)	45 credit hours
Total credit for Major Courses	(5 x 3)	15 credit hours
<ul style="list-style-type: none"> • Major Courses(4x3) = 12 • Capstone Course (Business Research Methods)...(1/2x3) = 1.5 • Master Paper and Viva-Voce(1/2x3)= 1.5 		
Total credit hours of the program		60 credit hours

FEE STRUCTURE FOR THE MBA PROGRAM



A. Compulsory Fees:

Application Form	Tk. 800.00
Course Registration Fee (per course)	2,756.00
Semester Registration Fee (per semester)	200.00
Semester Calendar Fee	50.00
Semester Level Marksheet	100.00
Examination Fee (Per Semester)	331.00
Digital ID Card	200.00

B. Situational Fees:

Retake Course Registration Fee (per course)	2,756.00
Program Transcript Fee	400.00
Provisional Certificate Fee	300.00
Original Certificate Fee	500.00
Testimonial Fee	100.00
Re-Examination Fee/ Redo (per course)	210.00
Correction Fee	200.00
Duplicate Student ID Card Fee	500.00
Study Center Change Fee ***	500.00

*** After successfully completing 1st and 2nd levels on reasonable grounds.

[Students registered in the courses in a particular semester are not required to pay any examination registration fee to appear at the current semester-end examination for those courses. In order to reappear at the semester-end examination for those courses in subsequent semesters, students have to pay the re-examinations fee. All students are required to submit Examination Registration Form to the respective RRCs specifically by mentioning their preferred examination center.]

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

TOTAL NUMBER OF SEMESTERS TO COMPLETE THE MBA PROGRAM

As a regular student, you can complete the program in at least 4 semesters by registering in 5 courses in each semester (including the master paper & viva-voce). However, you can take **two courses to the minimum and six courses to the maximum** in a semester subject to the offering of the courses by the School in that semester.

Program Duration:

- Minimum : 4 (four) semesters (two years)
- Maximum : 10 (ten) semesters (five years)



REGISTRATION

Program Registration Duration

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

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

'DE-NOVO' Registration

DE-NOVO registration policy facilitates students whose registration period has been expired without completing the degree requirements. The student who completed at least 10 courses during the period of the first five years since his/her admission into the program will be eligible to apply for the DE-NOVO registration. Such eligible student has to apply to the Dean of the School for DE-NOVO registration within next 6 (six) months after the expiry of the said five years. Under DE-NOVO registration, which will extend the registration for a further period of three years (6 semesters), the applicant shall get registration as a new student and such students will be allowed exemption from the courses s/he has successfully completed so far.

'ON-DEMAND' Examination

The University authority has also introduced on-demand examination where a student can register for the course(s) to appear at the On-Demand examination by paying Tk. 7,000 per course before holding the next scheduled regular examination. Only the students who have either appeared at or not on a course can sit for the On-Demand examination to the maximum of 2 times.

Cancellation of Program Registration

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

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

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

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

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

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

Student Identification Number

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

Course Registration in Each Semester

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

ACADEMIC YEAR AND SEMESTERS

Academic Year and Semesters of the Program

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

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

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

You must submit the assignments of the courses you have registered in the current semester. Otherwise, you will get 'zero' for the assignments of those courses.

INSTRUCTIONAL MATERIALS

You are not required to communicate frequently to get all the information about the program. The School will provide you with a set of **instructional materials**, containing necessary information relating to the current and next semesters. You are requested to go through the instructional materials carefully. Please, don't hesitate to contact with the RC and/or School if it becomes difficult to understand any part of the instructional materials.

Components of Instructional Materials

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

- Academic Calendar of the current semester and next semester.
- Textbook(s) for the course(s) registered in the semester supplied by BOU.
- Assignment Question Papers for the courses registered in the semester.

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

In addition to the above instructional materials you are required to purchase the textbook on your own accord as mentioned in the Academic Calendar.

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

- Read the **Academic Calendar** carefully and memorize the deadlines for different activities that you will have to do during the semester. For example: Assignment submission dates, Exam. registration date, Course registration date for the next semester, and so on.
- Start reading the textbook provided for each registered course. If you face any problems understanding the text, make a list of those problems. While reading your textbook, be sure that you are within the course outline as provided in this Handbook. **The syllabuses for the courses are provided at the end of this Handbook (see page 28- 57)**
- Complete the total syllabus in 14 weeks time. Therefore, divide the total syllabus by considering the total time you have before the final examination. Try to study at least one chapter of your text in a week for every 3-credit course you take in a semester.
- Read the assignment questions for each course and prepare the assignment paper. Make a list of the problems you have faced in preparing the assignments.
- Participate in the tutorial sessions to discuss and to get the solution to the problems you have faced and have noted down while understanding the text and preparing assignments.

TUTORIAL SERVICES

Study Centers and Tutors

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

Tutorial Sessions

During the period in each semester, fourteen (14) tutorial sessions for every course will be arranged **on Specific Fridays** at the specified Study Centers. The schedule of the tutorial classes at different Study Centers will be given in the **Academic Calendar**, which can be collected from the respective RC at the beginning of each semester. Generally, tutorial sessions at most study centers start at 8:00 am and continue up to 01:00 pm on specific Fridays. In a few Study Centers, tutorial sessions are arranged from 2:30 pm to 7:30 pm on specific Fridays. **Regular attendance in the tutorial sessions is optional but is imperative to have the topics clear by the tutors.** As a registered student of the School, you will enjoy the facility to participate in any tutorial sessions at any Study Center designated for this MBA Program.

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

STUDENT EVALUATION

Evaluation Procedure

For the completion of a course, you must go through an evaluation procedure of the School. For each course, you will be evaluated out of maximum 100 (hundred) marks, distributed as:

- Three (3) Assignments (10x3) = 30 marks
- One (1) Semester-end Examination (14x5) = 70 marks
- Total = 100 marks**

Assignments

Assignments are a part of the evaluation system and it covers 30% marks of each course. During the semester, on or before the specified due dates, you must submit three (3) assignments on time for every course you have registered in that semester, even if you have decided not to appear at the semester-end final examination of that course(s). Otherwise, you will get a 'zero' (0) in assignments for that course. **The School will not allow the submission of assignments of registered courses after the current semester.** Deadline for submission of assignments and other necessary details will be mentioned in the relevant **Academic Calendar**

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

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

- Important: Use the relevant **ASSIGNMENT ACKNOWLEDGEMENT FORM** as provided on **page 20** of this handbook and collect the signature of the respective SC Coordinator on the relevant form at the time of submission of your assignments. **Use a photocopy of Assignment Acknowledgement Form separately for each level.** You are asked to preserve the student's part so that you can claim marks with it if your assignments marks show 'not submitted'.

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

Specimen of COVER PAGE for Assignments

You are given a specimen of cover page for assignment (see page 19). It is mandatory to use the photocopy of that specimen as the cover page for your assignment to be submitted. Assignments without having such cover page will not be evaluated.


Semester-end Final Examination

There will be a formal semester-end final examination. The examination for each course will be of three (3) hours and the question paper will consist of two parts.

- ◆ Part – A will consist of six (6) Broad/Essay type questions (with sub-questions) of which a student has to answer any four (4) questions. [Marks: 4 X14 = 56]
- ◆ Part – B will consist of one practical case followed by some questions. It is compulsory to answer the questions of the Case Study. [Marks: 14]

At the end of each semester, you can appear at the semester-end final examination only for the courses offered in that semester. You have the chance to appear thrice as much as at the semester-end final examination for a registered course; once in the current semester (without paying any exam. registration fee) and twice as much as in the next four consecutive semesters (after paying re-examination fee). In every case, you must submit the **final examination registration form** (use the photocopy of the form provided on page 22) in due time according to the dates to be specified in the relevant Academic Calendar. If you want to avail the next chance to appear at the final examination, you are not required (or allowed) to submit **assignment** for the second time. The School will preserve the assignment marks that have been obtained in the current semester. **A student can appear at the semester-end final examination for six courses to the maximum in a semester.**

Retake A Course: If any student fails to get pass mark in any registered course either in the current semester or within next four consecutive semesters after the semester in which the course was registered, s/he has to retake that course. (See page- 14 for details)

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

Calculation of Grade Point (GP)

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

Numerical Grade	Letter Grade	Grade Point
80% and above	A+ (A plus)	4.00
75% to less than 80%	A (A regular)	3.75
70% to less than 75%	A - (A minus)	3.50
65% to less than 70%	B+ (B Plus)	3.25
60% to less than 65%	B (B regular)	3.00
55% to less than 60%	B - (B minus)	2.75
50% to less than 55%	C+ (C plus)	2.50
45% to less than 50%	C (C regular)	2.25
40% to less than 45%	C - (C minus)	2.00
Less than 40%	F (Fail)	0.00

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

The Formula for Calculation of GPA

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

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

Requirements to have the MBA Degree

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

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

About Re-Examination

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

About 'F' grade in a Course

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

About Retaken Course

In the event of any retaken course, the student has to pay again the full fee for re-registration in that course. Since the passing of all courses individually is a degree requirement, the student with 'F' grade in a course, after availing (or without availing) of redo chances, must retake that course in the semester when that course will be offered again. A course can be retaken only once.

ADMINISTRATION OF THE PROGRAM

Semester Wise Course Offering

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

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

** See page 17-18 for the courses of different levels of the MBA Program

Registration in the Courses of the Next Semester

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

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

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

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

Submission of the Filled-up Examination Registration Form

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

The registration form has been attached to this Handbook (see page 22) and you have to use a photocopy of that form. If you want to change your examination center, please make sure that it is mentioned in the box of Preferred Exam Center in the Examination Registration Form.

Admit Card for the Semester-End Final Examination

Every student, who intends to appear at the semester-end final examination, is required to collect the Admit Card (See Page 23) duly signed by the respective RC authority within the specified time as to be mentioned in the relevant Academic Calendar. **S/he must produce the Admit Card along with his/her ID card at the time of examination.**

Admit Card for Viva-Voce

Every student, who intends to appear at the viva-voce examination after completing 36 (thirty six) credits and has submit the Master Paper is required to collect the admit card from respective RC (see page 23).

GUIDELINES FOR PREPARING MASTER PAPER

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

- Students who have completed at least 36 (thirty six) credit and have registered for Business Research Methods (MBA 4316) can pursue the Master Paper.
- Each student is required to send the **Master Paper Proposal**, duly signed by the **supervisor** and counter signed by the **Study Center (SC) Coordinator**, to the Dean, School of Business, BOU on or before the deadline as to be mentioned in the relevant **Academic Calendar**.

Types of Research for Master Paper

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

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

Master Paper Proposal

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

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

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

Submission and Approval of the Research Proposal

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

Structure of Master Paper

Formation: The length of the report should be between 15,000 and 20,000 words (excluding annexes). Each Master Paper must contain the certificate of the originality of the work (signed by the researcher and counter-signed by the respective supervisor) and the references used in the text. The Master Paper may consist of the following chapters:

- Introduction* including the background of the study, statement of the problem, the rationale of the study, objectives/research questions of the study, etc.
- Literature Review* (theoretical and empirical) and *Hypotheses* (if any)
- Methodology* including the research design, methods of data collection, processing, and analysis.
- Findings and Analyses* (results and discussions).
- Summary, Conclusions, and Recommendations* (if any).

Submission of the Master Paper: Two copies of the Master Paper duly signed by the supervisor and the student are to be submitted through the concerned SC Coordinator to 'the Dean, School of Business, Bangladesh Open University' for evaluation.

Master Paper and Viva-Voce Examination

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

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

COURSES OF THE MBA PROGRAM

Core, Capstone, and Major Courses of the MBA program

The MBA Program consists of Core, Capstone and Major courses. The Core courses aim at enabling the students to master the concepts of business use tools and techniques of analysis as well as familiarize them with the current business environment.

On the other hand, the capstone course helps the students address the dynamic nature of today's business world while conveying the essential elements of the business research process.

