

Department of
Management Studies
Syllabus BBA in
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Syllabus

BBA in Management Studies

Academic Session: 2013-2014



Department of Management Studies
Faculty of Business Studies
University of Rajshahi
Rajshahi-6205, Bangladesh

www.ru.ac.bd/manage

The Department of Management Studies: An Introduction

The University of Rajshahi is one of the premier public universities of Bangladesh. This University is an autonomous institution established in 1953 and located in Rajshahi Division of Bangladesh. The campus is purpose built and compact to provide excellent facilities, communication and interaction. It is constantly updating its academic curriculum in response to changing demands.

Management has clearly been recognized as critical to the process of economic development of a developing country like ours. Technological and other developments proceed apace and challenge not only the quantum of knowledge and its accessibility but also the nature and manner of work itself. Graduates need to plan to differentiate themselves in the marketplace. A critical element of this differentiation involves a commitment to continuous learning and a willingness to accept personal challenges. Considering the importance of management, the University of Rajshahi established the Department of Management in the year 1972. The Department was placed under the Faculty of Commerce. From January 2012, the department renamed as Department of Management Studies.

In line with the changing market demands, the Department of Management Studies has changed undergraduate (B.Com) and graduate (M.Com) programs to BBA (Honours) and MBA program. There is a fundamental change in course curriculum based on the experience and knowledge gained over a period of time by the faculty members.

The name of the Faculty of Commerce was subsequently changed to the Faculty of Business Studies as decision of the Academic Council of the University of Rajshahi. Moreover, the traditional three year B.Com. Honours and one year M.Com. degree programs have also been transformed to four-year BBA and one Year MBA. The introduction of four-year undergraduate program makes it compatible with the international requirement of 16 years study for graduation.

The Department also offers M.Phil., and Ph.D. degrees under the supervision of a number of qualified researchers. Department of Management Studies continuously providing a learning environment which enables students who will guide future competitive advantage, to access knowledge and skills that will keep them at the forefront of management practice and theory. We hope that this program would be able to play a pivotal role in the development of a new generation of managers and corporate leaders.

BBA Program Overview

Bachelor of Business Administration (BBA) in Management Studies is a 135 credits program. The program is of 4 (four) academic session duration divided into 8(eight) semesters. Each academic session consists of two semesters. The program includes teaching of 40 (forty) course units. Out of 40 course units, 16 (sixteen) course units are core courses common to all the Departments under the Faculty. Five courses are offered in each semester. Each course carries 100 marks. Of the full marks of 100 for each course there is 60% marks for written examination at semester final and 30% marks for in-course test, home assignments, oral tests, etc, and 10% marks for class attendance. A three hour written examination is held for each course at the end of each semester. Additionally, students have to appear a viva-voce at the end of 2nd semester in each academic session. A fullmarks of 100 is given for each viva-voce. Additionally the students have to complete a three months three (3) months internship program carrying 100 marks (3 credits). The results are published in grade earned and grade point average (GPA) at semester and/or session end. Students will undergo an internship program for three months and write a report which shall be submitted to the 4th year examination committee. However, the total 135credits in the BBA program are distributed as follows:

40 Courses of 3 credits each	120 credits
4 Viva-voce of 3 credits each	12 credits
01 Internship Report	03 credits
Total	135 credits

**Structure of the BBA Program
Academic Session: 2013-2014**

First Year-2014

First Semester		Second Semester	
Course No.	Course Title	Course No.	Course Title
MGT-101*	Introduction to Business	MGT-106*	Principles of Marketing
MGT-102*	Principles of Management	MGT-107*	Business Statistics
MGT-103*	Principles and Practices of Accounting	MGT-108*	General Commercial Law
MGT-104*	Micro Economics	MGT-109*	Macro Economics
MGT-105*	Principles of Finance	MGT-110*	Computer in Business
			Viva-voce**

Second Year-2015

First Semester		Second Semester	
Course No.	Course Title	Course No.	Course Title
MGT-201*	Business Communication	MGT-206*	Principles of Cost and Management Accounting
MGT-202	Labour Law	MGT-207	Marketing Management
MGT-203*	Business Mathematics	MGT-208	Insurance and Risk Management
MGT-204*	Bangladesh Economics	MGT-209	Managerial Economics
MGT-205	Industrial Psychology	MGT-210	Financial Management
			Viva-voce**

Third Year-2016

First Semester		Second Semester	
Course No.	Course Title	Course No.	Course Title
MGT-301	Business Environment	MGT-306	E-Business
MGT-302*	Taxation	MGT-307	Quantitative Analysis for Management
MGT-303	Quality Management	MGT-308	Entrepreneurship Development
MGT-304	Bank Management	MGT-309	Industrial Relations
MGT-305	Management Information Systems	MGT-310	Small Business Management
			Viva-voce**

Fourth Year-2017

First Semester		Second Semester	
Course No.	Course Title	Course No.	Course Title
MGT-401	Management of Innovation and Change	MGT-406	Strategic Management
MGT-402	Operations Management	MGT-407	Comparative Management
MGT-403	Business Ethics and Corporate Social Responsibility	MGT-408	Organizational Behavior
MGT-404	International Business and Management	MGT-409*	Research Methodology
MGT-405	Knowledge Management	MGT-410	Human Resource Management Viva-voce** Internship

* CCH: Core Course for all Departments under the Faculty of Business Studies.

**Students have to appear a viva-voce test at the end of 2nd semester in each year.

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Detailed Syllabus

BBA in Management Studies

First Year First Semester

MGT-101 (CCH): Introduction to Business

- 1. Introduction:** Definition-Features-Importance and scope to business and industry-Types of industry and commerce-Branches of commerce.
- 2. Location of business:** Factors considered in selecting a suitable business site-Rural vs. Urban location.
- 3. Forms of business organization:** Sole trader ship-Partnership-Joint stock company-State Enterprise-Cooperative societies-Effectiveness of various types of business organization in Bangladesh.
- 4. Institutions for promotion of business:** Support services of government institutions-Chamber of commerce and industry- Trade associations-The Dhaka Stock Exchange- The Chittagong Stock Exchange and the Securities and Exchange Commission (SEC).
- 5. Trade practice in Bangladesh:** Commercial policy-Import procedure-Export procedure formalities-Problems and measures to overcome them.
- 6. Business combination and integration:** Types-Levels-Internal and external-Advantages and disadvantages-Growth of MNCs and EPZs in Bangladesh.

Books Recommended:

1. M.C. Shukla : Business Organization and Management
2. Khan and Arif : Essentials of Business Organization and Management
3. Richard Norman Owns : Business Organization and Combination
4. May and Baker : Introduction to Business.

(Further references may be given by the course teacher)

MGT-102 (CCH): Principles of Management

- 1. Introduction to management:** Definition of management-Nature-Purpose and principles of management-Manual responsibility-Types of managers-Management process-Skills-Concepts of productivity-Effectiveness and efficiency-Is management a science or arts -Is management a profession?
- 2. Environment:** Internal and external environment of organizations-Components of external environment-Managing environment.
- 3. Planning:** Meaning-Nature-Types-Limits to planning-Making planning effective.

4. **Objectives:** Nature of objectives-Management by objectives-Process of MBO-Setting objectives-Benefits and weakness of MBO.
5. **Decision making:** Decision making process-Conditions of Decision Making Nature of managerial decision making-Other factors in decision making-Decision support systems.
6. **Organizing:** Meaning-Nature-Purpose-Types of organization-Organizational structure-Span of management-Departmentation-Delegation of authority-Centralization and decentralization-Coordination.
7. **Leading:** Human factors in management-Relevant theories-Creativity and innovation-Motivation-Leadership.
8. **Controlling:** Meaning-Nature-Principles-Control process-Types of control methods-Requirements of effective controls.

Books Recommended:

1. Harold Koontz and Heinz Wehrich : Management
2. Ricky W. Griffin : Management
3. W. H. Newman : Administrative Action
4. E. Dale : Management Theory and Practice

(Further references may be given by the course teacher)

MGT-103 (CCH): Principles and Practices of Accounting

1. **Introduction:** Concept of accounting-Objectives of accounting-Branches of accounting-Accounting equation-Users of accounting information. Accounting cycle: Concept-Steps in accounting cycle-Concept of account-Types of account-Double entry accounting system-Journal-Ledger-Trial balance.
2. **Adjusting the accounts:** Concept of adjustments-Types of adjustment-Reasons of adjustments-Adjusting entries.
3. **Worksheet:** Concept of worksheet-Reasons of worksheet preparation-Worksheet problem exercise of service company-Closing entries-Reversing entries.
4. **Account of merchandising company:** Income statement-Balance sheet-Correction of errors.
5. **Special journals:** Purchase journal-Sales journal-Cash book-Bank reconciliation statement.
6. **Accounting of plant assets:** Concepts and nature of plant assets-Depreciation-Factors affecting depreciation-Methods of depreciation.
7. **Accounting for different types of organizations:** Non-trading concern-Sole trader ship and partnership.
8. **Company accounting:** Concepts-Types of shares-Issuance of shares.

- 9. Inventory accounting:** Concept of inventory-Types of inventory-Methods of inventory calculation.

Books Recommended:

1. Hermanson Etar : Accounting Principles
2. Philip E. Fees and Carl S. Warren : Accounting Principles South Western Publishing Company, Cincinnati, 1984
3. M. Khan : Advanced Accounting Vol. 1
4. Nisownger and Fess : Accounting
5. Welsch Newman and Zlatkowich : Intermediate Accounting
6. Smith and Skonsers : Intermediate Accounting

(Further references may be given by the course teacher)

MGT-104 (CCH): Micro Economics

- 1. Nature and scope of economics:** Economic law-Normative and positive economics-Utility-Low diminishing marginal utility.
- 2. Theory of demand:** Demand curves-Elasticity of demand-Consumption-Consumer surplus-Indifference curve analysis.
- 3. Theory of supply:** Supply curves-Elasticity of supply and its measurement-Exceptional supply curves.
- 4. Theory of production and cost:** Production function-Diminishing returns>Returns to scales-Cost of production-Variou economic concepts of cost-Long run and short-run cost curves-Measurement of opportunity cost-Least-cost combination.
- 5. Theory of firm:** Market structure-Equilibrium of firm and industry-Price determination under different market conditions.
- 6. Theory of distribution:** Rent-Wages-Interest profit.

