

*UNIVERSITY OF RAJSHAHI*



**DEPARTMENT OF MANAGEMENT STUDIES**

**DETAILED SYLLABUS  
OF  
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**Academic Session: 2017-2018 to 2020-2021**

## **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.

### **Bachelor of Business Administration (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 70% marks for written examination at semester final and 20% marks for in-course test- home assignments- oral tests- etc- and 10% marks for class attendance. A three hours 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 full marks of 100 is given for each viva-voce. Additionally the students have to complete a 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

---

**BBA Program**  
**Academic Session: 2017-2018**  
**List of Courses**

**First Year-2018**

<b>First Semester</b>		<b>Second Semester</b>	
<b>Course No.</b>	<b>Course Title</b>	<b>Course No.</b>	<b>Course Title</b>
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	Bangladesh Studies
			Viva-voce**

**Second Year-2019**

<b>First Semester</b>		<b>Second Semester</b>	
<b>Course No.</b>	<b>Course Title</b>	<b>Course No.</b>	<b>Course Title</b>
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	Political and Managerial Economics
MGT-205*	Computer in Business	MGT-210	Quantitative Analysis for Management
			Viva-voce**

### Third Year-2020

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	Financial Management
MGT-303	Operations Management	MGT-308	Entrepreneurship and SME Management
MGT-304	Bank Management	MGT-309	Organizational Behavior
MGT-305	Management Information Systems	MGT-310	Agribusiness Management
			Viva-voce**

### Fourth Year-2021

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	Quality Management	MGT-407	International Management
MGT-403	Human Resource Management	MGT-408	Business Ethics and Corporate Social Responsibility
MGT-404	International Business	MGT-409*	Business Research Methods
MGT-405	Knowledge Management	MGT-410	Industrial Relations
			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.

## First Year First Semester

### MGT-101 (CCH): Introduction to Business

The main objective of this course is to lay a foundation of knowledge in business through helping the students gain a better understanding of what business arena all about, how business operates, various forms of business and institutions for the promotion of businesses, business practices in Bangladesh and various integration and combinations of businesses including growth of MNCs.

- **Introduction:** Definition-Features-Importance and scope to business and Industry-Types of industry and Commerce-Branches of commerce.
- **Location of Business:** Factors considered in selecting a suitable business site-Rural vs. Urban location.
- **Forms of Business Organization:** Sole tradership-Partnership-Joint stock company-State Enterprise-Cooperative societies-Effectiveness of various types of business organization in Bangladesh.
- **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).
- **Trade Practices in Bangladesh:** Commercial Policy-Import Procedure-Export Procedure Formalities-Problems and measures to overcome them.
- **Business Combination and Integration:** Types-Levels-Internal and External-Advantages and Disadvantages-Growth of MNCs and EPZs in Bangladesh.

#### **Books Recommended:**

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

*(Further references may be given by the course teacher)*

### MGT-102 (CCH): Principles of Management

This course is an introduction to the management Process. This will help the students learn the various theories besides gaining the fundamental concepts of management. The students will also learn the various functions of management process consisting of planning, organization, leadership, control and so on.

- **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- management as a science- Management as an art- Management as a profession.
- **Environment:** Internal and external environment of organizations-Components of external environment-Managing environment.
- **Planning:** Meaning-Nature-Types-Limits to planning-Making planning effective.
- **Objectives:** Nature of Objectives-Management by Objectives-Process of MBO-Setting Objectives-Benefits and weakness of MBO.
- **Decision Making:** Decision making Process-Conditions of Decision Making Nature of managerial decision Making-Other factors in decision Making-Decision support systems.
- **Organizing:** Meaning-Nature-Purpose-Types of Organization-Organizational Structure-Span of management- Departmentalization-Delegation of Authority-Centralization and Decentralization-Coordination.
- **Leading:** Human factors in Management-Relevant theories-Creativity and innovation-Motivation-Leadership.

- **Controlling:** Meaning-Nature-Principles-Control Process-Types of control Methods-Requirements of effective controls.