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

Course Structure			
Names of the Core Courses	Credit (Hours)	Course Code	Offering Semester
First Level			
Principles of Management	3	MBA 1301	April – September (1st & 3rd Levels)
Principles of Marketing	3	MBA 1302	
Financial Accounting	3	MBA 1303	
Business Communication	3	MBA 1305	
Fundamentals of Financial Management	3	MBA 1306	
Second Level			
Business Mathematics	3	MBA 2305	October- March (2nd & 4th Levels)
Business Statistics for Decision Making	3	MBA 2307	
Organizational Behavior	3	MBA 2308	
Human Resource Management	3	MBA 2309	
Managerial Economics	3	MBA 2310	
Third Level			
Management Accounting	3	MBA 3309	April- September (1st & 3rd Levels)
Marketing Management	3	MBA 3310	
Strategic Management	3	MBA 3311	
Managerial Finance	3	MBA 3314	
Operations Management	3	MBA 3315	
Names of the Major Courses (Fourth Level)			
Major in Marketing			
E-Marketing	3	MBA 4318	October-March (2nd & 4th Levels)
Marketing for Non-Profit Organizations	3	MBA 4319	
Integrated Marketing Communication	3	MBA 4320	
Consumer Behavior	3	MBA 4321	
Business Research Methods (Capstone Course)	1.5	MBA 4316	
Master Paper and Viva-Voce	1.5		
Major in Human Resource Management			
Compensation Management	3	MBA 4322	April-September (2nd & 4th Levels)
International Human Resource Management	3	MBA 4323	
Career Management	3	MBA 4324	
Training & Development	3	MBA 4325	
Business Research Methods (Capstone Course)	1.5	MBA 4316	
Master Paper and Viva-Voce	1.5		

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

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



শুল্ল অর বিজনেস
School of Business
Bangladesh Open University

শুল্ল অর বিজনেস
School of Business

Assignment No.:
(Please put ✓)

1

2

3

Assignment Cover Page

Program: Master of Business Administration (MBA)

Course Title:

Course Code:

MBA

Submission
Semester:

--	--	--

Level: (Please mention)

--	--

PERSONAL INFORMATION OF THE STUDENT

Name (In Capital Letters):

ID (In
Numbers):

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

ID (In
Words):

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

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

RC _____

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

N.B.: Attach the photocopy of both sides of your ID card to the assignment just after this cover page.

Student's Copy

For claiming marks in the assignment (if reflected as not submitted or absent in the Marksheet), each student must preserve this slip carefully.

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SCHOOL OF BUSINESS
Bangladesh Open University
MBA Program

Assignment Acknowledgement Form

Name: _____

ID: - -

Course Code	Received on or before due date		
	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____

Signature of the SC Coordinator
Study Center

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

- Put his/her signature on this form only if the assignments are submitted by the deadline.
- Check if the course code, ID number etc. have been written correctly on the assignment cover page and on this form.
- Keep the Dean's Copy portion of this form while receiving the last Assignment.
- Send the Dean's Copy of this form to Dean, School of Business, Bangladesh Open University, Gazipur-1705.

Dean's COPY

(Please tear this portion off while submitting the last assignment.)

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SCHOOL OF BUSINESS
Bangladesh Open University
MBA Program

Assignment Acknowledgement Form

Name: _____

ID: - -

Course Code	Received on or before due date		
	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____
Course Code	Assignment #1	Assignment #2	Assignment #3
MBA	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____	Signature & Date Reference No.: _____



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SCHOOL OF BUSINESS
Bangladesh Open University
MBA Program

শুন্ অৱ বিজনেস
School of Business

Tutor Evaluation Form

(Confidential)

Student's Name: _____ Study Center: _____

ID No.:

			-	3		3	-				
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 RC: _____

Semester: _____ Level(s): _____

Your Opinion about the Tutors of Your Registered Courses

Course Code	Name of the Tutor	Assessment of Tutors' Performance				
		Planning and Presentation Skills	Interactions with Students and Others	Subject/ Curriculum Knowledge	Classroom Management	Sincerity and Punctuality
MBA						
MBA						
MBA						
MBA						
MBA						
MBA						

Mailing Address:

Signature of the Student _____

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

** Please feel free to fill up this form and mail it immediately after the completion of the tutorial session each semester.

** Your evaluation through this form:
(a) will be treated as highly confidential; and
(b) help us improve our tutorial services.

N.B: You can use a photocopy of this form.



শুন্ অৱ বিজনেস
SCHOOL OF BUSINESS
Bangladesh Open University
MBA Program

শুন্ অৱ বিজনেস
School of Business

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

Examination Registration Form

For Dean Office

Semester-End Final Examination

Semester: _____ Level: ____ / ____

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

Name:	Based on the records maintained in our RC, this student can appear at the Semester Final examination. _____ Regional Director, BOU
SID Number: <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 3 3 <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Regional Center:	
Study Center:	
Preferred Examination Center:	

General Information about the Examination:

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

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

N.B.: You have to submit this form to your RC on or before the deadline.

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



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School of Business
Bangladesh Open University
MBA Program

শুল্ল অব বিজনেস
School of Business

Admit Card

Semester-End Final Examination

Signature & Seal of the RD

Semester: _____ Level: _____ / _____

RC: _____

Name of the Examinee: _____

ID Number: - 3 3 -

Study Center: _____ Exam. Center: _____

Please write the codes and titles of the courses you have registered for the examination. Make sure the invigilator's signature is against the course you have appeared at the examination.

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

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

Students may bring the following items and use them in the examination hall if the invigilator permits:

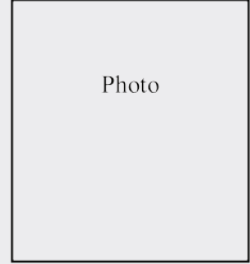
- ◆ Graph paper
- ◆ Statistical tables
- ◆ Scale
- ◆ Calculator
- ◆ Student ID Card
- ◆ Water pot

The following instructions must be maintained in the examination hall:

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



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Registration Form for Viva-voce

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

Semester: _____ Major Subject: _____

Student's Name: _____ RC: _____

ID Number:

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Study Center:

Preferred Center for Viva-Voce:

The number of Courses Completed:

Number of Courses Appeared at the Last Semester-End Examination

Title of the Master Paper:

Supervisor of the Master Paper:

Submission Date of Master Paper:

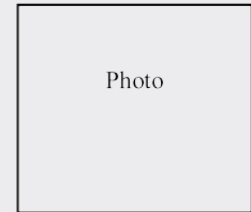
Contact Number: E-mail Address:

Signature of the Student and Date

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School of Business
Bangladesh Open University
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Admit Card for Viva-voce

Name of the Examinee: _____ Major Subject: _____

ID Number: _____ RC: _____

Study Center: _____ Preferred Viva-voce Center: _____

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

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

Use the Photocopy of this Form



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SCHOOL OF BUSINESS
Bangladesh Open University
MBA PROGRAM

শুন্ অব বিজনেস
School of Business

Student Data Bank

(Confidential and Compulsory)

NAME _____ (IN BLOCK LETTERS)

ID No.

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Date of Birth: _____ Educational Background: _____

Profession: _____ Position: _____

Mailing Address: _____

Phone: _____ Fax: _____ E-mail: _____

What aspects of BOU did attract you the most?

What problems do you face at your study center? (Please write in brief)

How can the problems you face be solved? (Please write specifically)

What do you expect from BOU?

Dean Office:

Phone: +8802996691106

E-mail: deanoffice.sob@gmail.com

Use the Photocopy of this Form



MBA PROGRAM
শুন্ অৱ বিজনেস
SCHOOL OF BUSINESS
Bangladesh Open University

Received by BOU Office:

Signature Date

STUDENTS' COMPLAINT FORM

(For claiming marks in the Class Performance & Attendance, Assignment, and or Theory reflected as Absent (AB), Not Submitted (NS), Withheld (WH), Missed, Not clear, etc. in the Mark sheet)

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

1. Complaint related to: Assignment Theory Others

2. Type of complaint/problem:

Course-wise Complaint

Course Code	Course Title	Complaint on (Put tick (✓) mark only)			For Official Use Only						
					Decision on			Remarks			
		Theory	Assignment			Theory	Assignment				
#1	#2		#3	#1	#2		#3				
MBA											
MBA											
MBA											
MBA											
MBA											
MBA											

Complained by:

3. Student Name: Signature & Date:

4. ID Number:

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5. Contact Number:

6. E-mail Address:

7. Exam Semester:

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Enclosed:

- Photocopy of ID Card.
- Assignment Acknowledgement Form (Student's Copy- Original & Signed by BOU official)
- Photocopy of Level Mark Sheet.
- Photocopy of Admit Card (Attested by SC Coordinator).
- Photocopy of Assignments.
- Other Documents (Specify)

For Official Use Only

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

Addresses of Regional Centers (RCs), BOU	
<p>◆ Dhaka RC 4/Ka, Govt. Laboratory School Road (Adjacent to Dhaka Teachers' Training College), Dhanmondi, Dhaka-1205 Phone: 02-41062293, 09666730730-Ext. 177 Email: rcdhaka@bou.ac.bd</p>	<p><i>MBA tutorial facility is available at Dhaka RC</i></p>
<p>◆ Chattogram RC C R B Road (Adjacent of Chattogram Stadium) Kotwali, Chattogram Phone: 02-41361051, Email: rcchattogram@bou.ac.bd</p>	<p><i>MBA tutorial facility is available at Ctg. RC</i></p>
<p>◆ Rajshahi RC Noahata, Paba, Rajshahi-6213 Phone: 0247-800008, Email: rcrajshahi@bou.ac.bd</p>	<p><i>MBA tutorial facility is available at RU</i></p>
<p>◆ Jashore RC Jashore Uposhar (Adjacent to the Dhaka Road), B.R.T.C. Campus, Jashore Phone: 02477760080, Email: rcjashore@bou.ac.bd</p>	<p><i>MBA tutorial facility is available at IU, Kushtia</i></p>
<p>◆ Faridpur RC (Beside to Nadigabashana Institute), Harokandi, Barisal Road, Faridpur Phone: 02478802081, Email: rcfaridpur@bou.ac.bd</p>	
<p>◆ Cumilla RC Dhaka-Chittagong Trank Road Noapara, Durgapur, Cumilla Phone: 02334405557, Email: rccumilla@bou.ac.bd</p>	
<p>◆ Sylhet RC Pirijpur, South Surma, Sylhet Phone: 02996635523, Email: rcsylhet@bou.ac.bd</p>	<p><i>MBA tutorial facility is available at SUST</i></p>
<p>◆ Mymensingh RC Mashkanda (Adjacent to Dhaka-Mymensingh Highway), Mymensingh Phone: 02996665298, Email: rcmymsingh@bou.ac.bd</p>	
<p>◆ Rangpur RC R.K Road (Adjacent to Central Bus Terminal), Rangpur Phone: 02589962430, Email: rcrangpur@bou.ac.bd</p>	
<p>◆ Barishal RC Rupatali, Post- Jagua, Barisal Phone: 02478831726, Email: rcbarishal@bou.ac.bd</p>	
<p>◆ Bogura RC Bishwa Road, Banani (Near BADC Workshop), Bogura Phone: 02588813628, Email: rcbogura@bou.ac.bd</p>	
<p>◆ Khulna RC Roshnibag, (West of Khulna University) Khulna-9208 Phone: 02478844351, Email: rckhulna@bou.ac.bd</p>	<p><i>MBA tutorial facility is available at Azam Khan Govt. Commerce College, Khulna</i></p>

Detailed Outline of the Courses of the MBA Program First Level Courses

Course Title: Principles of Management

Course Code: MBA 1301

Credit Hour: 3

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

Textbook:

Islam, M. M. & Khan, A. A. (2025) *Principles of management* (4th ed.). Bangladesh Open University.

Reference Book:

Wehrich, H. & Koontz, H. (2005). *Management: A global perspective* (11th ed.). Tata McGraw-Hill.

Course Title: Principles of Marketing

Course Code: MBA 1302

Credit Hour: 3

1. **Marketing in a Changing Environment:** Definition and Meaning of Marketing; Scope; Importance and Functions of Marketing; Marketing Management Philosophies.
2. **Strategic Planning and the Marketing Process:** Strategic Planning; The Marketing Process – Marketing's Role in the Organization; Managing the Marketing Effort.
3. **The Marketing Environment:** The Company's Micro Environment; The Company's Macro Environment.
4. **Measuring and Forecasting Demand:** Defining the Marketing and Measuring Current Market Demand; Forecasting Future Demand.
5. **Market Segmenting, Targeting and Positioning:** Market Segmentation: Meaning and Bases; Market Targeting; Market Positioning.
6. **Consumer Market and Consumer Buyer Behavior:** Factors Affecting Consumer Behavior and Types of Buying Decision Behavior; The Buyer Decision Process.

7. **Designing Products— Products, Brands, Packaging and Services:** Definition and Classification of Products; Individual Product Decisions; Product Line and Product Mix Decision: Product Life-Cycle and Marketing Strategies.
8. **Pricing Product – Pricing Considerations and Approaches:** Internal Factors Affecting Pricing Decisions; External Factors Affecting Pricing Decisions; General Approaches of Pricing.
9. **Placing Products—Distribution Channel and Logistic Management:** The Nature of Distribution Channels and Channel Behavior and Organization; Channel Design Decisions and Channel Management Decisions; Physical Distribution and Logistics Management.
10. **Placing Products—Retailing and Wholesaling:** Retailing – Its Nature; Types and Trends; Wholesaling: Nature and Types.
11. **Promoting Products— Advertising, Sales Promotion; Public Relation and Personal Selling:** Advertising – Its Nature and Role; Sales Promotion and Public Relations; Personal Selling: Its Role and Nature.
12. **Marketing Services, Organizations, Persons, Places and Ideas:** Service Marketing– Nature; Characteristics and strategies; Marketing Organization; Person; Place and Idea.