Books Recommended:

1. R.U. Lipsey : An Introduction to Positive Economics
2. R. M. Henderson and R. E. Quent : Micro Economic Theory
3. J. L. Hanson : A Text Book of Economics
4. K. R. Dowett : Modern Economic Theory
5. A. Samuelson Paul : Economics
6. Dominick Salvatore : Theory and Problems of Microeconomics

(Further references may be given by the course teacher)

MGT-105 (CCH): Principles of Finance

1. **Finance:** Conceptual framework-Financial decision making-Role of finance in a firm-Goal of financial management of a firm-Finance as a discipline-Agency Theory.
2. **Time value of money:** Basic concept-Computing present values-Future values.
3. **Risk and return:** Financial and business risk-Leverage and risk-Measuring risk-Probability distribution-Expected value-Standard deviation and co-efficient of variation-Risk premium-Risk and required return.
4. **Valuation:** Fundamental-Valuation of bonds-Valuation of common stock.
5. **Financing working capital:** Concept of working Capital-Major sources of short term financing, the matching principle-Estimation of working capital requirements.
6. **Intermediate and long term financing:** Term loans-General characteristics of financing-Methods debt-Preferred stock-Common stock-Retained earnings-Raising funds from the capital market-Institutions supplying long term finance in Bangladesh.
7. **Leasing:** Basic concepts-Type of leases-The lease or buy decision.
8. **Capital Budgeting:** Basic concepts: The capital budgeting process-Cash flow from an investment-Introduction to the evaluation techniques.

Books Recommended:

1. Charled W. Haley and Schall J. T. Auth : Introduction to Financial Management
2. L. J. Gitman : Principles of Managerial Finance
3. Weston and Brigham : Managerial Finance
4. R. D. Bird and Perison : Business Finance
5. Brealey and Myers : Principles of Corporate Finance.

(Further references may be given by the course teacher)

First Year Second Semester

MGT-106 (CCH): Principles of Marketing

Course Overview:

This is an introductory course on marketing. The objective of this course is to provide an understanding of fundamental marketing concepts, techniques, thoughts and their application in business organizations. Special focus is on functions of marketing, marketing environment, marketing information systems, marketing research, market segmentation, product design and development, pricing, branding advertising sales promotion and consumer buyer behavior.

1. **Introduction:** Definition of market, marketing, product, service, Customer satisfaction- Scope, importance and functions of marketing- Marketing process- Marketing strategy- Marketing mix.
2. **Marketing environment:** Company's micro environment- company, suppliers, marketing intermediaries, customers, competitors, publics. Company's macro environment- demographic environment- economic environment- natural environment- technological environment- political environment- cultural environment.
3. **Marketing information systems:** Assessing marketing information needs- Developing marketing information- Marketing research- Measuring and forecasting demand of product and service.
4. **Market segmentation:** Meaning and basis of market segmentation- Requirements of effective segmentation- Market targeting- Market positioning.
5. **Consumer buying behavior:** Model of consumer behavior- Factors affecting consumer behavior- Types of buying decision behavior- Buyer decision process.
6. **Product design and development:** Definition and classification of products - Product development strategy- Product development process -Product life cycle.
7. **Branding, packaging and leveling:** Meaning of branding- Advantages of branding- Branding strategy- Brand name selection- Packaging- Importance of packaging- Leveling- Functions of labeling.
8. **Pricing:** Concept of pricing- Factors to consider in setting prices -Pricing strategies -New product pricing strategies -Price adjustment strategies.
9. **Marketing channels:** Concept of marketing channel- Vertical marketing systems- Horizontal marketing systems- Multichannel distribution systems- Selecting channel members- Managing and motivating channel members.

10. **Advertising:** Setting advertising objectives- Developing advertising strategies- Evaluating advertising effectiveness.
11. **Sales promotion:** Sales promotion objectives- Sales promotion tools- Developing sales promotion program.

Books Recommended:

1. W.J. Stanton : Fundamentals of Marketing
2. Philip Kotler and Gary Armstrong : Principle of Marketing

(Further references may be given by the course teacher)

MGT-107 (CCH): Business Statistics

1. **Introduction:** Definition-Nature-Scope-Functions-Limitations-Uses of statistics in business.
2. **Data collection and presentation:** Collection-Classification and tabulation of statistical data-Frequency distribution and graphical representation of data.
3. **Measures of central tendency:** Mean , median and mode-Their computation and properties-Problems.
4. **Measures of dispersion:** Absolute and relative measures of dispersion- Computation and properties-Problems.
5. **Skewness, moments and kurtosis:** Moments from arbitrary value-Moments from Mean-Relations between moment's measures of Skewness and Kurtosis and their uses.
6. **Regression and correlation:** Difference between regression and correlation analysis-Regression line-Scattered diagram-Regression equation-Regression coefficients-Significance of the study of correlation and causation coefficients of correlation-Rank correlation coefficients.
7. **Probability:** Meaning-Addition and multiplication theorems-Sample space-Events marginal-Conditional probability-Statistical independence of events buy's theorem expected value.
8. **Index number:** Construction of price-quantity-Value and cost of living-Index numbers-Problems of construction ideal index -Tests and uses of index number.
9. **Time series analysis:** Definition-Utility-Components and trend.
10. **Sampling:** Sampling and census-Advantages and disadvantages of sampling over complete counting-Different types of sampling-Social surveys-Planning of surveys-Different methods of securing information-Schedule-Questionnaire-Published statistics in Bangladesh.

Books Recommended:

1. Gupta and Gupta : Business Statistics
2. Yale and Kendall : Introduction to Theory of Statistics
3. Richard and Levin : Statistics for Management
4. Md. Ali Mian and Alimullah : Introduction to Statistics
Miyan
5. M. C. Shukla and B. B. : Statistics: Theory and Practice
Gulshan
6. A.L. Buddington : Statistics and Their Application in
Commerce

(Further references may be given by the course teacher)

MGT-108 (CCH): General Commercial Law

1. **Law of contract:** Definition-Essential elements of contract-Classification of contracts -offer and acceptance-Consideration capacity-Free consent-Contract made through agents-Remedies for breach of contracts.
2. **Partnership Act:** Definition of partnership-Essential elements of partnership-Formation of partnership-Relation of partners and their powers-Rights and duties-Dissolution of partnership and its consequence.
3. **Sale of goods act:** Definition-Essential elements of contract for the sale of goods-Stipulation of sale-Transfer of ownership.
4. **Negotiable instrument act:** Definition and nature of negotiable instrument-Types of negotiable instruments-Rights and liabilities of different parties of negotiable instruments-Dishonor of negotiable instruments.
5. **Carriage of goods act:** Carriage of goods by road-Laws relating to goods by road, Sea and air.
6. **Insolvency act:** Insolvent and its nature-Effects of insolvency and discharge of liability.
7. **Company act:** Definition-Features and classification of companies-Formation-Memorandum and articles of association-Commencement of business-Management and winding up of company.

Books Recommended:

1. Mofizul Islam : Principles of Commercial Law
2. Arun Kumer Sen and Jitendra : Commercial Law and Industrial Law
Kumar Mitra

- | | |
|------------------------|---|
| 3. Govt. of Bangladesh | : Contract Act, Partnership Act, Sales of Goods Act, Carriage of Goods Act, Companies Act |
| 4. M. C. Kuchhal | : Mercantile Law |

(Further references may be given by the course teacher)

MGT-109 (CCH): Macro Economics

- 1. Some fundamental concepts of macro economics:** Aggregate income-Consumption-Savings and investment-Stock and flow variables-Static's and dynamics.
- 2. National income accounting:** Concepts and measurement of GNP, NNP and GDP-National and real national income.
- 3. Classical theory of output:** Income and employment-Simple graphical and analytical exposition of ABC theory-Attainment of full employment.
- 4. Theory of Income and Employment:** The Kayncian theory of Income and Employment-Simple exposition of Keynesian structure-Obstruct to attainment of full employment-Inflationary and deflationary gaps.
- 5. Consumption and savings:** Simple concept of consumption and savings functions-Marginal propensity to consumer-Derivation of the multiplier.
- 6. Simple concept of investment:** Functions-Interest rate-Rate of return on investment-MEC, MEI and level of investment.
- 7. Monetary policy and fiscal policy.**

Books Recommended:

- | | |
|---|-------------------------|
| 1. D. Dolvator and E. Dowling
(Scharm's Outlines Series) | : Macro Economic Theory |
| 2. Dornbuscin Pisher | : Macro Economics |
| 3. Cardner Rckely | : Macro Economic Theory |
| 4. Michael Parkin | : Macro Economics |
| 5. Edward Shapiro | : Macro Economics |
| 6. M. C. Vaish | : Macro Economic Theory |

(Further references may be given by the course teacher)

MGT-110 (CCH): Computer in Business

- 1. Introduction to computers:** Advantages and disadvantages of computerization-
Effects of computers in business.
- 2. Components of computer system:** The central processing units (CPU)-Input
device-Output devices-Storage concepts.
- 3. Computer codes and arithmetic:** Binary-Octal-Hexadecimal-Number system-
Conversion of number systems.
- 4. Software components:** Types of software-System software-High level
languages-Assembler-Compilers-Interpreters-System-Utilities -Flow chart.
- 5. Data processing:** Purpose of data processing-Operation structure-Concepts-
Modern techniques.
- 6. Application of packages:** Word processing-Spread sheet-Database-Statistical
packages.
- 7. Computer in Bangladesh:** Application-Problems-Prospect.