**Books Recommended:**

1. Harold Koontz and Heinz Weihrich : 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**

This course will help the students gain skills at applying accounting principles and procedures to any business situations and develop the ability to identify and interpret financial data that will facilitate proper decision-making by users of accounting information. As this is the first course in accounting, the students through this course will learn the definition of accounting, types of accounting, basic concepts of accounting covering basic accounting topics such as accounting cycle; accounts hierarchy (account classes, account groups, accounts, subsidiary accounts); journal entries related to sales, purchases, collections, payments, and expenses; posting; accounting of value added tax; payroll accounting; accounting of current assets (except inventories that will be covered in the subsequent course); trial balance, preparation of financial statements.

- **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.
- **Adjusting the Accounts:** Concept of Adjustments-Types of adjustment-Reasons of adjustments-Adjusting entries.
- **Worksheet:** Concept of Worksheet-Reasons of worksheet preparation-Worksheet problem exercise of service company-Closing entries-Reversing entries.
- **Account of Merchandising Company:** Income statement-Balance sheet-Correction of errors.
- **Special Journals:** Purchase journal-Sales journal-Cash book-Bank reconciliation statement.
- **Accounting of Plant Assets:** Concepts and nature of plant assets-Depreciation-Factors affecting depreciation-Methods of depreciation.
- **Accounting for Different Types of Organizations:** Non-trading concern-Sole trader ship and partnership.
- **Company Accounting:** Concepts-Types of shares-Issuance of shares.
- **Inventory accounting:** Concept of inventory-Types of inventory-Methods of inventory calculation.

**Books Recommended:**

1. Hermanson et.al. : 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 Zlatkovich : Intermediate Accounting
6. Smith and Skonsers : Intermediate Accounting

*(Further references may be given by the course teacher)*

**MGT-104 (CCH): Micro Economics**

This is the first course that undergraduates take in economics. It helps gain a solid foundation for economic analysis and thinking that would be required throughout the program and subsequent professional careers. At large this course will help the students develop the knowledge about supply and demand and the basic forces that determine an equilibrium in a market economy. The students also

will learn about optimal production, and the impact of different market structures, concepts of costs, long run and short run concepts of costs, and the theory of distribution.

- **Nature and scope of economics:** Economic law-Normative and positive economics-Utility-Low diminishing marginal utility.
- **Theory of demand:** Demand curves-Elasticity of demand-Consumption-Consumer surplus-Indifference curve analysis.
- **Theory of supply:** Supply curves-Elasticity of supply and its measurement-Exceptional supply curves.
- **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.
- **Theory of firm:** Market structure-Equilibrium of firm and industry-Price determination under different market conditions.
- **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 refernces may be given by the course teacher)*

**MGT-105 (CCH): Principles of Finance**

This course will help students understand financial frameworks, concepts, principles, tools, and techniques. Topics include financial analysis, financial planning, working capital financing, traditional sources of debt and equity financing, and evaluation techniques.

- **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.
- **Time Value of Money:** Basic Concept-Computing Present Values-Future values.
- **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.
- **Valuation:** Fundamental-Valuation of bonds-Valuation of common stock.
- **Financing Working Capital:** Concept of working Capital-Major sources of short term financing- the matching principle-Estimation of working capital requirements.
- **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.
- **Leasing:** Basic concepts-Type of leases-The lease or buy decision.
- **Capital Budgeting:** Basic concepts: The capital budgeting process-Cash flow from an investment-Introduction to the evaluation techniques.

**Books Recommended:**

- |   |   |                                      |
|---|---|--------------------------------------|
| 1. Charled W. Haley<br>and<br>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**

This course will help students develop an insight into the role of marketing within an organization, gain an understanding of key marketing concepts and principles. To provide students with the opportunity to evaluate and formulate marketing strategies relating to pricing and marketing.