Textbook:

Talukder, A., S., & Bhuiyan, M., Z., H. (2010). *Principles of marketing*. Bangladesh Open University. https://www.ebookbou.edu.bd/Books/Text/SOB/MBA/MBA_1302_full.pdf

Reference Books:

1. Kotler, P., & Armstrong, G. (2021). *Principles of marketing* (18th Global ed.). Harlow: Pearson.
2. OER resources from saylor.org. Link to course webpage-<https://learn.saylor.org/course/view.php?id=82>

Course Title: Financial Accounting

Course Code: MBA 1303

Credit Hour: 3

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

Textbook:

Saha, S.K., Mahmud, M. M., & Hossain, A. T. M. T. (2025). *Financial accounting* (Revised ed.). Bangladesh Open University.

Reference Books:

1. Weygandt, J.J., Kimmel, P.D., and Kieso, D.E. (2015). *Financial accounting* (IFRS 3rd ed.). John Wiley Sons.
2. Islam, M.S. (2025). *Financial accounting-I & II*, Study Modules for BBA Students, Published by BOU.
3. Saylor Academy. (2000). BUS103: *Introduction to financial accounting* | Saylor Academy. <https://learn.saylor.org/course/view.php?id=52>

Course Title: Business Communication

Course Code: MBA 1305

Credit Hour: 3

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

Textbook:

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

Reference Books:

1. Excellence in Business Communication, J. V. Thill & C. L. Bovee, 13th Edition.
2. Essentials of Business Communication, Rajendra Pal & J. S. Korlahalli, New Delhi, S. Chand & Sons, Latest Edition.
3. Essentials of Business Communication, Guffey, Mary Ellen, Loewy, Dana, 11th Edition.

Course Title: Fundamentals of Financial Management

Course Code: MBA 1306

Credit Hour: 3

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

Textbook:

Hoque, J. & Huq, B.I.A. (2025). *Fundamentals of financial management*. Bangladesh Open University.

Reference Books:

1. Gitman, L. J. & Zutter, C. J. (2021). *Principles of managerial finance* (15th ed.). Prentice-Hall.
2. Open-source materials from Saylor Academy: <https://learn.saylor.org/course/view.php?id=63>

Second Level Courses

Course Title: Business Mathematics

Course Code: MBA 2305

Credit Hour : 3

1. **Theory of Set:** Meaning; Methods and Types of Set; Venn Diagrams; Addition; Subtraction, and Complement of Sets; Difference and Product of Sets; Applications of Set Theory to Solve; Business Problems.
2. **Functions, Graphs, Limits, and Continuity:** Preview of Calculus, Lines in the Plane, Functions and Their Graphs, Combinations of Functions, Mathematical Language, Tangent Lines, Velocities, and Growth, The Limit of a Function, Properties of Limits, Continuous Functions, Definition of a Limit.
3. **Permutation and Combination:** Permutation; Combinations.
4. **Equations:** Equation and Identity; Inequality; Degree of an Equation; Graphical Equation; Quadratic Equation; Application of Equation in Business Problems.
5. **Coordinate Geometry and the Straight Line:** Coordinate Geometry; the Straight Line; General Form of the Equation of a Straight Line.
6. **Derivatives:** Introduction to Derivatives, The Definition of a Derivative, Derivatives, Properties, and Formulas, Derivative Patterns, The Chain Rule, Some Applications of the Chain Rule, Related Rates, Newton's Method for Finding Roots.
7. **Derivatives and Graphs:** Linear Approximation and Differentials, Implicit and Logarithmic Differentiation, Finding Maximums and Minimums, The Mean Value Theorem and Its Consequences, The First Derivative and the Shape of a Function $f(x)$, The Second Derivative and the Shape of a Function $f(x)$, Applied Maximum and Minimum Problems, Infinite Limits and Asymptotes, L'Hopital's Rule.
8. **Logarithm:** Nature and Basic Laws of Logarithm; Natural Logarithm and Antilogarithm.
9. **Mathematics of Finance:** Interest; Depreciation; Present Value and Future Value Money, Annuity.
10. **Differentiation and Its Uses in Business Problems:** Differentiation, Differentiation of Multivariate Functions; Optimization with Lagrangian Multipliers and Cobb-Douglas Production Functions; Business Applications of Differentiation.
11. **The Integral:** Introduction to Integration, Sigma Notation and Riemann Sums, The Definite Integral, Properties of the Definite Integral, Areas, Integrals, and Antiderivatives, The Fundamental Theorem of Calculus, Finding Antiderivatives, First Application of Definite Integral, Using Tables to Find Antiderivatives.
12. **Maxima and Minima:** Optimization of Single Variable Function; Optimization of Multivariate Functions; Constrained Optimization with Lagrangian Multipliers.
13. **Integral Calculus:** Indefinite Integral; Methods of Integration; Definite Integral; Applications of Integration in Business.
14. **Matrix Algebra:** Matrix: An Introduction; Matrix Operation; Determinant; Matrix Inversion; Application of Matrices in Business.

Textbook:

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

Reference Book:

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

Course Title: Business Statistics for Decision Making

Course Code: MBA 2307

Credit Hour: 3

1. **Introduction to Business Statistics:** Origin, Growth and Definition of Statistics and Statistical Methods and Their Uses.
2. **Collection of Statistical Data:** Statistical Inquiry and Sources of Data, Framing a Questionnaire and Scrutinizing Statistical Data, Classification of Statistical Data and Tabulation of Statistical Data.

3. **Representation of Statistical Data:** Graphs for Representation of Statistical Data and Diagrams for Presentation of Statistical data.
4. **Measures of Central Tendency:** Measures of Central Tendency, The Median, The Mode, Geometric Mean, Harmonic Mean and Relationship Between Different Measures of Central Tendency.
5. **Measure of Variation:** Variation or Spread or Dispersion, Measures of Dispersion (Distance Measures), Measure of Dispersion (Average Deviation) and Relative Measures of Dispersion.
6. **Correlation Analysis:** Fundamentals Concept of Correlation, Methods of Studying Correlation, Rank Correlation, Concurrent Deviation and Least Squares Method.
7. **Regression Analysis:** Introduction to Regression Analysis, Methods of Obtaining Regression Lines.
8. **Index Numbers:** Introduction to Index Number, Methods of Construction of Index Numbers, Quantity Index Number, Tests of Index Numbers and Other Index Methods.
9. **Probability and the Three Important Distributions:** The Concept of Probability, Random Variables, Probability Distribution the Binomial Distribution, Normal Distribution and Poisson Distribution.
10. **Test of Hypothesis:** Hypothesis Testing, Types of Decisions and Error, Testing Hypothesis About Population Mean and Difference Between Two Population Mean, Testing Hypothesis About Population Proportion and Difference Between Two Population Proportion and Non-Parametric Test.
11. **Chi-Square (χ^2) Test:** Chi-Square Distribution, Condition for the Application of χ^2 Test and Uses of χ^2 Table, Test of Independence and Test of Goodness of Fit and Test of Homogeneity.
12. **Sampling and Sampling Distribution:** Sampling, Sampling and Non Sampling Error, Sampling Distribution, Statistical Quality Control, Acceptance Sampling by Attribute and Sampling Plan and Central-Limit Theorem.
13. **Business Forecasting & Time Series Analysis:** Time Series, Trend Analysis, Seasonal Variations and Cyclical Variation.

Textbook:

Mian, M.A., Ahsan, Q.M.G & Islam, M.N. (2025). *Business statistics for decision making*. Bangladesh Open University.

Reference Books:

1. Gupta, S.P. & Gupta, M. P. (2017). *Business statistics* (18th ed.). Sultan Chand & Sons.
2. Donnelly, Robert A. Jr. (2020). *Business statistics* (2nd ed.). Pearson Publications.
3. David F. Groebner, Patrick W. Shannon, Phillip C. Fry, (2018). *Business statistics: A decision-making approach* (10th ed.). Pearson Publications
4. Bowerman, B., O'Connell, R., Oris, J., (2014). *Essentials of business statistics* (Student Value ed.), McGraw Hill Irwin.

Course Title: Organizational Behavior

Course Code: MBA 2308

Credit Hour : 3

1. **Introduction:** Definition; Elements; Functions; contributing disciplines to OB field; Challenges and opportunities of OB; Developing an OB model. Concept and level of diversity, discrimination, biographical characteristics, Ability; implementing diversity management strategies. Definition of learning; Theory of learning.
2. **Attitudes and Job Satisfaction:** Concept and components attitude, relationship between attitude and behavior, major job attitudes. Concept and measurement of job satisfaction, causes of JS, impact of satisfied and dissatisfied employees.
3. **Emotions and Moods:** Concept of emotions and moods; relationship among affect, moods and emotion, Positive and negative affect of moods, functions of emotion, sources of emotion and moods, emotional labor and its impact on employees, Affective Events Theory, emotional intelligence.
4. **Personality and Values:** Concept of personality, personality determinants, big-five personality model and its influence on OB, Major Personality Attributes Influencing OB. Concept and importance of Values, Types of Values, Values Across Cultures, generational values, linking between personality and values at workplace.
5. **Perception and Individual Decision Making:** Concept of perception and factors Influencing Perception, attribution theory, common shortcuts in judging others, Link between perception and individual decision making, decisions making in organization, influences on decision making, ethics in decision making.
6. **Group Behavior:** Definition and classification of groups, stages of group development, group structure, group decision making, groupthink and groupshift.
7. **Team Behavior:** Concept of team and reasons its popularity, differences between groups and teams, types of teams, creating effective teams, turning individual into team player.
8. **Conflict and Negotiation:** Definition of conflict; functional and dysfunctional conflict; Conflict process; Conflict resolution and conflict stimulation techniques; Meaning of negotiation; Bargaining strategies; Issues in negotiation.

9. **Power and Politics:** Definition of power; Bases of power; Power tactics; Definition of politics; The reality of politics; Factors of political behavior; Impression management; Impression management techniques.
10. **Organizational Change and Stress Management:** Definition; Forces for change; Sources of resistance to change; Overcoming resistance to change; Meaning of stress; Sources of stress; Consequences of stress; Managing stress.
11. **Organizational Culture:** Definition; Characteristics of organizational culture; Types and function of organizational culture; How employee learn culture; Creating an ethical organizational culture; Creating a customer-responsive culture.

Textbook:

Robbins, S. P. & Judge, T. A. (2024). *Organizational behavior* (19th ed.). Prentice-Hall of India.

Reference Books:

1. Newstrom, J. (2015). *Organizational behavior: Human behavior at work* (14th ed.). New Delhi: McGraw-Hill.
2. DuBrin, A.J. (2019). *Fundamentals of organizational behavior* (6th ed.) Academic Media Solutions.

Course Title: Human Resource Management

Course Code: MBA 2309

Credit Hour: 3

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

Textbook:

Mohiuddin (2023). *Human resource management* (1st ed.). Bangladesh Open University.

Reference Books:

1. Decenzo, D. A., Robbins, S.P., & Verhulst, L.V (2016). *Fundamentals of human resource management* (12th ed.). Wiley.
2. Dessler, G. (2017). *Human resource management* (15th ed.). Prentice-Hall of India Private Limited, New Delhi.