Books Recommended:

1. William S. Davis : Computers and Business Information
Processing
2. Sanders D. Donald : Introduction to Information Processing
3. S. E. Hutchinson, and S. C. Sawyer : Computers and Information System
4. Mahesh K. Goal : Introduction of Computer Science
5. W. S. Davis : Computers and Business Information
Processing
6. User's Manuals for word, Excel and Access

(Further references may be given by the course teacher)

Second Year First Semester

MGT-201 (CCH): Business Communication

- 1. Introduction to communication:** Nature-Scope-Principles of communication-Business and social communication-Barriers to communication.
- 2. Different methods of communication:** Verbal-Non-verbal and electronic communication
- 3. Different perspective of communication:** Down ward-Upward-Horizontal-Diagonal-External-Internal-Formal-Informal/Grapevine-Intrapersonal-Interpersonal-personal-Organisational-Group and public communication.
- 4. The communication process:** Essential elements-One-way versus two-way communication-Different models of the communication process.
- 5. Communication networks:** Types-Selection of networks.
- 6. Organizational communication:** Intra and inter organizational communication-Tools of internal communication-Memorandums-Office orders-Circulars: Inter-organizational communication-Business and job letters-Writing an application letter-Preparing a CV/Resume.
- 7. Mass communication:** Importance-Media of mass communication-Mass communication in the business enterprise of Bangladesh.
- 8. Meeting:** Types of meetings-Writing notice-Agenda and minutes-Convening and conducting meetings-Points of information-Points of order-Motions.
- 9. Report writings:** Informal and analytical reports-Planning business reports-Preparatory steps of writing reports-Writing the final reports-Documenting reports.
- 10. Business English:** Fundamentals of grammar-Composition-Translation and comprehension.
- 11. Commercial terms and abbreviations.**

Books Recommended:

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|--|---|
| 1. M. Omar Ali | : Business Communication: Theory and Application |
| 2. Betty R. Ricks and Day F. Gow | : Business Communication, Systems and Application |
| 3. Bovee; Thill and Schatzman | : Business Communication Today |
| 4. Lesikar and Flatley | : Basic Business Communication |
| 5. Remond VI. Lesikar, John D. Peit Jr. | : Report Writing for Business |
| 6. A. Thomson and A.V. Martinet | : A Practical English Grammar |
| 7. M. Mario; Kenneth Stewart and R. Lyn Clark. | : Business English and Communication |

(Further references may be given by the course teacher)

MGT-202: Labour Law

1. **Elementary principles of labour laws.**
2. **Laws relating to factories act.:** Rules regarding health and Hygiene, safety, welfare of workers, hours of work, employment of persons and provisions regarding leave and holidays of workers.
3. **Laws relating to industrial relations ordinance:** Laws relating to trade union-Registration, rights, and privileges of collective bargaining agent and registered trade unions- Settlement of labour disputes-Joint consultation- Conciliation and mediation- Strikes and lockouts- Labour court- Labour appellate tribunal.
4. **Laws relating to payment of wages.**
5. **Laws relating to workmen's compensation.**

Books Recommended:

1. Government of Bangladesh : The Bangladesh Labour Codes 2006.
2. Dr. Zulfiquar Ahmed : A Text Book of Bangladesh Labour Act, 2006
3. Arun Kumar Sen& Jitendra : Commercial Law and Industrial Law
Kumar Mitra

(Further references may be given by the course teacher)

MGT-203 (CCH): Business Mathematics

1. **Theory of Sets:** Definition-Finite Sets-Null set-Unit set-Equal set-Equivalent set-Subset-Power set-Union and intersection of sets-Universal set-Complement and deference of sets-Set operation and its application to business problems.
2. **Functions and Equations:** Idea of functions-Implicit and explicit functions-Linear, quadratic, cubic and bi-quadratic functions-Solution of linear, Quadratic and simultaneous equation-Graphs of function.
3. **Coordinate Geometry:** Rectangular coordinate system-Distance between two points-Grandaunt-Equations of straight lines-Slope intercepts form-Two point's form-Parallel and perpendicular lines-Equation and graphical representation of circle-Parabola and hyperbola.
4. **Matrix and Determinants:** Definition of matrix and determinant and their properties-Addition and multiplication of matrices-Inverse of matrix-Solution of simultaneous equations.
5. **Elementary Calculus: (A) Differentiation:** Definition-Basic rules of differentiation-Successive and partial differentiation-Rules theorem-Application to elasticity of demand-Marginal cost and revenue functions-Conditions for profit

and output maximization and cost minimization. **(B) Integration:** Definition-Basic rules of integration-Methods of substitution and integration by parts-Idea of definite integral-Application.

Books Recommended:

1. D. C. Sancheti and V. K. Kapoor : Business Mathematics
2. Zamiruddin and Khanna : Business Mathematics
3. Karl E. Bowmen : Mathematics: With Application in Management and Economics
4. M. Raghavacharia : Mathematics for Management

(Further references may be given by the course teacher)

MGT-204 (CCH): Bangladesh Economics

1. **Introduction:** Basic economic problems of Bangladesh-Main characteristics of Bangladesh economy-Basic economic problems of Bangladesh-Solution of the economic problems-Causes of low per capital income and low standard of living in Bangladesh-Measures to increase per capital income-Non economic problems of Bangladesh.
2. **Economic development:** Concepts of development and underdevelopment-Economic growth and economic development-causes of economic backwardness-Methods and processes and determinants of development of Bangladesh.
3. **Resources for development:** Internal and external resources-Private and public resource-Methods for mobilization of domestic resources-Role of foreign aid-Foreign capital in economic development.
4. **Agricultural development of Bangladesh:** Modernization-Problems and solutions.
5. **Industrial development of Bangladesh:** Processes of industrialization-Nationalization of industries-Problems and prospects of nationalized-de-nationalized and private industries-Small and medium industries-Importance of small and cottage industry in the economy
6. **Economic planning in Bangladesh:** Short and long-range plans-Population policy and manpower training.
7. **Foreign trade of Bangladesh- Export promotion and banking system.**

Books Recommended:

1. Khan Azizur Rahman : The Economy of Bangladesh
2. J. Farland and J. R. Parkinson : Bangladesh Test Case of Development

3. A. Abdullah : Land Reform and Agrarian Change in Bangladesh
4. M.R. Khan : a) Bangladesh Population during the PEY Plan
b) Population Policy and Prospects for Zero Population Growth for Bangladesh
5. Nurul Islam : Development Planning in Bangladesh
6. Rehman Sobhan : Foreign Aid Dependence to Self-Reliance
7. Journals : a) Bangladesh Economic Review
b) Political Economy
c) BIDS Reports and Publications
8. First, Second, Third, Fourth and Fifth Five Year Plans Bangladesh
9. Report of the Task Forces on Bangladesh Development Strategies for the 1990s
Vol.1 & 2

(Further references may be given by the course teacher)

MGT-205: Industrial Psychology

- 1. Introduction:** Scope and history of industrial psychology-Human factor in modern industry-Present status of industrial psychology.
- 2. Causation in behavior:** The stimulus-The organism-The concept of interaction between S and O.
- 3. Motivation:** Theories of motivation-Financial and non-financial method of motivation-Attitude and morale of the workers-Factors and effects of the attitude and moral on performance-Measurement of employee attitude and moral.
- 4. General principles of personnel testing:** The use of psychological test in industry-The types of best aptitude tests and achievement tests.
- 5. Training of industrial employee:** Basic principles of training-effectiveness of different types of training.
- 6. Frustration:** The symptoms of frustration-Dealing with frustration.
- 7. Psychological factor in labor turnover:** Fatigue and absenteeism.
- 8. Leadership:** Supervisory leadership-The styles of leadership-Effectiveness of different leadership styles.

Books Recommended:

1. J. Tiffin and J. Mc. Cormick : Industrial Psychology
2. Norman R. F. Maier : Psychology in Industry
3. M. Roger Bellows : Psychology of Personnel in Business and Industry

(Further references may be given by the course teacher)

Second Year Second Semester

MGT-206 (CCH): Principles of Cost and Management Accounting

- 1. Introduction:** Meaning-Objectives-Importance and advantages of cost accounting-Essentials of a costing system-Relationship between cost and financial accounting-Methods of costing-Limitations of cost accounting.
- 2. Elements of costs:** Classification of cost-Preparation of cost sheet-Determination of profit.
- 3. Cost accounting cycle:** Double entry system in cost accounting-Control accounts-Integrated system-Separate system.
- 4. Reconciliation of cost and financial accounting.**
- 5. Management accounting:** Definition-Objectives-Importance-Scope-difference between financial accounting-Cost accounting and management accounting-Use of accounting for management purposes-functions of management accountants-Limitations of management accounting.
- 6. Cost behavior in decision making:** Fixed and variable costs-Behavior of fixed cost-Classification of fixed cost-Behavior of variable cost-Classification of variable cost-Mixed cost-Behavior of mixed cost-Segregation of mixed cost-Total cost-Cost per unit-Behavior unit- Behavior of cost per unit-Product cost and period cost-Relevant and irrelevant cost.
- 7. Different types of management accounting techniques:** Marginal costing-Direct costing-Absorption costing-Budgeting and budgetary control and standard costing.

Books Recommended:

1. Banarjee : Cost Accounts
2. Matz; Curry and Usry : Cost Accounting: Planning and Control
3. C. T. Horngren and T. Charles : An Introduction to Management
4. J. Batty : Management Accounting

(Further references may be given by the course teacher)

MGT-207: Marketing Management

- 1. Marketing management and marketing planning process:** Goals-Function and scope of marketing management-Marketing management philosophies-Strategic planning-Analyzing in marketing opportunities-Selecting target-Developing marketing strategies.
- 2. Marketing information system:** Meaning-Assessing information needs-Developing and distributing information-Marketing research.

3. **Consumer behavior:** Mode of behavior-Role of buying behavior in marketing-Consumer decision making process-Steps in decision making process-Organizational buying behavior-Model of consumer and organizational buying behavior.
4. **Marketing environment:** Micro environment-Economic environment-Technological-Socio-Culture environment.
5. **Marketing mix:** Product strategies-Promotion strategies-Pricing strategies-Distribution strategies.
6. **Marketing services:** Innovation in service marketing intermediaries in distribution of services-Implications for service marketing.
7. **Marketing efforts:** Marketing planning-Implementation-Marketing development organization-Marketing control.
8. **Social responsibilities of marketing:** Social criticisms of marketing-Marketing ethics.