Course: Title: Managerial Economics

Course Code: MBA 2310

Credit Hour : 3

1. **Introduction:** What is Economics? Basic Economics Questions and their solutions in alternative economic systems. Microeconomics and Macroeconomics. Decision sciences. Management decision problems. Managerial Economics – Basic concepts, scope, main topics and role. Difference between managerial economics and regular economics. Relationship of managerial economics with other disciplines. Need for studying managerial economics.
2. **Demand & Supply Analysis:** Demand Theories: What is demand? What are the determinants of demand? The relationship between quantity demanded and the price of the commodity. The law of demand. Diminishing marginal utility and law of demand. Demand schedule and demand curve. Consumer surplus. Change in demand and change in quantity demanded. Movement along the demand curve and shift of the demand curve.
Supply theories: What is supply? Determinants of supply. The relationship between quantity supplied and price of the commodity. Law of supply. The law of diminishing returns as a driving force behind the law of supply. Supply schedule and supply curve. Change in supply vs. change in quantity supplied. Movement along the supply curve and shift of the supply curve. Producer surplus.
3. **Elasticities:** Elasticity of Demand: Elasticity of demand and its determinants. Different elasticity measures. Practical Applications of elasticity of demand. Elasticity of Supply: Different measures of Elasticity of supply, Practical Applications of elasticity of supply.
4. **Market Equilibrium:** Equilibrium quantity and price determination. Effects of the changes in the determining factors of supply and demand on the equilibrium quantity and price. Effects of different factors (price ceiling, price floor, subsidy, taxes, etc.) on equilibrium price and quantity. Binding the market (price floors, price ceilings) Demand price, supply price, and equilibrium price.
Quantitative analysis: Determination of equilibrium/market price and quantity.
5. **Production, Costs & Revenue:** Factors of production. Production function. Costs of production. Explicit costs, implicit/hidden/opportunity costs, accounting cost and economic cost. MC, AC, AVC and AFC. Total revenue (TR), Average revenue (AR) and Marginal Revenue (MR). Cost, revenue functions and profit functions.
6. **Optimal Decision Making by Firms:** What is firm? How it differs from industry? Objectives of the firm - profit maximization and strategies. Techniques of profit maximization – free and constrained optimization. Decision of the firm under various market conditions/structures.
7. **Market Structures and Firm's Decision:** What is market? Different types of market structures. Characteristics of different market structures. Output and price decisions of a firm under perfect competition. Price and output decisions by a firm under imperfectly competitive market structures.
Macroeconomic Environment for Business: National income accounts: Circular flow of national income: closed economy models and open economy models, leakages and injections, Measures of national output: GDP and Other measures, Nominal vs Real GDP, GDP deflator, Problems of national income counting, How to avoid the problems with NI accounting.
Money and Inflation: Historical perspective- barter system and its difficulties, evolution of money; Functions of money, forms of money; Money supply and demand; Quantity theory of money; Inflation – definition, types and causes. Deflation;
Fiscal and Monetary policy: Aggregate demand, Aggregate supply, Fiscal policy and monetary policy. Applications of fiscal and monetary policies.

Textbook:

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

Reference Books:

1. N. Gregory Mankiw, Essentials of Economics, South-Western Cengage Learning, USA., 8th edition.
2. Microeconomics (Global Edition), 8th ed., Robert S. Pindyck & Daniel L. Rubinfeld, Pearson/Prentice Hall, 2015
3. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, India, 2013.
4. Managerial Economics, 5th ed., Ivan Png, Taylor & Francis, 2015.
5. Baye, M., & Prince, J. (2022). *Managerial economics and business strategy* (10th ed.). McGraw-Hill.
6. Blair & Rush 2020, 'Business Decisions under Uncertainty' in *The Economics of Managerial Decisions*, pp. 625-661.

Third Level Courses

Course Title: Management Accounting

Course Code: MBA 3309

Credit Hour: 3

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

Textbook:

Ghosh, S.N. & Ahsan, Q.M.G. (2014). *Management accounting* (1st ed.). Published by BOU.

Reference Books:

1. Garrison, R.H., Noreen, E.W., & Brewer, P.C. (2020). *Managerial accounting* (17th ed.). New York: McGraw-Hill Education.
2. Horngren, C. T., Sundem, G.L., Burgstahler, D., & Schatzberger, J. (2023). *Introduction to management accounting* (Global ed.). New York: Pearson Education Inc.

Course Title: Marketing Management

Course Code: MBA 3310

Credit Hour : 3

1. **Understanding Marketing Management:** Marketing Primary Discussion; Defining Marketing Management; The Company Orientation Toward the Marketplace (Marketing Management Philosophies); Rapid Adoption of Marketing Management (Application of Marketing Management).
2. **Market Oriented Strategic Planning:** Strategic Planning – Introductory Discussion; Corporate and Division Strategic Planning; Business Strategic Planning; The Marketing Process; Product Planning; The Nature of Contents of a Marketing Plan.
3. **Managing Marketing Information and Measuring Market Demand:** Marketing Information and Intelligence System; Marketing Research System; Demand Forecasting and Demand Measurement.
4. **Analyzing Industries and Competitors:** Analyzing Competitors – Necessity and Concepts Identifying; Competitors Strategies; Objectives and Assessing Their Strengths and Weaknesses; Estimating Competitors; Research Patterns and Selecting Competitors to Attack and Avoid.
5. **Differentiating and Positioning the Market Offering:** Tools for Competitive Differentiating; Developing and Positioning Strategy.

6. **New Product Development:** Challenges and Organization of New Product Development; Managing the New Product Development Process; The Consumer Adoption Process.
7. **Managing Life-Cycle Strategies:** Stages and Shapes of Product Life-Cycle; Marketing Strategies Throughout the Product LifeCycle; Market Evolution.
8. **Competitive Marketing Strategies:** Market Leader Strategies; Market Challenger Strategies; Market Follower and Nicher Strategies.
9. **Managing Product Lines; Brands and Packaging:** Product and its Classification; Product Mix and Product Line Decision; Brand Decision; Packaging and Leveling Decisions.
10. **Designing Pricing Strategies and Programs:** Setting the Price; Adapting the Price; Initiating and Responding to price changes.
11. **Designing and Managing Integrating Marketing Communication:** Marketing Communication – An Overview; Developing and Managing Effective Marketing Communication.
12. **Organizing, Implementing, and Evaluating the Marketing Activities:** Organizing and Implementing the Marketing Activities; Evaluating and Controlling Marketing Activities.
13. **Social Responsibility of Marketing:** Social Criticisms of Marketing; Consumerism and Ethics in Marketing.

Textbook:

Chowdhury, A. (2010). *Marketing management*. Bangladesh Open University.

Reference Books:

1. Kotler, P., & Keller, K. (2021). *Marketing management* (16th ed.). Pearson Education, Inc.
2. Kotler, P., & Armstrong, G. (2018). *Principles of marketing* (17th ed.). Pearson Education, Inc.
3. Kotler, P. (2011). *Marketing insights from A to Z: 80 concepts every manager needs to know*. Wiley.
4. Kotler, P., Keller, K., Koshy, A., Jha, M. (2013). *Marketing management—A south asian perspective* (13th ed.). Pearson, UK.

Course Title: Strategic Management

Course Code: MBA 3311

Credit Hour: 3

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

10. **Strategy Evaluation:** Strategy Evaluation: Meaning; Nature and Characteristics; Components of an Effective Evaluation System/ Strategy- Evaluation Framework.

Textbook:

Mannan, M. A. (2015). *Strategic management*. Bangladesh Open University.

Reference Book:

David, F. R., David, F. R., & David, M. E. (2023). *Strategic management: A competitive advantage approach, concepts and cases* (18th ed.). Pearson.

Course Title: Managerial Finance

Course Code: MBA 3314

Credit Hour: 3

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

Textbook:

Gitman, L. J. & Zutter, C. J. (2021). *Principles of managerial finance* (15th ed.). Prentice-Hall.

Reference Books:

1. Brigham, E. F. & Ehrhardt, M. C. (2019). *Financial management-Theory and practice* (16th ed.). Cengage.
2. Van Horne, J.C. & Wachowicz, J.M. (2010). *Fundamentals of financial management* (JR, 13th ed.). Pearson Education.
3. Principles of Finance (2022). OpenStax, Rice University: file:///C:/Users/ASUS/Downloads/PrinciplesofFinance-WEB.pdf

Course Title: Operations Management

Course Code: MBA 3315

Credit Hour: 3

1. **Introduction:** The Concept of Product: Goods & Service; The Operation System; The Production System and its Environment; Historical Development of Operations Management; Recent Issues of the Operations Management; The Operations Objectives; The Operations Issues; Role of Operations Manager; Skilled required of the Operations Managers.
2. **Competitiveness and Operations Strategy:** Distinctive Competencies; Four Distinctive Competencies/Competitive Priorities; Traditional view of Competitiveness; Modern view of Competitiveness; Importance of Competitiveness in Operations Strategy; Corporate and Operation Strategies, Different Strategies for Different Operations; Operations Strategy Framework; Operations Function Positioning Decisions; Environmental Scanning; Productivity; Quality; Technology and its Adaptation; Reverse Technology Life Cycle in Developing Economies.
3. **Forecasting:** Forecast and its Implications; Subjects of Forecasts; Factors affecting Product Demand Forecast; Status of Economy; The Product Life Cycle and Forecasting; Uses of Forecasting; Need for Judgment in Forecasting; Steps in Forecasting; Forecasting Time Horizons; Features of Short, Medium and Long Range Forecasting; Characteristics of Different Ranges of Forecasting; Forecasting Error; Different Forecasting

- Approaches; The Qualitative Methods of Forecasting; The Quantitative Methods of Forecasting; Calculation of Seasonal Co-efficient.
4. **Performance Measurement:** Various Kind of Performance Measurement; Why Performance Measurement is an Important Tool; Performance Measurement Techniques; Ignoring Formal Work Measurement; Historical Data Approach; Direct Time Study; Predetermined Time Study; Benchmarking; Types of Benchmarking; Benchmarking Process; Role of Management in Benchmarking; Prerequisite of Benchmarking; Obstacles to Successful Benchmarking; Key Factors to Remember about Benchmarking.
 5. **Service Product Design and Process Selection:** What is Service? The Nature of Service; Difference between Manufactured Goods and Services; Quality of Services; An Operational Classification of Services; Designing Service Organizations; Seven Characteristics of a Well Designed Service System; New Service Development Process; The Service Delivery System Related Issues; Service Blueprinting; Service Fail-Safing Using Poka-Yokes; Success Factors for Service Technologies.
 6. **Waiting Line Management:** Theories on Customer Satisfaction; Factors Affecting Customer Satisfaction; Customer's Response to Delay; Delay Management; Characteristics of the Queuing System; The Managerial Problems in Waiting Line; The Basic Poisson – Exponential Model Management Decision.
 7. **Capacity Planning:** What is Capacity? Measuring Capacity; Measures of System Effectiveness; Capacity Planning; Capacity Planning Activities; Importance of Capacity Planning; Capacity Requirement; Determinants of Effective Capacity; Capacity Strategy.
 8. **Facility Location:** Plant Location Decisions; Objective of Location Decisions; The Need for Location Decisions; Importance of Location Decisions; Location Principles; Effects of Location on Revenue and Costs; Reasons for Location Change; Regional Factors for Selecting Factory Location; The Major Factors in Regional Analysis; Steps and Procedures for Facility Location Decision; General Procedures for Facility Location Planning; Evaluating Location Alternatives.
 9. **Inventory Control:** What is Inventory; Types of Inventory; Why Inventory; Inventory Control; Advantages of Inventory Control; A-B-C Classification; Exceptions to A-B-C Classification; Economic Order Quantity Models; The Basic EOQ Model; Economic Order Quantity (EOQ) Relevant Cost Determination; What is Just-in-Time (JIT) Inventory System; Features of JIT; Building Blocks of JIT; The JIT Goal; The Seven Wastes; Benefits of JIT System; Drawbacks of JIT System; The Instances of Failure; Comparison of JIT and Traditional Approaches; JIT in Bangladesh.

Textbook:

Mamun, M. Z. H. & Ahsan, A. (2015). *Operations management*. Bangladesh Open University.

Reference Books:

1. Jacobs, F. R. & Chase, R. B. (2020). *Operations and supply chain management: The core* (5th ed.). McGraw Hill Education.
2. Davis, M., Acquilano, N. & Chase, Richard, B (2003). *Fundamentals of operations management* (5th ed.). Tata McGraw Hill Publishing.