Books Recommended:

1. P. Kotlar : Marketing Management: Analysis Planning and Control
2. William J. Stanton : Fundamentals of Marketing
3. Peter and Donnelly : Marketing Management: Knowledge and Skills
4. Victor P. Buell : Marketing Management: A Strategic Planning Approach

(Further references may be given by the course teacher)

MGT-208: Insurance and Risk Management

1. **Introduction:** Nature-Functions-Principles-Role and importance -Organization contract.
2. **Risk and insurance:** Risk-Peril-Hazard-Handling-Risk management process.
3. **Insurance industry:** Features of insurable risks-Fields-Operations.
4. **Insurance and Law:** Policy and essential elements of contract.
5. **Life Insurance:** Characteristics-Policy-Types-Policy provisions-Annuities-Claim.
6. **Fire Insurance:** Nature and use-Policy types-Policy provisions-Claims.
7. **Marine Insurance:** Nature-Marine losses-Policy types and conditions-Claims.
8. **Insurance for small business:** Property insurance-Direct lessees-Less of income-Burglary and robbery-Employee dishonesty liability insurance-General, auto, professional and workers compensation.

9. **Insurance organization:** Types and selection of insurer's company-Financial operations-Training and education.

Books Recommended:

1. Frederick G. Grane : Insurance Principles and Practices
2. M. N. Mishara : Insurance Principles and Practices
3. Azizul Haq Chawdhuri : Elements of Insurance
4. Robert Riegel and Jerome S. Mille : Insurance Principles and Practices

(Further references may be given by the course teacher)

MGT-209: Managerial Economics

1. **Managerial economics:** Meaning and scope-Managerial economics and economic theory-Theory of the firm-Profit maximization vs. Wealth maximization.
2. **Decision making under risk and uncertainty:** The nature of decision problem-Meaning and measurement of risk-Utility theory and risk aversion-Decision making under uncertainty.
3. **Theory of demand:** The basis for demand-The market demand function-The demand curve-Measuring responsiveness: Elasticity-Price elasticity's of demand income elasticity of demand-Other elasticity's of demand-Price elasticity for derived demand product-Estimation of demand.
4. **Business and economic forecasting:** Significance of forecasting and selection of forecasting techniques.
5. **Production function:** Total, average, and marginal product-Determining the optimal use of the variable input-Determining the optimal combination of inputs.
6. **Theory of cost:** The meaning and measurement of cost-Incremental costs in decision making-Short run cost output function-Long-run cost output function-Cost and size of the plant.
7. **Profit analysis:** Profit measurement: Relevant cost concepts in measuring profit-Economics versus accounting measurement of profit-Profit planning-The profit budget-Break-even analysis-Time series projections.

Books Recommended:

1. K. K. Sec and Rernard J. Winzer : Managerial Economics
2. James L. Pappas, Eugene, Brigham and Mark Hischey : Managerial Economics
3. Chopra : Managerial Economics
4. Edwin Mansfield : Managerial Economics

(Further references may be given by the course teacher)

MGT-210: Financial Management

- 1. Financial statements, depreciation and cash flow:** Fund management- Statements of changes in financial position-Sources and use of cash-Depreciation and cash.
- 2. Financial analysis and planning:** Ratio analysis and their uses-Analysis of operatives and financial leverage.
- 3. Valuation relationship:** Valuation fundamentals- valuation of bond-Preferred stock and common stock.
- 4. Cost of capital:** Basic concept-Individual component-Cost of capital-Weighted average cost of capital-The marginal cost and investment decisions.
- 5. Financing growth and development:** Fundamentals of business combination (Merger, Consolidation and Holding Companies) Analyzing and negotiating business combination.
- 6. Dividend policy.**
- 7. Capital structure.**

Books Recommended:

1. Lawrence J. Gitman : Principles of Managerial Finance
2. Eugene E. Brigham : Fundamental of Financial Management
3. Benton E. Gup : Principles of Financial Management
4. Stanley B. Block and Geoffrey Hirt : Foundation of Financial Management

(Further references may be given by the course teacher)

Third Year First Semester

MGT-301: Business Environment

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

Books Recommended:

- | | |
|--|--------------------------------------|
| 1. L. S. Smith | : Business Environment |
| 2. E.V. Schneider | : Industrial Sociology |
| 3. S. R. Parker; R.K. Brown; J. Child and M.A. Smith | : The Sociology of Industry |
| 4. D. C. Miller and W. H. Form | : Industrial Sociology |
| 5. Richard Hyman | : Industrial Relations |
| 6. K. Ashawthappa | : Essentials of Business Environment |

(Further references may be given by the course teacher)

MGT-302 (CCH): TAXATION

1. Principles of public finance: Objective of taxation-Types of taxes in Bangladesh-Incidence-Shifting of burden.
2. History of income tax act.-Income for tax purposes-Characteristics-Classifications of income and their effects-Exceptions-Income year and

assessment year-Assesses-Residential status of assesses and tax liability-Locales of income-Determination of total income.

3. Heads of income-Methods of computing income and allowable deduction under each head.
4. Assessment procedure-Tax return and assessment of individuals.
5. Income tax authorities in Bangladesh-Administrative judicial appeal-Revision-Penalties.
6. Wealth tax, vat and custom duty-Gift tax-Assessment
7. Tax evasion and avoidance-Methods and techniques-Preventive measures.

Books Recommended:

1. Income Tax Ordinance 1984 and finance Acts
2. Khaja Amjad Sayeed : Income Tax
3. A. H. Shahadatullah : Income Tax Law and Practice
4. M. Nurunnabi : Income Tax Law and Practice
5. M. Morshed & Others : Income Tax
6. Priyatosh Dewanji : Income Tax
7. Dhaka Chamber of Commerce : Taxation Rules

(Further references may be given by the course teacher)

MGT- 303: Quality Management

1. **Total quality management and the revival of quality in the BD:** The concept of TQM- Antecedents of Modern Quality Management - Quality Management - the Quality Pioneers- Accelerating Use of TQM- Quality and Business Performance- Service Quality vs. Product Quality- the Cost of Quality- Measuring Quality Costs- the Use of Quality Cost Information- the Multiproduct Problem.
2. **Leadership:** Attitude and Involvement of Top Management - How Employees Receive Information -Embedding a Culture of Quality -Management Systems and Control.
3. **Information and Analysis:** Organizational Implications, Information Technology -Decision Making -Information Systems in BD -Strategic Information Systems- Environmental Analysis -Shortcomings of Accounting Systems- Organizational Linkages- White-Collar Measures- Advanced Processes/Systems- Information and the Customer.
4. **Strategic Quality Planning :** Strategy and the Strategic Planning Process, Strategic Quality Management, Mission, Environment, Product/Market Scope, Differentiation, Market Segmentation (Niche) Quality, Supporting Policies, Testing for Consistency of Policies, Control, Service Quality.

5. **Human Resource Development and Quality Management** : Involvement: A central Idea of Human resource Utilization -Organizing for involvement - Training and Development -Selection -Performance Appraisal -Compensation Systems -Individual or Team Compensation -Total Quality Oriented Human Resource Management.
6. **Management of Process Quality** : A brief history of quality control -product inspection vs. process control -Basic approach to statistical quality control -the Deming Cycle- Manufacturing to specification vs. manufacturing to reduce variations- process control in service industries -Customer Defections: The measure of service process quality -process control for internal services -Quality Function deployment -Just-in-Time (JIT)- Just-in-Time or Just-in-Case- Benefits of JIT- The Human side of Process control- the history of Six Sigma- The Six Sigma Concept.
7. **Customer Focus and Satisfaction** : Process vs. Customer- Internal Customer Conflict -Defining Quality- A Quality Focus- The Driver of Customer Satisfaction -Getting Employee Input- Measurement of Customer Satisfaction - The Role of Marketing and Sales- The sales Process -Service Quality and Customer Retention -Customer Retention and Profitability -Buyer Supplier Relationships -Quality Function Deployment -Voice of the Customers -Customer Requirements -Technical Requirement -Strength of Relationships -The Vertical Entries -Importance Rating -Surveying Company -Chief Competitor -Plan -Rate Of Improvement -Absolute Weight Demanded Weight.
8. **Benchmarking** : The Evolution of Benchmarking -The Essence of Benchmarking -Benchmarking and the Bottom Line -The Benefits of Benchmarking, Cultural Change -Performance Improvement -Human Resources-Strategic Benchmarking -Operational Benchmarking -The Benchmarking Process -Determine the Functions/Processes to Benchmark -Select Key Performance Variables -Identify the Best-in-Class -Measure Your Own Performance -Actions to Close the Gap -Pitfalls of Benchmarking.
9. **Organizing for Total Quality Management** : Organizing for TQM- The Systems Approach -Organizing for Quality Implementation -The People Dimension: Making the Transition form a traditional to a TQM organization -The Inverted Organizational -Chart Internal Quality -Roles in Organization Transition to TQM -Small Groups and Employee Involvement -Teams for TQM, Quality Circles, Cross-Functional Teams.
10. **Quality and Productivity** : The Leverage of Productivity ad Quality - Management Systems vs. Technology -Productivity in the BD -Reasons for Slow Growth -Measuring Productivity⁶ -Basic Measures of Productivity: Ratio of Output to Input -Total Productivity Measurement Model (TPM) -White-Collar Productivity- Measuring the Service Activity -Improving Productivity (and Quality) -Five Ways to Improve Productivity (and Quality) -Examples of

Increasing Productivity While Improving Quality -Capital Equipment vs. Management Systems Activity Analysis.

Books Recommended:

1. Dale H. Besterfield : Total Quality Management
2. Vincent K. Omachonu and Joel E. Ross : Total Quality Management

(Further references may be given by the course teacher)

MGT-304: Bank Management

1. **Banking System:** Origin-Types-Banking and management-Importance.
2. **Central Bank System:** Function-Relations with state and economic development and developing economics-Bangladesh Bank-Organization-Objectives, functions and policies.
3. **Commercial Bank System:** Structure-Management and internal organization-Reporting-Regulation, policies and organization-Investment portfolio-Regulation and management-Investment account-Policy and organization-Analysis of financial statement-Balance sheet items-Net worth's budgets -Ratio analysis.
4. **Specialized Bank:** Bangladesh Shilpa Bank (BSB)-Bangladesh Krishi Bank (BKB)-Rajshahi Krishi Unnayan Bank (RKUB)-Investment Corporation of Bangladesh (ICB)-Organization and management-Functions-Objectives and policies.
5. **Sources and uses of Funds:** Performance evaluation and bank failure- Basel Accord I and II- Regulatory arrangement for banks.
6. **Electronic Banking:** Debit card- wire transfer- Mobile banking- Problem of electronic banking- Electronic banking in Bangladesh.
7. **Training on Bank Management:** Organization-Programs and objectives-Bangladesh Institute of Bank Management (BIBM)-Other bank institutes and centers.