Fourth Level Courses (Major Courses)

Major in MARKETING

Course: Title: E-Marketing

Course Code: MBA 4318

Credit Hour: 3

1. **Past, Present and Future:** What Is E-Marketing? How Does E-Marketing Relate to E-Business? What Is the Internet? E- Marketing Past. Present. and Future.
2. **Strategic E-Marketing and Performance Metrics:** Strategic Planning. From Strategy to Electronic Strategy. From Business Models to E- Business Models. E-Business Models. The Balanced Scorecard. Four perspectives. Applying the Balanced Scorecard to E- Business and E- Marketing
3. **The E-Marketing plan:** Creating an E-Marketing Plan. A Seven –Step E- Marketing Plan.
4. **E-Marketing Research:** Data Drive Strategy. Big Data. Marketing Knowledge Management. The Electronic Marketing Information System. Source 1: Internal Records. Source 2: Secondary Data. Source 3: Primary Data. Other Technology-Enabled Approaches. Client-Side Data Collection. Server-Side Data Collection. Real-Space Approaches. Marketing Databases and Data Warehouses. Data Analysis and Distribution. Knowledge Management Metrics

5. **Connected Consumers Online:** Consumers in the Twenty-First Century. Consumer Behavior Online. Inside the Internet Exchange Process. Technological Context. Social and Cultural Contexts. Legal Context. Individual Characteristics and Resources. Internet Exchange. Exchange Outcomes
- 6.. **Segmentation, Targeting, Differentiation, and Positioning Strategies:** Segmentation and Targeting Overview. Three Markets. Business Market. Government Market. Consumer Market. Market Segmentation Bases and Variables. Geographic Segments. Important Geographic Segments for E-Marketing. Demographic Segments. Psychographic Segments. Behavior Segments. Targeting Online Customers. Differentiation Online. Online Positioning Bases.
7. **Product: The Online Offer:** Many Products Capitalize on Internet Properties. Creating Customer Value Online. Product Benefits. Attributes. Branding. Support Services. Labeling. E-Marketing Enhanced Product Development. Customer Co-design via Crowdsourcing. Internet Properties Spawn Other Opportunities. New-Product Strategies for E-Marketing.
8. **Price:** The Online Value. The Internet Changes Pricing Strategies. Buyer and Seller Perspectives. Buyer View. Seller View. Payment Options. Pricing Strategies. Fixed Pricing. Dynamic Pricing. Renting Software. Price Placement on Web Pages.
9. **E-Marketing Communication:** Owned Media. E-Marketing Communication. Integrated Marketing Communication (IMC). IMC Goals and Strategies. Traditional Marketing Communication Tools. Owned, Paid, and Earned Media. Owned Media. Content Marketing. Web Site. Web Site Landing Pages. Mobile sites. Web Site Chat. Blogs. Support Forums/Communities. Podcasts. E-Mail. Permission Marketing: Opt-In, Opt-Out. Rules for Successful E-Mail Marketing. Spam/Privacy. Text Messaging. Online Events. Sales Promotion Offers. Coupons. Contents. Sampling. Contests, Sweepstakes. Virtual Worlds. Online Games. Online Gifting. Branded Mobile Apps. QR Codes and Mobile Tags. Location-Based Marketing Social Networks. Coordinating Internet and Traditional Media IMC Plans. Search Engine Optimization. Owned Media Performance Metrics. Sales Promotion Metrics. Direct Marketing Metrics.
E-Marketing Communication: Paid Media. Paid Media. Trust in Paid Media. Internet Advertising Trends. Paid Media Formats. Display Ads. Rich Media Ads. Contextual Advertising. E-Mail Advertising. Text Link Ads. Sponsored Content. Classified Ads. Product Placement. Emerging Formats. Social Media Advertising. Paid Media on Facebook. Facebook Sponsored Stories. Social Ads. Twitter's "Promoted Tweets," "Trends," and "Accounts". LinkedIn Advertising. Advertising in Second Life. Paid Media in Online Videos. Paid Search. Which Media to Buy? Effective Internet Buys. Efficient Internet Buys. Paid Media Performance Metrics. Effectiveness Evidence. Metrics Example.
E-Marketing Communication: Earned Media. Earned Media. User Engagement Levels. Engaging Individuals to Produce Earned Media. Who Should a Company Engage? Social Media Influencers. Traditional Journalists. Techniques for Engaging Users. Viral Marketing. Viral Blogging. Multimedia Sharing. Wikis. Ratings and Reviews. Social Recommendations and Referrals. E-Mail. Social Media Site Discussions. Community Discussion/Forums. Widgets and Social Apps. Location-Based Services (LBS). Collaborative Content Creation by Consumers. How Do Companies Entice Engagement? Provide High-Quality, Timely, Unique, and Relevant Information. Create Entertaining Content. Offer Competitions. Appeal to Altruism. Make an Exclusive Offer. Reward Influential and Fans. Incentivize Group Behavior. Reputation Management Online. Which Reputations Matter? Build, Maintain, Monitor, Repair, Learn Reputation Management Systems. Earned Media Performance Metrics. Social Media Dashboard.
10. **Customer Relationship Management:** Building Customer Relationships, 1:1. Relationship Marketing Defined. Stakeholders. Three Pillars Of Relationship Marketing. Customer Relationship Management (CRM 1.0). Social Customer Relationship Management (CRM 2.0). CRM Benefits. CRM Building Blocks 1. CRM Vision. 2. CRM Strategy. 3. Customer Experience Management. 4. Customer Collaboration Management. 5. Organizational Collaboration. 6. CRM Processes. 7. CRM Information. 8. CRM Technology. 9. CRM Metrics. Ten Rules For CRM Success.

Textbook:

Strauss, J., El-Ansary, A, and Frost, R. (2018). *E-marketing* (8th ed.). Prentice-Hall.

Reference Books:

1. Kotler, P., & Armstrong, G. (2023). *Principles of marketing* (19th ed.). Prentice Hall.
2. Kingsnorth, S. (2019). *Digital Marketing Strategy: An Integrated Approach to Online Marketing* (2nd ed.). London: Kogan Page Publishers.
3. Online Content from Saylor Academy: <https://learn.saylor.org/mod/book/view.php?id=53959>.

Course Title: Marketing for Non-profit Organizations

Course Code: MBA 4319

Credit Hour: 3

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

Textbook:

Andreasen, A. R., Kotler, P. and Armstrong, G. (2007). *Strategic marketing for nonprofit organizations* (7th Pearson ed.).

Reference Books:

1. Kotler, P., & Armstrong, G. (2021). *Principles of marketing* (18th Global ed.). ed.). Harlow: Pearson.
2. Online Content from Saylor Academy: <https://learn.saylor.org/mod/book/view.php?id=53894&chapterid=38328>.

Course Title: Integrated Marketing Communication

Course Code: MBA 4320

Credit Hour: 3

1. **The IMC Foundation:** Nature of communication, Integrated Marketing Communications, Integrated marketing communications plan, IMC Components, The Value of IMC Plans, Globally Integrated Marketing Communications.
2. **Corporate Image and Brand Management:** Corporate Image, Promoting the Desired Image, Corporate Name, Corporate Logos, Branding, Brand Equity, Brand Extensions & Flanker Brands, Co-Branding, Private Brands, Packaging, Labels, Positioning.
3. **Buyer Behaviors:** Consumer Purchasing Process, Information Search, Evolution of Alternatives, Trends in the International Buying Environment, Business-to-Business Buyer Behavior, Factors Affecting Members of Business Buying Centers, Types of B-2-B Sales, The B-2-B Buying Process, Trends in the B-2-B Buying Environment, Dual Channel Marketing.
4. **Promotions Opportunity Analysis:** Promotions Opportunity Analysis, Communication Market Analysis, Establishing Marketing Communications Objectives, Establishing Communications Budget, Types of Budgets, Preparing Promotional Strategies, Market Segmentation, Market Segmentation by Consumer Groups, B-2-B Segmentation, Implications for GIMC Programs.
5. **IMC Advertising Tools:** Advertising Management, Overview, of Advertising Management, Choosing & Advertising Agency, Advertising Planning & Research, The Roles of Advertising Account Executives, The Roles of

- Creative, Advertising Campaign Management, Advertising Goals, The Advertising Budget, Media Selection, The Creative Brief.
6. **Advertising Design:** The Creative Brief, Advertising Theory, Types of Advertising Appeals, The Structure of an Advertisement, Message Strategies, Executional Frameworks, Sources & Spokespersons, Creating an Advertisement, Advertising Effectiveness.
 7. **Advertising Media Selection:** Media Strategy, Media Planning, Advertising Objectives, Achieving Advertising Objectives, Media Selection, Media Mix, Media Selection in B-2-B Markets, Media Selection in International Markets.
 8. **IMC Promotional Tools:** The Nature of Trade Promotions, Types of Trade Promotions, Objectives of Trade Promotions, Concerns in Using Trade Promotions. Types of Consumer Promotional Tools, Planning for Consumer Promotions, B-2-B Programs, International Consumer Promotions Programs.
 9. **Personal Selling:** Database Marketing & Customer Relationship Management: Personal Selling, Retail Sales Presentations, B-2-B Personal Selling, Managing the B-2-B Selling Process, Personal Selling in International Markets, Database Marketing, Direct Marketing, Permission Marketing, Frequency Programs, Customer Relationship Management.
 10. **IMC Integration Tools- Internet Marketing:** Marketing Functions on the Internet, E-Commerce, Digital Marketing, IMC & the Internet, Marketing Activities on the Internet.
 11. **Developing an Integrated Marketing Program:** Matching Methods with IMC Objectives, Message Evaluations, Evaluation Criteria, Behavioral Evaluations, Evaluating PR Activities, Developing the Overall IMC Program.

Textbook:

Clow, K. E. & Buck, D. (2007). *Integrated advertising, promotion, & marketing communications* (8th ed.). Pearson Education.

Reference Books:

1. Tuckwell, K. J. (2002). *Canadian advertising in action* (6th ed.). Pearson Education Canada.
2. Belch, G. E., & Belch, M. A. (2018). *Advertising and promotion: An integrated marketing communications perspective* (7th ed.). McGraw-Hill.
3. Duncan, T., & Ouwersloot, H. (2008). *Integrated marketing communications*. McGraw-Hill.
4. OER resources-<https://kpu.pressbooks.pub/openimc/>

Course Title: Consumer Behavior

Course Code: MBA 4321

Credit Hour: 3

1. **Consumer Behavior – Overview:** Theories and Models: Defining Consumer Behavior; Why Study; Consumer Behavior; Applying Consumer Behavior Knowledge; Consumer Decision Making; An Overview of Consumer Behavior; Psychological; Sociological; Anthropological and Economic Concept Pertinent to Consumption; Theories and Models; Theory Building Theoretical Origins of Consumer Behavior Using Models in Consumer Behavior Research; Different Models of Consumer Behavior.
2. **Culture – Components and Its Marketing Implications:** Culture; Components of Culture; Useful Concepts of Cultural Analysis; Cross-Cultural Research and Multinational Marketing; Subcultures – Nature of Subculture; Different Types of Subcultures and Their Marketing Implications.
3. **Social Organization:** Social Organizations and Reference Groups: Socialization; Reference Groups Norms and Conformity; Social Change; How Social Trends Affect Consumption.
4. **Social Class:** Social Class; Social Stratification; Research Models of Social Class; Social Class and Buying Behavior.
5. **Family:** Nature of Family; Influences on Family Design Making; Using Family Concepts in Marketing.
6. **Nature and Determinants:** The Nature and Significance of Individual Influence; Individual Determinants of Consumer Behavior.
7. **Learning:** Defining Learning; Learning Theories; Behavior Modification in Psychology and Marketing; Retention of Advertising Messages; Habit Information and Brand Loyalty.
8. **Perception:** Definition of Perception; Theories of Perception; Models of Perception; Factors 341695 Perception; Features of Perception Affecting Consumer Behavior.
9. **Motivation and Personality:** Defining Motivation & Personality; Motivation Theories; Motivation Research Methods; The Concepts of Personality; Personality Theories; Personality in Consumer Behavior Research.
10. **Attitudes:** Meaning of Attitudes; Influence of Attitudes; Understanding Attitude; Attitude Organization; Models of

Attitude; Functions of Attitude; How Attitudes are Measured; Attitude Change; Cognitive Dissonance Theory; Multi-Attribute Theory.

11. **Consumer's Decision Process:** Problem Recognition; Search and Evaluation; Purchasing Processes; Post-Purchase Behavior.

Textbook:

Chowdhury, M. A. I. (2010). *Consumer behavior*. Bangladesh Open University.

Reference Books:

1. Schiffman, L. G. & Kanuk, L. L. (2010). *Consumer behavior* (10th ed.). Pearson Education/Prentice Hall.
2. Peter, J. P., & Olson, J. C. (2010). *Consumer behavior and marketing strategy* (10th ed.). Boston: McGraw-Hill/Irwin.
3. <https://aclasites.files.wordpress.com/2017/02/consumer-behavior-building-marketing-strategy-11th-edition.pdf>
4. <https://kpu.pressbooks.pub/introconsumerbehaviour/>
5. <https://opentextbc.ca/introconsumerbehaviour/>

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hours: 3

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

Textbook:

Zikmund, et al. (2013). *Business research methods-A south-asian perspective* (9th ed.). India: Cengage Learning.

Reference Books:

1. Sekaran, U. & Bougie, R. (2014). *Research methods for business-A skill building approach* (6th ed.). Haddington: John Wiley & Sons.
2. Saunders, M., Lewis, P. & Adrian, T. (2012). *Research methods for business students*. (6th ed.). England: Pearson.
3. Cooper, D. R. & Schindler, P. S. (2014). *Business research methods* (12th ed.). New York: McGraw-Hill.