Books Recommended:

1. S. A. Shakoor : Hand Book of Bank Management
2. Govt. of Bangladesh : The Bangladesh Banks order 1972
3. M. Radha Swamy and S. V. Vasydevan : A Text Book of Banking
4. Peter S. Rose : Commercial Bank Management
5. A.R. Khan : Bank Management
6. R.M. Debnath : Banks and Legal Environment

(Further references may be given by the course teacher)

MGT-305: Management Information Systems

- 1. Introduction to MIS:** Definition-Characteristics-MIS services-Limitations-Types of MIS-importance-Potential risks of information systems-data and Information-Difference between data and information-Quality of good information-The process of converting data into information.
- 2. Fundamentals of Information systems:** System concepts-Information systems-Information technology-Differences between IS and IT-The expanding role of information systems-Activities of information systems-Information systems resources-Classifications of information systems
- 3. Information systems and organization:** Information systems and organizational structure-Roles of IT and IS in organizational decision making-A system approach to problem solving
- 4. Computer hardware and software:** The computer system concept-Functions of computer system-Components of a computer system-Software-Program concept-Programming languages-Types of software
- 5. Telecommunications networks:** Telecommunications-Information superhighway-Components of telecommunications network-Network, protocol-Types of telecommunication signal-Communication channel-Communication processor-Communication software-Network topology-Communication channel characteristics-Types of telecommunication network-Telecommunication carriers-Business value of telecommunications
- 6. Enterprise-wide networking and Internet:** Enterprise wide networking-The client/server model of computer-Difference between a LAN environment and a C/S environments-Developing client-server systems-Organizational implications of client-severs-Internet-Types of Internet-Business use of the Internet-Enterprise collaboration systems-Groupware for enterprise collaboration-Internet benefits to organization-Problems on the Internet.
- 7. Database design and management:** Concept of database-Data hierarchy-Types of databases-Methods of organizing data in files-Explain the problems of the traditional file environment-Data base management systems-Components of a DBMS-Objectives-Advantages-Functions of DBMS-Models of database-Principles of database management systems.
- 8. Information and managerial decision making:** Information and the roles of management-information and the levels of management-Information and decision making-Decision support systems-Different types of business problems-Different types of managerial decision making-Functions, Components and Applications of DSS-GDSS-Executive information systems-functions of an EIS-

Rationale for EIS-Characteristics of DSS and EIS-Critical success factors for DSS/EIS-Difference between TPS, MIS, DSS and EIS.

9. Information systems for business operations and strategic advantage:

Information systems in business-Marketing information systems-Manufacturing information systems-Human resource information system-Accounting information systems-Financial information systems-Strategic information system-Fundamental of strategic advantage-Competitive strategy concepts-Strategic roles for information systems-Information systems and the value chain-Strategic applications and issues in information.

10. Information systems security and control: Computer security-Reasons of computer systems vulnerability-Types of computer security breaches-Security controls-Audit of information systems.

Books Recommended:

1. James A. O'Brien : Management Information Systems: Managing Information Technology in the Networked Enterprise
2. Kenneth C. Laudon and Jane P. Laudon : Management Information Systems: Organization and Technology
3. Kenneth C. Laudon and Jane P. Laudon : Management Information Systems: Managing the Digital Firm
4. Uma G. Gupta : Management Information Systems: A Managerial Perspective

(Further references may be given by the course teacher)

Third Year Second Semester

MGT-306: E-Business

- 1. Introduction:** Defining e-business- the development of the new economy- types o e-business and related industries -the growth of e-business- use of the internet.
- 2. E-Business technology:** The development of the internet -the World Wide Web (WWW)- information infrastructure- Electronic Data Interchange (EDI) - program languages- industry standards -wireless technology -interactive television -payment systems .
- 3. E-Business markets and models:** E-business environment -E-marketplaces- E-business markets -E-business models- types of e-business models -a framework for analyzing g e-business models.
- 4. E-Business economics :** Towards perfect competition -the effect of the internet on the competitive environment, key economic characteristics of the internet - cost of production and distribution- disintermediation and reinter mediation - economics of information -economics of information -connectivity and interactivity -economies of scale, economies of scope- transaction costs, network externalities -switching costs- critical mass of customers -Mini Case Study: Online gambling, Pricing
- 5. E-marketing:** Internet marketing -E-marketing plan -the marketing mix- Branding -online advertising -targeting online customers -interactive television and e-marketing -customer relationship management
- 6. The internet: law, privacy, trust and security :** The internet and the law - privacy -Trust -Security -Mini Case Study: BBC
- 7. The management of e-business :** Managing knowledge -managing applications systems for e-business -Mini Case Study: Ryanair- Customer Relationship Management (CRM) -Supply Chain Management (SCM) - Management Skills for e-business -managing risk
- 8. E-business strategy: formulation :** Strategic management and objective setting -the strategic process -internal analysis - external analysis -competitive strategies for e-business -E-business strategy: implementation strategic controls-organizational learning -Organizational culture and e-business organization structure and e-business -Mini Case Study: Sure Start and Levi Strauss
- 9. E-business strategy: evaluation:** -The evaluation process -Organizational control and evaluation -financial evaluation -Technology evaluation -Human resources evaluation -Website evaluation -Business model evaluation

- 10. E-business: the future :** The phases of e-business development -the performance of e-business -the future of e-business -Gaining and sustaining a competitive advantage -Competing effectively -First-mover advantages -Generic strategies - Mini Case Study: Amazon.com -E-business strategy evaluation

Books Recommended:

1. Colin Combe : Introduction to E-Business Management and Strategy
2. Dave Chaffey PR Smit : e-Marketing excellence

(Further references may be given by the course teacher)

MGT-307: Quantitative Analysis for Management

1. **Parametric and nonparametric statistics:** Advantages and disadvantages- Comparison of two population using independent samples.
2. **Interpolation and Extrapolation:** Theory and Measurement.
3. **Statistical quality control:** Introduction, Control charts, types of control charts, setting up a control procedure- R-chart- C-chart- P-chart & np-chart- Benefits and limitations of Statistical quality control.
4. **Estimation of Parameters:** Introduction-Properties of good estimator-Method of maximum likelihood-Confidence limits for population mean-Confidence limits for difference of two means-Confidence limits for difference of two properties- Determination of a proper sample size.
5. **Tests of Hypothesis:** Introduction-Procedure of testing hypothesis-Type One and Type Two errors-One tailed and two tailed tests-Test of hypothesis concerning large samples-Testing hypothesis about population mean-Testing hypothesis about the difference between two means-Test of hypothesis concerning attributes-Testing hypothesis about a population proportion-Testing hypothesis about the difference between two proportions.
6. **Small Sampling Theory:** Introduction-Properties of T-distribution-Confidence interval for the difference between the Two means-The F distribution-testing of hypothesis for equality of two variances.
7. **Chi-Square Test:** Introduction-The Chi-square distribution, Chi-square test- Conditions for the application of Chi-square test-Use of the Chi-square table- Yate's correlation for continuity-grouping when frequencies are small-Cautions when frequencies are small.

- 8. Analysis of Variance:** Introduction, Assumptions in the Analysis of Variance-Computation in the Analysis of Variance-One way classification-(**a. Calculate the variance between the samples** **b. Calculate the variance within the samples**), Calculate the F-ratio-Compare the calculated value of F-the analysis variance table-Coding of data Two-way classification.

Books Recommended:

- 1 S. P. Gupta and M. P. Gupta : Business Statistics
- 2 Freund and Williams : Modern Business
- 3 Lawrence L. Lapin : Statistics for Business Decisions
- 4 C. R. Kothari : Quantitative Techniques

(Further references may be given by the course teacher)

MGT-308: Entrepreneurship Development

- 1. Introduction:** Definition of entrepreneurship-Classification of entrepreneurs-Characteristics and qualities of entrepreneur-Functions of entrepreneur-Role of entrepreneurship in economic development-Entrepreneurship as critical resources.
- 2. Theories on entrepreneurship:** Psychological theories-Socio-psychological and cultural theories-Other theories.
- 3. Entrepreneurship development in Bangladesh:** Problems and prospects of entrepreneurship development in Bangladesh-Policy guidelines and sources of institutional assistances for entrepreneurship development-Role of BSCIC, MIDAS, Grammen Bank, Universities and other organizations engaged in the development of entrepreneurship in Bangladesh-Different schemes of entrepreneur training in Bangladesh.
- 4. Sub-contracting industries:** Definition-Origin-Features-Types-Reasons for the promotion and development of sub-contracting industries-Advantages and limitations of sub-contracting system -Promotion of sub-contracting industries in Bangladesh-Role of sub-contracting in the development of entrepreneurship and small business-Obstacles to the promotion of subcontracting and essential preconditions for the promotion of sub-contracting system in Bangladesh-International sub-contracting-Suitable industries for international sub-contracting in Bangladesh.

Books Recommended:

1. Rowshon : Problems of Small Scale and Cottage Industries in Bangladesh
2. S. S. Khanka : Entrepreneurial Development
3. Nazrul Islam and Mamun : Entrepreneurship Development
4. Dr. A.R. Khan : Entrepreneurship: Small Business and Life of Successful Entrepreneurship

(Further references may be given by the course teacher)

MGT-309: Industrial Relations

- 1. Introduction:** Nature of industrial relations-Need for desirable industrial relations-Industrial relations and development.
- 2. Industrial conflict:** Types and causes of disputes-Resolving the conflict and settlement of industrial disputes.
- 3. Parties to industrial relation:** The workers-Trade union-Employer and government.
- 4. Trade union movement:** Historical analysis-Types of trade union-Trade union management and leadership in Bangladesh.
- 5. Collective bargaining:** Purpose-Process-Pre-requisite of effective bargaining-Successful collective bargaining-Collective bargaining agent-Determination of CBA.
- 6. Labour Court:** Nature, Structure, Performance and Effectiveness of Labour Court in Bangladesh.
- 7. International Labour Organization:** History -Constitution -Principles - Objectives and Organizational Structure of ILO -Mandate -Activities - Membership - and Conventions- Conventions Ratified by the Government of Bangladesh.
- 8. State and industrial relations:** Role of state-Industrial relations in Bangladesh-Nature-Measures to be adopted for better relation.

Books Recommended:

1. Sloyd G. Reynold : Labour Economics and Industrial Relation
2. J. H. Richardson : An Introduction to the Study of Industrial Relation
3. R. Hyman : Industrial Relations
4. Abdul Awal Khan, M.A. : Human Resource Management and
TaHER Industrial Relations

(Further references may be given by the course teacher)

MGT-310: Small Business Management

- 1. Introduction:** Definition -Role and features of small business -Comparison with large business -Fields of small business -Problems of small business.
- 2. Business plan:** Outline of a model business plan for small firm -Valuation of a business -The cost approach -The market value approach -The capitalized income approach -Buying an existing business vs. new one.
- 3. Franchising:** Purpose -Types -Benefits -Problems -Evaluating franchise opportunities - Future of franchising.

4. **Management of small business:** Understanding various aspects of small business management -Marketing of small business -Financial management of small business -Legal aspects of small business.
5. **Small –scale and cottage industries in Bangladesh:** Definition -Importance in the economy -Problems and future prospects -Role of BSCIC and other government and non-government organizations in the development of small – small and cottage industries in Bangladesh.
6. **Comparative small business management:** Small business of Japan, UK, USA and India and their pattern of management.

Books Recommended:

1. William L. Megginson, Mary : Small Business Management
Jane Byrd and Leon C.
Megginson
2. S.R.Sondeno : Small Business Management Principles
3. D. Steinhoff and J.F. Burgess : Small Business Management
Fundamentals
4. A.R. Khan : Entrepreneurship Small Business and
Lives of Successful Entrepreneurs
5. M. Shah Nowaz Ali and M. Saiful Islam : Financing of Small Scale Industries

(Further references may be given by the course teacher)

Fourth Year First Semester

MGT-401: Management of Innovation and Change

- 1. Introduction:** Innovation and Change Management How do you respond to management fads, competitive pressures or new ideas?
- 2. Innovation & change:** Challenges Unwillingness to expose customers to failed ideas- Bureaucracy / Opportunity Challenges Teams- Compensation structure / Promotion Change Management Research - Market Intelligence Focus on process vs. on results Top Management Commitment-Execution & Sustainability.
- 3. Facilitating change :** Success Factors Cultures, systems & leadership that support & anticipate change - Willingness to listen to & test new ideas-Communication Involvement-consultation & participation by those who will be affected CSF Effective workplace relationships monitoring & evaluation of changes Effective planning Information sharing
- 4. Model of change:** Process based change models: Lewin's model-Model of change management process-Action research model-Content based model-Integrated models/Managing change model-Punctuated equilibrium model.
- 5. Managing change:** Managing Behavioral Change Align Performance-Reward and recognition Schemes Provide opportunities for practice and feedback create and share success stories-Role model desired behavior-Involve people in the change-Appreciate the past and leverage Strengths
- 6. Restructuring:** Reasons for restructuring, Restructuring process-Functions of organizational culture and change-Guidelines for successful cultural change-Emerging trends in organizational culture-Issues relating to human resource process and functions in managing change-HRD: a strategic perspective for managing change.

Books Recommended:

1. N. Sengupta, M.S. Bhattacharya & R.N. Sengupta : Managing Change in Organizations
2. Radha R. Sarma : Change Management: Concepts and Applications

(Further references may be given by the course teacher)

MGT-402: Operations Management

- 1. Operations management:** Definition-Functions-Transformation process-Life cycle approach-Relations with other specialties-Historical development.
- 2. Operations strategy:** Corporate strategy-Market analysis-Competitive priorities-Services strategy-Manufacturing strategies-Mass customization.

3. **Product design and process selection:** Product design and development sequence-Origin of the product idea-Process selection-Process automation-Process flow design-Service system design matrix-Service blueprinting.
4. **Capacity-Location and layout**
5. **Quality management:** Role-Elements of TQM-Cost-Planning and control tools-SPC.
6. **Inventory systems:** Definition-Purposes-Types-Costs-Independent versus dependent demand-Basic model types-EOQ-MRP-Purposes-Objectives, and philosophy-Master production schedule-capacity requirements-Manufacturing resources.
7. **Job design:** Reengineering and work measurement.
8. **Operating decisions:** Aggregate planning-Resource planning-Linear programming-Forecasting-Scheduling-Lean systems-Supply chain management.

Books Recommended:

1. Krajewski and Ritzman : Operations Management
2. Chase and Aquilano : Production and Operations Management
3. Panneerselvan : Production and Operations Management

(Further references may be given by the course teacher)

MGT-403: Business Ethics and Corporate Social Responsibility

1. **The Business and society relationship:** Business and society-Society as the macro environment-A pluralistic society- A special interest society-Business criticism and corporate Response.
2. **Corporate citizenship, social responsibility, responsiveness, and performance:** The corporate social responsibility concept-History of corporate social responsibility-Arguments against and for corporate social responsibility- Models of corporate social responsibility-Corporate social responsiveness-Corporate social performance-Corporate citizenship- Business's interest in corporate citizenship-Social performance and financial performance relationship-Socially responsible or ethical-Corporate social responsibility practices in Bangladesh.
3. **The stakeholder approach to business, society, and ethics:** Origins of the stakeholder concept-Who are business's stakeholders? -Strategic, multifiduciary, and synthesis approaches-Three values of the stakeholder model- Key questions in stakeholder management- Effective stakeholder management-Developing a stakeholder culture-Stakeholder management capability-The stakeholder

corporation-Principles of stakeholder management-Strategic steps toward successful stakeholder management.

4. **Business Ethics Fundamentals:** The public's opinion of business ethics-Business ethics: what does it really mean?-Ethics, economics, and law: a venn model- Four important ethics questions-Three models of management ethics-Making moral management actionable-Developing moral judgment-Elements of moral judgment.
5. **Personal and Organizational Ethics:** Levels at which ethics may be addressed-Personal and managerial ethics-Managing organizational ethics-From moral decisions to moral organizations.
6. **Business Ethics and Technology:** Technology and the technological environment-Characteristics of technology-Ethics and technology-Information technology-Biotechnology.
7. **Ethical Issues in the Global Arena:** The new world of international business-MNCs and the global environment-Ethical issues in the global business environment-Improving global business ethics
8. **Ethics in Workplace:** Corruption and ethics-Ethical issues-Gender ethics-Sexual harassment and discrimination-Workplace ethics and health & safety.
9. **Marketing and Ethical Issues:** The consumer movement-Product information issues-Self-regulation in advertising-Two central issues: quality and safety-Consumer product safety commission-Food and drug Administration-Business's response to consumer stakeholders.
10. **The Natural Environment and Ethics :** The sustainability imperative-A brief introduction to the natural environment-The impact of business upon the natural environment- Responsibility for environmental issues-The role of governments in environmental issues-Other environmental stakeholders-Business environmentalism- The Future of business: greening and/or growing.

Books Recommended:

1. Archie B. Carroll and Ann K. Buchholtz : Business & Society Ethics and Stakeholder Management
2. David E. Hawkins : Corporate Social Responsibility: Balancing Tomorrow's Sustainability and Today's Profitability
3. Jacqueline Cramer : Corporate Social Responsibility and Globalisation
4. Philip Kotler & Nancy Lee : Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause
5. Thomas Donaldson & Patricia H. Werhance : Ethical Issues In Business: A philosophical Approach

(Further references may be given by the course teacher)

MGT-404: International Business and Management

- 1. Introduction to international business:** globalization-nature of international business-reasons for engagement in international business-modes of operations in international business.
- 2. Comparative environmental frameworks:** cultural environment-political and legal environments-economic environment- technological environment.
- 3. Theories and institutions-Trade and investment:** International Trade and Factor mobility theories-cross national cooperation and agreements.
- 4. Framework for international transactions:** Global foreign exchange market-determination of exchange rates.-trade framework and theory.
- 5. Global strategy, structure, implementation:** Strategies of international business-Direct investment and collaborative strategies- export and import strategies.
- 6. Multinational Corporations (MNCs):** definition –emergence-evaluation.
- 7. International management:** Management process in different countries-Applying American management theories in abroad-Theory Z

Books Recommended:

1. Daniels Radebaugh, Sullivan : International Business
2. Stetan H. Robock and : International Business and Multinational
Kenneth Suminounds Enterprise
3. Arvind V. Phatak : Managing Multinational Corporation
4. Lewis D. Solomen : Multinational Corporation and the
Emerging World Order
- 5 Anant. R. Negordhi : International Management

(Further references may be given by the course teacher)

MGT-405: Knowledge Management

- 1. Introduction to knowledge management:** Knowledge Management-Different perspectives of knowledge management-Difference between data-information and knowledge-KM System Life Cycle-Managing knowledge from ancient times to today.
- 2. Philosophical perspectives on knowledge:** Knowledge-Burrell and Morgan's framework on philosophical paradigms-Competing philosophical positions in

knowledge management-Contemporary notions of 'knowledge' in knowledge management .

3. **Knowledge management tools:** Tools for organizing knowledge-capturing knowledge-evaluating knowledge-sharing knowledge-storing and presenting knowledge-Knowledge sharing in the E-world.
4. **Knowledge management systems:** Systems thinking-Knowledge management systems-Drivers of knowledge management systems.
5. **Knowledge management and culture:** The nature of organizational culture-The role of culture in knowledge conversion and creation processes-Communities of practice and the role of storytelling.
6. **Managing knowledge assets:** Fostering knowledge creation-representing and transferring knowledge and experience-building knowledge networks and communities of practice-managing knowledge assets for a competitive advantage and using information technology to support knowledge management.
7. **Intellectual capital:** Emergence of intellectual capital from a historic perspective-Commonality among intellectual capital frameworks-Intellectual capital as a narrative
8. **Developing knowledge management strategies:** Knowledge management strategy-Knowledge capture and codification-Knowledge sharing and dissemination-Knowledge application.