Major in HUMAN RESOURCE MANAGEMENT

Course Title: Compensation Management

Course Code: MBA 4322

Credit Hour : 3

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

Textbook:

Milkovich, G. T. & Newman, J. M. (2019). *Compensation* (12th ed.). Tata McGraw-Hill Education Private Limited.

Reference Book:

Henderson, R. I. (2020), *Compensation management as a knowledge-based world* (10th ed.). Brady (Robert J.) Co., U.S.. ISBN-13.

Course Title: International Human Resource Management

Course Code: MBA 4323

Credit Hour : 3

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

10. **International Industrial Relations:** Key Issues in International Industrial Relations; Trade Unions and International Industrial Relations; The Response of Trade Unions to Multinationals.
11. **Performance Management:** Multinational Performance Management; Performance Management of International Employees; Performance Appraisal of International Employees.

Textbook:

Dowling, P. J., Festing, M. & Engle, A. D. (2023). *International human resource management: Managing people in a multinational context* (7th ed.). South-Western College Publishing, USA

Reference Book:

Harzing, W. & Ruysseveldt, J.V. (2016). *International human resource management* (2nd ed.). SAGE Publications, London.

Course Title: Career Management

Course Code: MBA 4324

Credit Hours: 3

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

Textbook:

Greenhaus, J.H., Callanan, G.A. & Godshalk, V.M.(2019). *Career management for life* (1st published). New York: Routledge.

Reference Books:

1. Forsyth, P. (2002). *Career management*. Wiley.
2. Schein, E. H. (2018). *Career dynamics: Matching individual and organizational needs* ,-Softcover-Wesley Publishing Company, London.

Course Title: Training and Development

Course Code: MBA 4325

Credit Hour : 3

1. **Introduction to Employee Training and Development:** What is Training? Designing Effective Training, The Forces Influencing Working and Learning, training policy.

2. **Strategic Training:** The Evolution of Training's Role, The Strategic Training and Development process, Organizational Characteristics that Influence Training, Training Needs in Different Strategies, Models of Organizing the Training Department, Marketing the Training Function.
3. **Needs Assessment:** Why Is Needs Assessment Necessary? Who Should Participate in Needs Assessment? Methods Used in Needs Assessment, the Needs Assessment Process, Competency Models, Scope of Needs Assessment.
4. **Learning: Theories and Practice:** What Is Learning? What Is Learned? Learning Theories, The Learning Process, Instructional Emphasis for Learning Outcomes, Considerations in Designing Effective Training Programs.
5. **Training Design:** Training Design, considerations of training design, approaches of training design.
6. **Transfer of Learning:** Work Environment Characteristics that Influence Transfer of Training, Organizational Environments that Encourage Transfer.
7. **Trainer's Skills and Styles:** Trainer's areas of competencies, trainers roles, traditional styles of trainers, models of trainer's styles.
8. **Traditional Training Methods:** Introduction, Presentation Methods, Hands-on Methods, Group Building Methods, Choosing a Training Method.
9. **Training Validation and Evaluation:** concept of training validation, needs of training validation, Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes are Good, Evaluation Practices, Evaluation Designs, Evaluation model, Determining Return on Investment.
10. **E-Learning and Use of Technology in Training:** Technology's Influence on Training and Learning, Multimedia Training, Computer-Based Training, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Choosing New Technology Training Methods.
11. **Management Development:** Development, The Development Planning Process, Company Strategies for Providing Development.
12. **Training Audit:** concept, setting audit criteria, training audit process, qualifications of training auditor.

Textbook:

Noe, R. A. (2023). *Employee training and development* (9th ed.). McGraw Hill Publishing Ltd.

Reference Book:

Blanchard, P.N. & Thacker, J.W. (2013). *Effective training: System, strategies and practice* (5th ed.). Pearson Education Limited.

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hours: 3

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

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

Textbook:

Zikmund, et al. (2013). *Business research methods-A south-asian perspective* (9th ed.). India: Cengage Learning.

Reference Books:

1. Sekaran, U. & Bougie, R. (2014). *Research methods for business-A skill building approach* (6th ed.). Haddington: John Wiley & Sons.
2. Saunders, M., Lewis, P. & Adrian, T. (2012). *Research methods for business students*. (6th ed.). England: Pearson.
3. Cooper, D. R. & Schindler, P. S. (2014). *Business research methods* (12th ed.). New York: McGraw-Hill.

Major in ACCOUNTING AND INFORMATION SYSTEMS

Course Title: Corporate Financial Reporting and Analysis

Course Code: MBA 4326

Credit Hours: 3

1. **Financial Reporting and Accounting Standards:** Meaning and Objective of Financial Reporting; Broad Sections of Financial Reports; Standard-Setting Organizations; Financial Reporting Challenges; Overview of IAS & IFRS; Harmonization of International Accounting Standards; Financial Reporting Standards for Small and Medium-Sized Entities (SMEs); Review and Practice.
2. **Conceptual Framework for Financial Reporting:** Conceptual Framework; Fundamental Concepts; Assumptions; Measurement, Recognition, and Disclosure Concepts; Review and Practice.
3. **Financial Statements and Related Information:** Income Statement; Content and Format of the Income Statement; Reporting Various Income Items; Accounting Changes and Errors; Related Equity Statements; Review and Practice; Statement of Financial Position; Preparation of the Statement of Financial Position; Statement of Cash Flows. Consolidated Statements; Accounting for Business Combinations; Description of IAS, 1 & 7, and IFRS 3 & 10.
4. **Accounting for Property, Plant, and Equipment:** Property, Plant, and Equipment; Borrowing Costs During Construction; Valuation of Property, Plant, and Equipment; Costs Subsequent to Acquisition; Disposition of Property, Plant, and Equipment; Review and Practice; Depreciation—A Method of Cost Allocation; Other Depreciation Issues; Impairments; Depletion; Revaluations; Description of IAS 16; Presentation and Analysis.
5. **Revenue Recognition:** Fundamentals of Revenue Recognition; The Five-Step Process Revisited; Accounting for Revenue Recognition Issues; Presentation and Disclosure; Long-Term Construction Contracts, Revenue Recognition over Time; Description of IAS 18&IFRS 15; Review and Practice.
6. **Accounting for Income Taxes:** Fundamentals of Accounting for Income Taxes; Additional Issues; Accounting for Net Operating Losses; Financial Statement Presentation; Comprehensive Example of Inter-period Tax Allocation; Accounting for Net Operating Loss; Carrybacks; Description of IAS 12; Review and Practice.
7. **Accounting for Leases:** The Leasing Environment; Lessee Accounting; Lessor Accounting; Special Lease Accounting Problems: Sale-Leasebacks; Accounting Issues in Sale-Leaseback Transactions; Sale-Leaseback Example; Comprehensive Example; Lease Terms: Scenario 1; Lease Terms: Scenario 2; Description of IAS 17; Review and Practice.
8. **Accounting Changes and Error Analysis:** Types of accounting changes, errors in financial statements, changes in accounting principles, Retrospective Changes, Changes in Estimates, Change in an Entity, Corrections of Errors, Motivations for Change of Accounting Method, Error Analysis, Change from the Equity Method, Change to the Equity Method.

9. **Presentation and Disclosure in Financial Reporting:** Full Disclosure Principle; Disclosure Issues; Auditor's and Management's Reports; Current Reporting Issues; Basic Financial Statement Analysis; Perspective on Financial Statement Analysis; Ratio Analysis; Comparative Analysis; Percentage (Common-Size) Analysis; First-Time Adoption of IFRS (IFRS 1); General Guidelines; Implementation Steps; Review and Practice.

Textbooks:

1. Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2020). *Intermediate accounting IFRS edition* (4th ed.). New York, USA: Wiley.
2. Gibson, C. H. (2014) *Financial reporting & analysis -Using financial accounting information* (13th ed.). Florida, USA: South-Western Cengage Learning.

Reference Books:

1. Young, S. D., Cohen, J., & Bens, D. A. (2019). *Corporate financial reporting and analysis* (4th ed.). New York, USA: John Wiley & Sons Inc.
2. Chaudhry, A., Fuller, C., & Coetsee, D. (2015). *Interpretation and application of international financial reporting standards*. John Wiley & Sons, Inc.
3. CFA Institute. (2018). *Financial reporting and analysis* (1st ed., Vol. 3). Wiley.

Course Title: Strategic Management Accounting

Course Code: MBA 4327

Credit Hour: 3

1. **Strategic Management Accounting:** Definition; Role of Strategic Management Accounting (SMA); Business Performance Factors and their Influence on Management and Management Accounting; Context of Traditional Tools and Methods of Management Accounting; Relationship between Management Accounting and Strategic Management Accounting Tools; SWOT Analysis, Value Chain Analysis; Six Sigma; Portfolio Analysis.
2. **Variable Costing and Segment Reporting:** Tools for Management: Overview of Variable and Absorption Costing; Variable and Absorption Costing—An Example; Reconciliation of Variable Costing with Absorption Costing Income; Advantages of Variable Costing and the Contribution Approach; Segmented Income Statements and the Contribution Approach; Segmented Income Statements—An Example; Segmented Income Statements—Decision Making and Break-Even Analysis; Segmented Income Statements—Common Mistakes; Income Statements—An External Reporting Perspective.
3. **Activity-Based Costing:** A Tool to Aid Decision Making: Activity-Based Costing: An Overview; Designing an Activity-Based Costing (ABC) System; The Mechanics of Activity-Based Costing; Comparison of Traditional and ABC Product Costs; Targeting Process Improvements; Activity-Based Costing and External Reports; The Limitations of Activity-Based Costing.
4. **Flexible Budgets and Performance Analysis:** The Variance Analysis Cycle; Preparing Planning Budgets and Flexible Budgets with One Cost Driver; Flexible Budget Variances; Preparing Planning Budgets and Flexible Budgets with Multiple Cost Drivers.
5. **Responsibility Accounting Systems:** Decentralization in Organizations; Responsibility Accounting; Evaluating Investment Center Performance—Return on Investment; Residual Income; Transfer Pricing; Service Department Charges; Service Department Charges: Key Concepts; Service Department Charges: An Example; Some Cautions in Allocating Service Department Costs.
6. **Strategic Performance Measurement:** The Balanced Scorecard: An Overview; Cost of Quality: A Closer Look; Operating Performance Measures: A Closer Look; Constructing a Balanced Scorecard; Corporate Social Responsibility Performance Measures.
7. **Differential Analysis:** The Key to Decision Making: Decision Making: Six Key Concepts; Identifying Relevant Costs and Benefits: An Example; Decision Analysis: The Total Cost and Differential Cost Approaches; Adding and Dropping Product Lines and Other Segments; Make or Buy Decisions; Special Order Decisions; Volume Trade-Off Decisions; Joint Product Costs and Sell or Process Further Decisions; Activity-Based Costing and Relevant Costs. Uncertain Cash Flows; Preference Decisions—The Ranking of Investment Projects; The Simple Rate of Return Method; Postaudit of Investment Projects.
8. **Cost Allocation, Customer-Profitability Analysis, and Sales-Variance Analysis:** Customer-Profitability Analysis; Customer-Revenue Analysis; Customer-Cost Analysis; Customer-Level Costs; Customer Profitability Profiles; Presenting Profitability Analysis; Using the Five-Step Decision-Making Process to Manage Customer Profitability; Cost Hierarchy-Based Operating Income Statement; Criteria to Guide Cost Allocations; Fully Allocated Customer Profitability; Implementing Corporate and Division Cost Allocations; Issues in Allocating Corporate Costs to Divisions and Customers; Using Fully Allocated Costs for Decision Making.

Textbooks:

1. Garrison, R. H.; Noreen, E. W., & Brewer, P. C. (2021). *Managerial accounting* (17th ed.). McGraw-Hill International Edition.
2. Horngren, C. T., Datar, S.M.,&Rajan, M.V.(2015). *Cost accounting: A managerial emphasis* (15th ed.). Pearson.