Books Recommended:

1. Jashapara, A : Knowledge Management: An Integrated Approach
2. Kimiz Dalkir : Knowledge Management in Theory and Practice
3. Elias M. Awad and Hassan : Knowledge Management
M. Ghaziri
4. Dalkir, Kimiz : *Knowledge Management in Theory and Practice*
- 5 Mishra : Knowledge Management : Complexity, Learning & Sustainable Innovation
- 6 Nonaka : Knowledge Management: Critical perspectives on business and management
- 7 Fernandez and Sabherwal : Knowledge Management: Systems and Process

Fourth Year Second Semester

MGT-406: Strategic Management

- 1. Introduction:** Strategic management-Strategy and policy-Why strategic management-Difference between operation management and strategic management-Strategic management-Elements-Tasks of strategic management
- 2. Strategic decision making:** Framework of decision making-Pay-off matrix-Decision making under uncertainties and risk.
- 3. SWOT analysis:** Importance-Source of data for SWOT analysis-Steps-Format for SWOT analysis-Value chain analysis-TOWS matrix.
- 4. Corporate level generic strategies:** Stability strategy-Growth strategy-Retrenchment strategy-Defensive strategies-Combination strategy.
- 5. Strategic advantage analysis:** Strategic advantage analysis and diagnosis-Considering strategic alternatives-Strategic choices.
- 6. Implementing strategy:** Implementation process-Resource allocation-Organizational implementation-Planning systems to implement strategic management-Functional policy implementation lead-Reship implementation
- 7. Evaluation the strategy:** Control and evaluation process- Motivation to evaluate-Criteria for evaluation-Measuring feedback-Evaluation and corrective action.
- 8. Case methods of teaching and analysis of business problems through cases.**

Books Recommended:

1. W. F. Glueck and L. R. Jauch : Business Policy and Strategic Management
2. William H. Newman : Business Policies and Management
3. W. T. Greenwood : Business Policy: Management Audit Approach
4. David W. Miller, & Martin K. Starr : Executive Decisions and Operations Research
5. Raymond : Problems in Business Administration
6. Thomas Cichino : Analysis by the Case Method
7. Francis Cherunilam : Strategic Management

(Further references may be given by the course teacher)

MGT-407: Comparative Management

- 1. Comparative management:** Its Meaning & scope-Management and Culture-different models of Comparative Management.
- 2. International transmission of resources:** Basic Economic Relationship-Types of Resources-Country Decisions-Methods of Transmissions.
- 3. Management in U.K.:** Nature and Extent of Industrialization, Managerial Resources, Management as a System of authority. An evaluation of British Management.
- 4. Management system of Japan:** Socio Economic History of Japan-National Culture and Political Philosophy-Salient features and problems of Japanese Management.
- 5. Management system of China:** Socio-Economic history, National Culture and Political Philosophy-Salient features & problems of Chinese Management System-Chinese Modernization programme.
- 6. Management system of Germany:** Socio-Economic System of Germany-National Cultural and political philosophy-Salient features and problems of German Management System, A critical evaluation.
- 7. American (U.S.) Management:** The U.S. macro environment-The U.S. managers-U.S. managerial tendencies.
- 8. Western European Management:** Western European macro environment-The western European managers-European management perspective-process and practice.
- 9. Lessons for Bangladesh from both capitalist and socialist Management System.**

Books Recommended:

1. Ralph B. Edfelt. : Global Comparative Management
2. Frederic Harbison & Charles A. Myres. : Management in the Industrial world. An International analysis
3. Harold Koontz and Cyril O. Donnell : Management: A Book of Readings
4. S. Benjamine Prasad : Management in International perspective
5. John Fayer weather : International Business Management: A Conceptual Framework
6. Farmer & Richman : International Business
7. Cuchi. W C. : The Executive Overseas, John Fayer weather Theory Z How American Business Can Meet the Japanese Challenge,

(Further references may be given by the course teacher)

MGT-408: Organizational Behavior

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

Books Recommended:

1. Newstrom and Davis : Organizational Behavior-Human Behavior at Work
2. S.P.Robbins, T.A. Judge, S. Sanghi : Organizational Behavior
3. W. T. Greenwood : Management and Organization Behavior Theories
- 4 Keith Davis : Human Relation at Work: The Dynamics of Organization Behavior

(Further references may be given by the course teacher)

MGT-409: (CCH): Research Methodology

- 1. Introduction to research:** Meaning-Types-Basic and applied steps-Scientific method-Significance to managers.
- 2. Research process and design:** Problem identification-Research proposal-Theoretical framework-Hypothesis development-Elements-Types-Ex post facts and experimental-Managerial considerations.
- 3. Sampling design:** Nature-Terms-Rationale-Process-Types-probability and non-probability-Population mean and proportion estimation-Sample size determination-Operational definition.
- 4. Data collection methods:** Types-Primary and secondary-Interviewing-Questionnaires-Observation.
- 5. Measurement and scaling:** Nature-Components and process scales-Nominal, ordinal, interval and ratio-Tests-Validity and reliability-Testing of hypotheses-Format-Use of graphic aids.
- 6. Data analysis:** Data editing-Cronbach's alpha-Descriptive and inferential statistics-Software package-SPSS-Excel.
- 7. Report writing:** Interpretation-Steps-Types-Layout-Oral presentation-Mechanisms and follow-up.

Books Recommended:

1. Uma Sekarah : Research Methodology for Business
2. C. R. Kothari : Research Methodology
3. Devis and Consenza : Business Research for Decision Making
4. W. G. Zikmund : Business Research Methods

(Further references may be given by the course teacher)

MGT -410: Human Resource Management

- 1. Introduction:** Meaning -Characteristics -Principles and Evolution of HRM - Factors influencing the emergence of the concept Human Resource Management -Differences between Personnel Management and HRM -HRM Functions - Various Models of HRM -Approaches to HRM - HRM practices in Bangladesh.
- 2. Job analysis and job design:** Meaning of Job Analysis and Job Design -Process and Methods of Job Analysis -Factors affecting Job Design -Techniques of Job Design -Job Description -Job Specification.
- 3. HRM policy and planning:** Meaning -Policy areas -Factors influencing the designing of HRM Policies -Formulating and Revising HRM Policies -Meaning - Importance and process of HRM Planning.

4. **Recruitment and selection** : Meaning -Sources and Methods of Recruitment - Constraints of Recruitment -Differences between Recruitment and Selection -The Selection Process -Constraints of Selection -Methods and Types of Interview - Guidelines for Employment Interview.
5. **Training and development:** Meaning -Importance -Process of Training - Determining Training needs -Methods of Training -Evaluating Training Effectiveness -Differences between Training and Development -Management Development Process -Management Development Methods.
6. **Career planning and development:** Meaning -Objectives -Necessity - Career Stages -Developing a Career Plan -Responsibilities of Career Development.
7. **Performance appraisal:** Meaning -Process -Methods -Performance Appraisal and Competitive Advantage -Who is responsible for Performance Appraisal - Problems associated with Performance Appraisal -Suggestions to overcome problems.
8. **Compensation and benefits** : Meaning -Compensation Policies -Factors affecting Wage Mix -Theories of Wages -Incentive Wage Plans : Individual - Group and Organization wide Incentive Plans -Fringe Benefits -Types of Fringe Benefits -How to make benefit programs more effective.
9. **Job evaluation:** Meaning -Differences with Job Analysis -Process and Methods of Job Evaluation.
10. **Promotion:** Meaning -Bases of Promotion -Types of Promotion -Demotion - Transfer -Layoff -Termination.
11. **Grievance handling:** Meaning -Features -Causes/Sources of Grievances - Grievance handling procedure in a unionized organization -Essentials of a successful Grievance Program.
12. **Safety and health:** Concepts -Causes of accidents -Organizational Safety Programs -Promoting Safety -Health Programs -Occupational Stress -Causes of Stress -Suggestions to remove Stress.
13. **Discipline:** Concepts -Disciplinary action process -Approaches to Discipline: Progressive Discipline -Positive Discipline.

Books Recommended:

1. Lloyd L. Byars and Lesile W. : Personnel/Human Resource Management
Rue
2. David A. DeCenzo and : Personnel/Human Resource Management
Stephen P. Robbins
3. Gary Dessler : Human Resource Management
4. Md. Omar Ali : Essentials of Human Resource Management
5. Abdul Awal Khan and Md. Human Resource Management and
Abu Taher Industrial Relations

(Further reference may be given by the course teacher)

**Faculty of Business Studies
University of Rajshahi, Rajshahi**

Ordinance for Bachelor of Business Administration (BBA) Program

A. General

The Departments in the Faculty of Business Studies shall be:

- i) Management
- ii) Accounting
- iii) Marketing
- iv) Finance & Banking and
- v) Any other Department/Departments as may be approved by the University from time to time.

B. Admission

Students will be admitted into the first year class of the BBA Program as per University rules.

C. Duration of the Program

1. BBA Program will be of 4(four) years duration divided into 8(eight) semesters. Every semester will be of 19(nineteen) weeks of which 15(fifteen) weeks for class teaching, at least 1(one) week for preparatory leave and 3(three) weeks for holding the semester final examinations.
2. The program will include teaching of 40 (forty) course units distributed as follows:

Semester and Year-wise Distribution of Courses and Credit Hours

Year	Semester	Courses	Total Credit Hours
First	First	05	15
First	Second	05	15
First Year's Total		10	30
Second	First	05	15
Second	Second	05	15
Second Year's Total		10	30
Third	First	05	15
Third	Second	05	15
Third Year's Total		10	30
Fourth	First	05	15
Fourth	Second	05	15
Fourth Year's Total		10	30
Grand Total		40	120

3. (a) For each course unit, there will be 3 (three) lectures of one class hour duration in every week and each course unit will carry 3 (three) credit hours.
(b) Full marks in each Course Unit shall be 100.
4. Out of 40 course units, 16 course units shall be core courses common to all the Departments of the Faculty. Detailed syllabuses for the core courses will be prepared by the Faculty in consultation with the Departments and be approved by the University. Titles of the core courses are shown in clause 'N' of this ordinance.