Reference Books:

1. Hoque, Z. (2006). *Strategic management accounting* (2nd ed.). Pearson Education Asia.
2. Wouters, M., Selto, F.H., Hilton, R. H.; &Maher, M.H. (2012). *Cost management: Strategies for management decisions* (Latest ed.). McGraw-Hill International Edition.
3. *Managerial accounting*: <https://learn.saylor.org/course/view.php?id=53>

Course Title: Accounting Information Systems

Course Code: MBA 4328

Credit Hour: 3

1. **Accounting Information Systems: An Overview:** Information Needs and Business Processes; Understanding Information Requirements; Exploring Business Processes; Accounting Information Systems Explained; Adding Value Through AIS; Enhancing Decision-making with Artificial Intelligence and Data Analytics in AIS; Integrating Blockchain with AIS; Leveraging Cloud Computing; Virtualization, and the Internet of Things in AIS; Aligning AIS with Corporate Strategy; The Role of AIS in the Value Chain.
2. **Understanding Transaction Processing:** The Data Processing Cycle: Data Input; Data Storage; Data Processing; Information Output; Transaction Processing with Blockchain; Exploring Enterprise Resource Planning (ERP) Systems; Business Process Diagram.
3. **Relational Databases in Accounting:** Using Data Warehouses for Data Analytics; Advantages of Database Systems; Importance of Good Data; Logical and Physical Views of Data; Schemas, Types of Attributes; Designing a Relational Database; Basic Requirements of a Relational Database; Extract, Transform, and Load (ETL) Relevant Data; Extracting Data; Transforming Data.
4. **Control of Accounting Information Systems:** AIS threat, Fraud, The Fraud Triangle; Computer Fraud; Using Data Analytics to Prevent and Detect Fraud; Internal Control Frameworks; Control Environment; Risk Assessment and Risk Response; Control Activities.
5. **Controls for Information Security:** Three Fundamental Information Security Concepts- Management issue, people, and Time-Based Model of Information Security; Protecting Information Resources-Physical Security, Access Controls, User Access Controls; IT Solutions: Antimalware Controls, Network Access Controls, Device and Software Hardening Controls; Detecting Attacks- Log Analysis, Intrusion Detection Systems, Honeypots, Continuous Monitoring.
6. **The Revenue Cycle:** Sales to Cash Collections Revenue Cycle Information System; Sales Order Entry-Taking Customer Orders, Credit Approval, Checking Inventory Availability, Responding to Customer Inquiries; Shipping-Pick and Pack the Order, Ship the Order; Billing -Invoicing, Maintain Accounts Receivable; Cash Collections.
7. **The Production Cycle:** Production Cycle Information System; Product Design; Planning and Scheduling-Production Planning Methods, Key Documents and Forms, Threats and Controls; Production Operations.
8. **General Ledger and Reporting System:** Update General Ledger; Post Adjusting Entries; Prepare Financial Statements; Produce Managerial Reports.
9. **Database Design Using the REA Data Model:** Database Design Process; Entity-Relationship Diagrams; The REA Data Model; Three Basic Types of Entities; Structuring Relationships: Developing an REA Diagram; Using REA Diagrams to Retrieve Information from a Database- Creating Journals and Ledgers, Generating Financial Statements, Creating Managerial Reports
10. **Systems Design, Implementation, and Operation:** Conceptual Systems Design- Evaluate Design Alternatives; Prepare Design Specifications and Reports; Physical Systems Design-Output Design, File and Database Design, Input Design, Program Design, Procedures, and Controls Design; Systems Implementation-Implementation, Planning, and Site Preparation; Selecting and Training Personnel; Complete Documentation; Testing the System.

Textbook:

Romney, M. B., Steinbart, P. J., Summers, S. L., & Wood, D. A. (2021). *Accounting information systems* (15th Global ed.). Pearson.

Reference Books:

1. Hall, J. A. (2015). *Accounting information systems* (9th ed.). Cengage Learning.
2. Turner, L. D., & Weickgenannt, A. B. (2009). *Accounting information systems: Controls and processes* (4th ed.). John Wiley & Sons.

Course Title: Accounting for Governmental & Non-Profit Organizations

Course Code: MBA 4329

Credit Hour: 3

1. **The Government and Not-for-Profit Environment:** Introduction to Organizational Accounting; Comparing Governments, Not-for-Profits, and Businesses; Importance of State and Local Government Accounting; Accounting Implications of Organizational Characteristics; Differences Between Governments and Not-for-Profits; Overall Purposes of Financial Reporting; Users and Uses of Financial Reports; Differences among Reporting Objectives; Impact of Accounting Principles Differences; Effects of Accounting Changes in Practice; Principles of Accounting and Financial Reporting for State and Local Governments: Activities of Government; Governmental Financial Reporting Entity; Integrated Accounting and Financial Reporting Model: Major Fund Reporting.
2. **Fund Accounting:** Understanding Funds; Key Elements of Government Financial Statements; Characteristics of Funds; Combining and Consolidating Funds; Types of Government Funds; Characteristics of Governmental Funds; Characteristics of Proprietary Funds; Characteristics of Fiduciary Funds; Components of a Government's Comprehensive Annual Financial Report (CAFR); Differences in Funds and Annual Reports between Governments and Not-for-Profits.
3. **Budgeting and Control:** Key Purposes of Budgets; Necessity of Multiple Types of Budgets; Classification of Expenditures and Revenues; Importance of Performance Budgets; Phases of the Budget Cycle; Budgeting and Legislative Constraints; Basis of Accounting for Budget Preparation; Challenges and Solutions in Budget Balancing; Cost of GAAP in Budgeting; Balancing the Budget Through Asset Sales; Caution in Budget-to-Actual Comparisons; Comparison of Budgeting in Not-for-Profit Organizations and Governments; Enhancing Control Through Budgets; Recording Budgets in Governments; Utilization of Encumbrance Accounting to Prevent Overspending.
4. **Accounting for the Business-type Activities of State and Local Governments:** Proprietary Funds; Internal Service Funds; Enterprise Funds; Water Utility Funds.
5. **Recognizing Revenues in Governmental Funds:** Introduction to Revenue Recognition in Governmental Funds; Use of Modified Accrual Basis by Governments; Main Types of Nonexchange Revenues and Limitations; Accounting for Property Taxes and Imposed Nonexchange Revenues; Accounting for Sales Taxes and Derived Tax Revenues; Disclosure and Accounting for Tax Abatements; Accounting for Grants and Similar Nonexchange Revenues; Accounting for Sales of Capital Assets; Accounting for Licenses, Permits, and Other Exchange Transactions; Reporting Revenues in Government-Wide Statements.
6. **Recognizing Expenditures in Governmental Funds:** Introduction to Expenditure Recognition in Governmental Funds; Modification of Accrual Concept for Expenditures; Accounting for Compensated Absences; Accounting for Pensions and Other Postemployment Benefits; Accounting for Claims and Judgments; Accounting for Acquisition and Use of Materials and Supplies; Accounting for Prepayments; Accounting for Capital Assets; Accounting for Interest and Principal on Long-Term Debt; Accounting for Nonexchange Expenditures; Accounting for Interfund Transactions; Understanding Other Financing Sources and Uses; Reporting Revenues, Expenditures, and Other Financing Sources and Uses; Significance of Current Financial Governmental Fund Statements.
7. **Accounting for Capital Projects and Debt Service:** Accounting for Capital Projects and Debt Service; Accounting for Capital Projects Funds Accounting for Resources Dedicated to Debt Service; Handling of Special Assessments by Governments; Accounting for Special Assessments in Proprietary Funds; Benefits of Debt Refunding for Governments.
8. **Reporting, Disclosure, and Financial Analysis:** Preparation of Government-Wide Statements from Fund Statements; Significance of Reporting Entity for Governments; Criteria for Establishing Government Reporting Entities; Components of the Comprehensive Annual Financial Report (CAFR); Reporting Requirements for Special-Purpose Governments; Assessment of a Government's Fiscal Condition.
9. **Not-for-Profit Organizations:** Governance and Leadership in Not-for-Profit Organizations; Form and Content of Financial Statements for Not-for-Profit Organizations; Understanding Endowments in Not-for-Profit Organizations; Types of Contributions and Accounting for Pledges; Recognition of Use-Restricted Contributions; Recognition of Contributions of Services; Treatment of Receipts of Collection Items as Revenues; Recognition of Conditional Promises; Recognition of Gains and Losses on Investments; Treatment of Endowment Gains; Issues in Establishing Reporting Entity for Not-for-Profit Organizations; Accounting Procedures of Municipalities, Upazilla Accounts Offices.
10. **Colleges and Universities:** Nature and Activities of Colleges and Universities; Unique Issues Faced by Colleges and Universities; Accounting for Revenues and Expenses in Colleges and Universities; Evaluating the Fiscal Wherewithal of Colleges and Universities.

Textbook:

Granof, M. H., Khumawala, S. B., Calabrese, T. D., Smith, D. L. (2021). *Government and not-for-profit accounting: Concepts and practices* (9th ed.). John Wiley & Sons.

Reference Books:

1. Wilson, E. R., Reck, J. L., Kattelus, S. C. (2023). *Accounting for governmental and nonprofit entities* (19th ed.). McGraw-Hill.
2. Gupta, M.P. (2001). *Government accounting and control* (2nd ed.). New Delhi: Ashish Publishing House.
3. Khan, M. M. (1998). *Advanced accounting*. Dhaka: Ideal Library, Volume II.
4. https://youtube.com/playlist?list=PLxP0KZzCGFYMbs-skJj-zcRkVOCXg8gYC&si=0MZFNi5_kjs_Jeag

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hour: 3

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

Textbook:

Zikmund, et al. (2013). *Business research methods-A south-asian perspective* (9th ed.). India: Cengage Learning.

Reference Books:

1. Sekaran, U. & Bougie, R. (2014). *Research methods for business-A skill building approach* (6th ed.). Haddington: John Wiley & Sons.
2. Saunders, M., Lewis, P. & Adrian, T. (2012). *Research methods for business students*. (6th ed.). England: Pearson.
3. Cooper, D. R. & Schindler, P. S. (2014). *Business research methods* (12th ed.). New York: McGraw-Hill.

Major in FINANCE AND BANKING

Course Title: Corporate Finance

Course Code: MBA 4330

Credit Hours:

1. **Introduction:** What is corporate finance? The corporate firm, the importance of Cash Flows; The Goal of Financial Management; The Agency problem and control of the corporation?
2. **Financial Models:** Cash Budget; Financial Models; External Financing and Growth; some caveats regarding Financial Planning Models.
3. **Efficient Capital Markets and Behavioral Challenges:** A description of efficient capital markets; the different types of efficiency; The Evidence; The Behavior.
4. **Leasing:** Concept; Types of Lease; Accounting and Leasing; Taxes; The IRS, and Leases; The Cash Flows of Leasing; A Detour on Discounting and Debt Capacity with Corporate Taxes; NPV Analysis of the Lease Versus Buy Decision; Debt Displacement and Lease Valuation; Reasons for Leasing.
5. **Options and Corporate Finance basic concepts:** Call options and put options, selling options, valuing options, an option-pricing formula, stocks and bonds as options, capital-structure policy and options, mergers and options.
6. **Warrants and Convertibles:** Difference between warrants and call options, convertible bonds, the value of convertible bonds, reasons for issuing warrants and convertibles, conversion policy.
7. **Mergers, Acquisitions, and Divestitures:** The Basic forms of Acquisitions; Synergy; Sources of Synergy; Two financial side effects of Acquisitions; A cost to stockholders from Reduction in Risk; The NPV of a Merger; Friendly Versus Hostile Takeovers; Defensive Tactics; Do Mergers Add value?
8. **What is financial Distress?** What Happens in Financial Distress? Bankruptcy Liquidation and Reorganization; Private workout or Bankruptcy; Which is Best? Prepackaged Bankruptcy; Prediction Corporate Bankruptcy: The Z – score Model.

Textbook:

Ross, W. et. al. (2019). *Corporate Finance*. Tenth Canadian Edition, McGraw-Hill Ryerson.

Reference Books:

1. Brealey, R. A. Myers, S. C. and Allen, F. *Principles of Corporate*. McGraw-Hill/Irwin Series in Finance, Insurance, and Real Estate, Either 11th or 12th Edition ISBN-10: 1259144380 ISBN-13: 978-1259144387
2. *Financial Management – Theory and Practice*, Brigham, Gapensky and Ehrhardt,– 9th Edition, The Dryden Press, New York, 1998.
3. *Financial Management and Policy*, Van Horne, – 12th Edition, Prentice-Hall Inc., New Delhi, 2001.
4. Lord, R. (2012). *Corporate Finance*. Commonwealth of Learning, Canada.
5. Berk, J. and De Marzo, P. (2014). *Corporate Finance (plus My Finance Lab)*, 3rd ed., Pearson - Prentice Hall, 2014. (SBN-10: 0-13-342415-4; ISBN-13: 978-0-13- 342415-7) <https://www.docenti.unina.it/webdocenti-be/allegati/materiale-didattico/34286044>

Course Title: Investment Analysis & Portfolio Management

Course Code: MBA 4331

Credit Hours: 3

1. **Investment Setting and Security Markets:** What is an investment; Investment Objectives; Measures of Return and Risk; Determinants of Required Rate of Return; Relationship Between Risk and Return; Analysis of different types of Risks and Return; Risk free rate and factors influencing the risk free rate; Risk Premium, What is Market? Primary Capital Market; Secondary Capital Market.
2. **Efficient Market Hypothesis:** Efficient Market Concept; Different forms of Efficiency; Random walk theory; Challenges to the Efficient Market Hypothesis.
3. **Introduction to Portfolio Management:** Individual Investor Life Cycle; The portfolio Management Process; Measurement of Expected Risk and Return of Portfolio; Alternative Measures of Risk; Markowitz Portfolio Theory; The Efficient Frontier and Investor Utility; Sharpe's Single Index Model; Lagrange Multiplier Theory.
4. **Capital Asset Pricing Model and Multi Factor Models:** Overview of Capital Market Theory; Capital Asset Pricing Model: Expected Return and Risk; -Assumptions of CAPM; Security Market Line and Capital Market Line; Zero beta Model; Empirical Tests of APT; Relationship between Systematic Risk and Return; Then Market Portfolio: Theory verses Practice; Arbitrage Pricing Theory (APT); Multi-factor Models and Risk Estimation.
5. **Fundamental Analysis: Economic Analysis:** Macro economic activity and security Markets; Economic Series and Stock Prices; The Cyclical Indicator Approach; Monetary Variables, the Economy and Stock Prices; Inflation, interest rate and security prices.