D. Evaluation

Performance of the students will be evaluated as under:

1. a) In-course test and home assignments, oral test, etc. will carry 30% and class attendance 10% and the 3 (three) hour semester final examination will carry 60% marks of the course. At least two in-course tests of one class hour each, one assignment/oral test will be evaluated by the course teacher. The semester final scripts will be evaluated by two examiners. The marks for class attendance will be counted as per following table:

Attendance	Marks
90% and above	10
85% to below 90%	9
80% to below 85%	8
75% to below 80%	7
70% to below 75%	6
65% to below 70%	5
60% to below 65%	4
Less than 60%	0

- b) If a teacher is unable or restricted by the examination rules of the University, he/she will not evaluate in-course tests, home-assignments and also the semester final scripts.
- c) The result of the Semester Final Examination shall be tabulated by three teachers to be recommended by the Examination Committee. If the difference of marks between two examiners is 20 percent or more the script in question may be examined by a third examiner and the arithmetic mean of the two nearest marks be taken.
- d) The third examiner shall be recommended by the Examination Committee from

the panel of examiners other than a member of the Examination Committee or a tabulator.

- e) In each course, total of (i) the marks awarded by semester final examiners plus (ii) the average of the in-course tests, home-assignments, oral test and class attendance marks if any, awarded by the course teacher, will be converted into letter grades as follows:

Grading System		
Marks Obtained	Letter Grade	Grade Point
80% and above	A+	4.00
75% to less than 80%	A	3.75
70% to less than 75%	A-	3.50
65% to less than 70%	B+	3.25
60% to less than 65%	B	3.00
55% to less than 60%	B-	2.75
50% to less than 55%	C+	2.50
45% to less than 50%	C	2.25
40% to less than 45%	D	2.00
Less than 40%	F	00

- In the tabulation process, only the total marks of a course will be rounded-up and the results will be published in letter-grades only.
- At the end of the second semester of every class year, the examination committee will hold a viva-voce and the awarded marks vis-a-vis the grade will be weighted 3 (three) credit hours. For the four viva-voces, a student will be awarded four letter grades (equivalent to four course unit i.e. twelve credits hours). After the completion of the 4th year second semester final examination, a student will undergo an internship program for three months and shall write a report which shall be submitted to the 4th year examination committee. The internship program shall be guided by a teacher and the report shall be evaluated by the two examiners (1st and 2nd recommended by the concerned examination committee)
- The published results of the program will show the Grades Earned and the Grade Point Average (GPA) only at the semester and/or the year end.
- The controller of examinations shall publish the cumulative result of the program and shall provide the transcript showing course-wise grades and the

Cumulative Grade Point Average (CGPA) of the candidates.

E. Class Attendance

1. A student shall have to attend at least 75% of classes held in a course provided that the Academic Committee of the Department concerned may on special grounds and on such documentary evidences as may be necessary recommend marginal cases of shortage of attendance (not below 60%) for condonation.
2. The course teacher shall submit the class attendance register to the Chairman during the class break week.
3. The Chairman of the Department shall monitor class holding and attendance of students

F. Promotion

1. For promotion from one class to the next class year, a student will be required to earn a minimum yearly GPA (except viva-voce grade) as under:

Class Year	Minimum GPA
From 1st year to 2nd year	2.00
From 2nd year to 3rd year	2.25
From 3rd year to 4th year	2.50

The Grade Point Average (GPA) will be calculated as shown in clause 'O' of this ordinance.

2. Students failing to clear up the University dues of the year of study shall not be promoted to the next year class.

G. Degree Requirements

1. For the degree of BBA, a student of the program will require to earn (i) 135 credit hours including viva-voce weighted 12 credit hours and an internship program weighted 3 credit hours, (ii) CGPA of 2.5 and complete the program in maximum of six academic years including the year of first admission into the program.
2. For the degree of BBA no grade from any source other than that of the prescribed 135 credit hours will be considered.
3. If students appearing at the 4th year final examination have exhausted six academic years but failed to complete the program, may be awarded the degree of B.Com. pass, provided that they (i) earn minimum of **108** credit hours (80% of total credit hours) and (ii) CGPA of 2.5 (including viva-voce weighted 12 credit hours and an internship program weighted 3 credit hours.)

H. Improvement of Grades

1. Students obtaining F grades in any course in any year shall be required to improve the grade with the next available batch (es). However, a student securing an F grade, in any course will be allowed to sit for the Improvement Examination a second time with the next available batch provided he/she fails to clear the grade at the first Improvement Examination. But if a student with an F grade in a course obtains a D, C-, C or C+ grade in the first Improvement Examination, he/she will not be allowed to take any further Improvement Examination in that course.
2. A student earning less than "B-" grade in any course may choose to improve the grade by appearing at the concerned Semester Final Examination once only with the next available batch. However, a student must complete the Program within six academic years.
3. No improvement shall be allowed in the in-course test/home-assignment/oral test and internship marks as well as grades earned in viva-voce.
4. For the improvement of grade in a course the student shall apply to the Concerned Examination Committee at least 2 (two) weeks before the start of the semester final examination through the Chairman of the concern Department.
5. At the end of the program a student may choose to improve the CGPA with the next available batch by appearing at the maximum of 4 courses of 4th year with grade point earned less than 2.75. A student seeking this improvement will be allowed to appear at such an examination only once. However, no improvement shall be allowed after the expiration of (six) academic years from the beginning.

Amendment (Dated on 30.03.08, Syndicate meeting no. 419, Decision no. 4)

Grade Improvement:

- (a) Number of Course Maximum-2 including F, (if any) in Part-1, Part-2 and Part-3/Semester 1st to 8th Examination.
- (b) Grade Improvement of GP less than 2.75 in the following year/next available batch.
- (c) 'F' grade must be cleared within 2 years of immediate following batch.

Result Improvement:

- (a) Number of course Maximum-4 in part-4/4th year examination.
- (b) G.P less than 2.75

(c) Must be within 6 academic years.

I. Readmission

1. Students failing to get promotion to the next year may seek readmission with the next available batch.
2. On readmission grades earned by a student in the preceding year of readmission shall cease to exist and the student shall have to repeat all the course-works and examination.
3. Readmission in a class-year shall be allowed only once and a student shall not be allowed readmission in more than two class years during the entire program.
4. On readmission the roll number of the student will remain same and every roll number will carry with it the year of admission.

J. Dropping Out

Students failing to earn required yearly GPA after taking readmission in any year shall be dropped out of the program.

K. Adoption of Unfair Means

If any student adopts unfair means in any examination or home-assignments, the teacher/invigilator shall report in writing to the Chief Invigilator/Chairman of the Examination Committee for onward transmission to the Disciplinary Board of the University for action as per University rules.

L. Dean's Honours List And Dean's Merit List

1. A list of meritorious students who have been awarded the BBA degree with CGPA of at least 3.85 shall be included in the Dean's Honours List of the year.
2. Students who have earned GPA of 4 in any semester shall be included in the Dean's Merit List of the semester.

M. Administration

1. Respective statutory authorities of the University shall design syllabus, allocate courses for the program, constitute examination committee and the panel of examiners as per rules of the University.
2. At the beginning of a semester:
 - a) a course teacher shall provide the students a course outline indicating the text books to be followed, probable dates of in-course tests and home assignments, and
 - b) The chairman of the department shall prepare a schedule indicating 15 weeks of class teaching, 1 week semester break, 3 weeks of examinations and the following 4 weeks for the publication of result of the semester. However, the Dean of the Faculty of Business Studies shall ensure that the program of the Departments be implemented in due time.

3. The Examination Committee shall recommend two question setters and two script examiners including the course teacher for each course and moderate questions, hold semester final examinations and viva-voce. The printing of questions and publication of result shall be done by the Examination Committee in cooperation with the Controller of Examinations as per University rules.
4. The Chairman of the Examination Committee shall submit the examination result to the Chairman of the Department including:
 - a) A grade-sheet and all the relevant working papers.
 - b) A list of students recommended for promotion to the next year class.
 - c) A list of teachers showing their involvements in the examination works.
5. The course teacher shall publish the result of the in-course tests and home assignment, within one week of the date of holding and submit the average in-course and home-assignment marks to the Chairman of the Examination Committee before the semester final examination starts. Tabulation work will be started after all the marks of the semester final are received by the Chairman. Modification of submitted marks shall not be allowed.
6. Within the framework of these rules and the rules of the University, the Departmental Academic Committee may adopt policies for strengthening the academic and co-curricular activities of the Department.

N. Title of Core Course

The following 16 (sixteen) Core Courses shall be offered by the Departments in different semesters of the BBA Program.

1. Microeconomics
2. Macroeconomics
3. Bangladesh Economics
4. Business Mathematics
5. Business Statistics
6. General Commercial Law
7. Principles and Practice of Accounting
8. Principles of Management
9. Principles of Marketing
10. Principles of Finance
11. Principles of Cost and Management Accounting
12. Introduction to Business
13. Taxation
14. Business Communication (Answer shall be in English)
15. Computer in Business
16. Research Methodology

O. Computation of Grade Point Average

The Grade Point Average (GPA) will be computed as follows:

$$GPA = \frac{\sum (\text{Credit Earned} \times \text{Grade Points})}{\text{Total Credit}}$$

Example:

First Semester

Course No.	No of Credits	Grade Obtained	Earned Credit	Corresponding Grade Points	Points Secured
101	3	B+	3	3.25	9.75
102	3	A+	3	4.00	12.00
103	3	D	3	2.00	6.00
104	3	B	3	3.00	9.00
105	3	B-	3	2.75	8.25
Total Earned Credit			15	Total grade Point	45

$$\text{Earn Credit (EC)} = 3+3+3+3+3 = 15$$

$$SGPA = \frac{\text{Total Point Secured}}{\text{Total Credit}} = \frac{45}{15} = 3.00$$

Second Semester

Course No.	No of Credits	Grade Obtained	Earned Credit	Corresponding Grade Points	Points Secured
101	3	B+	3	3.25	9.75
102	3	A+	3	4.00	12.00
103	3	C+	3	2.50	7.50
104	3	F	0	0	0.00
105	3	B-	3	2.75	8.25
Total Earned Credit =			12	Total grade Point	37.50

$$\text{Earn Credit (EC)} = 3+3+3+3 = 12$$

$$SGPA = \frac{37.50}{15} = 2.50$$

Calculative Data -

$$\text{Total Credit} = 15 + 15 = 30 \quad \text{Total Earned Credits} = 15 + 12 = 27$$

$$\text{Total Points Secured} = 45 + 37.50 = 82.50$$

$$YGPA = \frac{82.50}{30} = 2.75$$

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