6. **Industry and Company Analysis:** Introduction; Business Cycle and Industry Sectors; Evaluating the industry life cycle; Analysis of Industry Competition; Estimation of Industry Rates of Return; Firm Competitive Strategies; SWOT Analysis; Analysis of Growth and Value Companies.
7. **Technical Analysis:** Assumptions, Advantages and Challenges; Technical Trading Rules and Indicators; Technical Analysis of Equity Markets.
8. **Valuation of Bonds and Bond Portfolio Management Strategies:** Basic Features of a Bond; Alternative Bond Issues; Bond Valuation; Computing Bond Yields; Calculation of future bond prices; Yield curve; Determination of interest rates; Term structure interest rate theories; Bond price volatility; Passive and Active Bond Portfolio Management Strategies; Core plus bond portfolio management Strategy; Contingent Immunization Procedures; Bond Market Efficiency.
9. **Security Valuation and Equity Portfolio Management Strategy:** Theory of Valuation; Alternative Valuation Methods; Passive vs. Active Management; Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques; Tracking Error, Methods of Index Portfolio Investment; Fundamental Active Strategies; Technical Strategies. Market Anomalies; Value vs. Growth Investments; Investor Behavior and Stock Returns.
10. **Evaluation of Portfolio Performance:** Standards for Ethical Behavior; Examples of Ethical Conflicts; what do you want from a professional asset manager?; what is required of a portfolio manager?; Treynor, Sharpe, Jensen and Information Ratio Performance Measures; Comparing the Composite Performance Measures; Application of Portfolio Performance Measures; Factors affecting the use of Performance Measures.

Textbook:

Reilly, F., Brown, K., & Leeds, S. (2024). *Investment analysis and portfolio management* (12th ed.). Cengage Learning.

Reference Books:

1. Kevin, S. (2022). *Security analysis and portfolio management*, (3rd ed.). PHI Learning Pvt. Ltd.
2. Fischer, D.E. & Jordan, R.J. (1995). *Security analysis and portfolio management* (6th ed.). Pearson
3. Chandra, P. (2021). *Investment analysis and portfolio management* (6th ed.). McGraw Hill India.

Course Title: Bank Management and Financial Services

Course Code: MBA 4332

Credit Hours: 3

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

Textbook:

Rose, P. and Hudgins, S. (2008). *Bank management and financial services* (9th ed.). , McGraw Hill, New Jersey.

Reference Books:

1. Rose, P. (2009). *Commercial bank management* (4th ed.). Prentice Hall.

2. Koch, T. W. & Macdonald, S. S. (2003). *Bank management* (5th ed.). Thomson, Ohio.
3. Anthony, S. and Cornett .M. (2003). *Financial institutions management* (4th ed.). Irwin McGraw Hill, USA.
4. Khan, A. R. (2009). *Bank management-A fund emphasis* (1st ed.). Dhaka: Decent Book House.

Course Title: Development of Financial Markets and Institutions

Course Code: MBA 4333

Credit Hour: 3

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

Textbook:

Saunders, A., Cornett, M.M. & Erhemjams, O. (2021). *Financial markets and institutions* (8th ed.). McGraw Hill.

Reference Books:

1. Madura, J. (2024). *Financial markets and institutions* (14th ed.). Cengage Learning
2. Bangladesh Banking Ordinance 1972
3. Moody's rating, IMF and World Bank reports

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hours: 3

1. **Introduction to Business Research:** The Nature of Business Research; Managerial Value of Business Research; Importance of Business Research; Business Research in the Twenty-First Century; Information, Data, and Intelligence; Information, Data and Intelligence; The Characteristics of Valuable Information; Research Concepts, Constructs; Propositions, Variables, and Hypotheses; Types of Business Research; Stages in the Research Process; Organizational Structure of Business Research; Ethical Issues in Business Research.
2. **Beginning Stages of the Research Process:** Importance of Starting with a Good Problem Definition; The Problem-Definition Process; The Research Proposal; Qualitative “versus” Quantitative Research; Common Techniques Used in Qualitative Research; Advantages of Secondary Data; Disadvantage of Secondary Data; Sources of Secondary Data.
3. **Research Methods for Collecting Primary Data:** Using Surveys; Errors in Survey Research; Classifying Survey Research Methods; Total Quality Management and Customer Satisfaction Surveys; Personal Interviews; Telephone Interviews; Self-Administered Questionnaires; Self-Administered Questionnaires Using other Forms of Distribution; Selecting the Appropriate Survey Research Design; Pre-testing; Observation in Business Research; Observation of Human Behavior.

4. **Measurement and Scaling Concepts:** Measurement Concepts, Operational Definitions, Variables, and Constructs; Levels of Scale Measurement; Three Criteria for Good Measurement; Techniques for Measuring Attitudes; Attitude Rating Scales; Ranking; Questionnaire Quality and Design: Basic Considerations; Guidelines for Constructing Questions.
5. **Sampling and Fieldwork:** Sampling Terminology; Practical Sampling Concepts; Random Sampling and Non-Sampling Errors; Probability versus Non-Probability Sampling; Appropriate Sample Design; Normal Distribution; Population Distribution, Sample Distribution, and Sampling Distribution; Determining Sample Size; Nature of Fieldwork; In-house Training for Inexperienced Interviewers; Principles of Good Interviewing.
6. **Data Analysis and Presentation:** Stages of Data Analysis; Editing; Coding; Data System; The Nature of Descriptive Analysis; Tabulation; Cross-Tabulation; Data Transformation; Calculation of Rank Order.
7. **Hypothesis Testing:** Meaning and Testing Procedure of Hypothesis; Choosing the Appropriate Statistical Technique; Independent Samples t-Test; Chi-Square Test for Goodness of Fit; The t-Test for Comparing Two Means; The Z-Test for Comparing Two Proportions; ANOVA; The F-Test; Simple Correlation Coefficient; The Regression Equation; Multivariate Data Analysis; Multiple Regression Analysis; ANOVA (n-Way) and MANOVA; Discriminate Analysis; Factor Analysis; Cluster Analysis.
8. **Communicating Research Results:** Introduction; Insights from the Communications Model; Report Format; Effective Use of Graphic Aids; The Oral Presentation; Comprehensive Cases with Computerized Data-Based.

Textbook:

Zikmund, et al. (2013). *Business research methods-A south-asian perspective* (9th ed.). India: Cengage Learning.

Reference Books:

1. Sekaran, U. & Bougie, R. (2014). *Research methods for business-A skill building approach* (6th ed.). Haddington: John Wiley & Sons.
2. Saunders, M., Lewis, P. & Adrian, T. (2012). *Research methods for business students*. (6th ed.). England: Pearson.
3. Cooper, D. R. & Schindler, P. S. (2014). *Business research methods* (12th ed.). New York: McGraw-Hill.

Major in INTERNATIONAL AND DEVELOPMENT ECONOMICS

Course Title: Economic Development and Planning

Course Code: MBA 4334

Credit Hour: 3

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

Textbooks:

1. Titumir, R. A. M. (2010). *Economic Development and Planning*. Bangladesh Open University
2. King, P., & King, S. K. (2008). *International economics, globalization, and policy: A reader*. McGraw-Hill Irwin.
3. Todaro, M. P., & Smith, S. C. (2020). *Economic development* (13th ed.). Pearson.

Reference Books:

1. Appleyard, D. R., & Field, A. J. Jr. (2017). *International economics* (9th ed.). McGraw-Hill Education.
2. Ray, D. (1998). *Development economics*. Princeton University Press.
3. Banerjee, A. V., Benabou, R., & Mookherjee, D. (Eds.). (2006). *Understanding poverty*. Oxford University Press.

Course Title: International Economics, Globalization and Policy

Course Code: MBA 4335

Credit Hour: 3

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

Textbooks:

1. King, P., & King, S. K. (2008). *International economics, globalization, and policy: A reader*. McGraw-Hill Irwin.
2. Titumir, R. A. M. (2010). *Economic Development and Planning*. Bangladesh Open University.
3. Todaro, M. P., & Smith, S. C. (2020). *Economic development* (13th ed.). Pearson.

Reference Books:

1. Appleyard, D. R., & Field, A. J. Jr. (2017). *International economics* (9th ed.). McGraw-Hill Education.
2. Ray, D. (1998). *Development economics*. Princeton University Press.
3. Banerjee, A. V., Benabou, R., & Mookherjee, D. (Eds.). (2006). *Understanding poverty*. Oxford University Press.

Course Title: Money, Banking and Financial Markets

Course Code: MBA 4336

Credit Hour: 3

1. **Overview of the Financial System:** Function of Financial Markets; Structure of Financial Markets; Internationalization of Financial Markets; Function of Financial Intermediaries (and Transaction Costs).
2. **What Is Money:** Meaning of Money; Functions of Money; Evolution of the Payment System?
3. **Understanding Interest Rates:** Measuring Interest Rates; Distinction Between Interest Rates and Returns; Distinction Between Real and Nominal Interest Rates.
4. **The Behavior of Interest Rates:** Determinants of Asset Demand; Supply and Demand in the Bond Market; Changes in Equilibrium Interest Rates; Supply and Demand in the Market for Money; Liquidity Preference Framework; Changes in Equilibrium Interest Rates Due to Liquidity Preference Framework.
5. **Determination of the Money Supply:** The Money Supply Model and the Money Multiplier; Factors That Determine the Money Multiplier: Additional Factors That Determine the Money Supply.
6. **Tools of Monetary Policy:** The Market for Reserves and the Federal Funds Rate; Open Market Operations; Discount Policy; Reserve Requirements.
7. **Conduct of Monetary Policy:** Goals and Targets: Goals of Monetary Policy; Central Bank Strategies: The Use of Targets; Choosing the Targets; Fed Policy Procedures; The Taylor Rule, NAIRU, and the Philips Curve
8. **The Foreign Exchange Market:** Exchange Rates in the Long Run; Exchange Rates in the Short Run; Explaining Changes in Exchange Rates.
9. **The International Financial System:** Intervention in the Foreign Exchange Market; Balance of Payments; Evolution of the International Financial System; Capital Controls; The Role of the IMF (International Monetary Fund).

Textbooks:

1. Mishkin, F. S., & Eakins, S. G. (2015). *Financial markets and institutions* (8th ed.). Pearson.
2. Cecchetti, S. G., & Schoenholtz, K. L. (2017). *Money, banking, and financial markets* (5th ed.). McGraw-Hill Education.
3. Mishkin, F. S. (2019). *The economics of money, banking, and financial markets* (12th ed.). Pearson.

Reference Book:

1. Banerjee, A. V., & Duflo, E. (2011). *Poor economics: Rethinking poverty & the ways to end it*. Random House India.

Course Title: International Trade and Finance

Course Code: MBA 4337

Credit Hour: 3

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

Textbook:

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

Reference Book:

International Economics, Dominick Salvatore.

Course Title: Business Research Methods

Course Code: MBA 4316

Credit Hours: 3

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

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

Textbook:

Zikmund, et al. (2013). *Business research methods-A south-asian perspective* (9th ed.). India: Cengage Learning.

Reference Books:

1. Sekaran, U. & Bougie, R. (2014). *Research methods for business-A skill building approach* (6th ed.). Haddington: John Wiley & Sons.
2. Saunders, M., Lewis, P. & Adrian, T. (2012). *Research methods for business students*. (6th ed.). England: Pearson.
3. Cooper, D. R. & Schindler, P. S. (2014). *Business research methods* (12th ed.). New York: McGraw-Hill.

What to Do During Each Semester?

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