- 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 products and services.
- 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**

This course will help students gain familiarity with the measurement of data and the terminologies relating to central tendency, skewness, kurtosis, probability, time series analysis and index number. The students will also be able to apply the tools for analyzing and thereby enabling them to make decision in a management context and demonstrate their ability to interpret the results of statistical analysis based on their understanding.

- **Introduction:** Definition-Nature-Scope-Functions-Limitations-Uses of statistics in business.

- **Data Collection and Presentation:** Collection-Classification and tabulation of statistical data-Frequency distribution and graphical representation of data.
- **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
- **Measures of Central Tendency:** Mean - median and mode-Their computation and properties-Problems.
- **Measures of Dispersion:** Absolute and relative measures of dispersion-Computation and properties-Problems.
- **Skewness- Moments and Kurtosis:** Moments from arbitrary value-Moments from Mean-Relations between moment's measures of Skewness and Kurtosis and their uses.
- **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.
- **Probability:** Meaning-Addition and multiplication theorems-Sample space-Events marginal-Conditional probability-Statistical independence of events Bay's theorem expected value.
- **Index Number:** Construction of price-quantity-Value and cost of living-Index numbers-Problems of construction ideal index -Tests and uses of index number.
- **Time Series Analysis:** Definition-Utility-Components and trend.

**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<br>Miyah | : | Introduction to Statistics                      |
| 5. M. C. Shukla and B. B.<br>Gulshan   | : | Statistics: Theory and Practice                 |
| 6. A.L. Buddington                     | : | Statistics and Their Application in<br>Commerce |

*(Further references may be given by the course teacher)*

**MGT-108 (CCH): General Commercial Law**

It is designed to help students deal with legal concepts in the context of modern business. Ideally students can be able to avoid lawsuits and expand their awareness of their rights and responsibilities in business situations. With the proper legal knowledge, major legal problems can be avoided. This course will help students learn that knowledge.

- **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.
- **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.
- **Sale of Goods Act:** Definition-Essential elements of contract for the sale of goods-Stipulation of sale-Transfer of ownership.
- **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.
- **Carriage of Goods Act:** Carriage of goods by road-Laws relating to goods by road- Sea and air.
- **Insolvency Act:** Insolvent and its nature-Effects of insolvency and discharge of liability.
- **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 Kumar Mitra | : | Commercial Law and Industrial Law   |
| 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**

Upon successful completion of the course, the student will have a basic understanding of aggregate Income-Consumption-Savings, implications of changes in government fiscal or monetary policy; equilibrium national income levels, multipliers, converting of nominal values into real values, and Monetary Policy and Fiscal Policy

- **Some Fundamental Concepts of Macroeconomics:** Aggregate income-Consumption-Savings and investment-Stock and flow variables-Static's and dynamics.
- **National Income Accounting:** Concepts and measurement of GNP- NNP and GDP-National and real national income.
- **Classical Theory of Output:** Income and employment-Simple graphical and analytical exposition of ABC theory-Attainment of full employment.
- **Theory of Income and Employment:** The Kayncian theory of Income and Employment-Simple exposition of Keynesion structure-Obstruct to attainment of full employment-Inflationary and deflationary gaps.
- **Consumption and Savings:** Simple concept of consumption and savings functions-Marginal propensity to consumer-Derivation of the multiplier.
- **Simple Concept of Investment:** Functions-Interest rate-Rate of return on investment-MEC-MEI and level of investment.
- **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: Bangladesh Studies**

The objectives of this course is to help the students learn about the historical perspective along with the language oriented cultural movement in Bangladesh. This student will know by going through this course about the chronological movements and historical changes that gave rise to the emergence of Bangladesh. The students will also know constitution of The Peoples' Republic of Bangladesh- The Judiciary System of Bangladesh- Administration System of District Administration- Local Government and the culture of Bangladesh.

- **Historical Background of Bangladesh:** Ancient history-Gupta Rule-The Pala Dynasty-Dynasties of southeastern Bengal-Sena dynasty-Muslim Rule from 1204-1757- British Rule from 1947-1957- Indian Independence Act 1947.

Language Movement of 1952- General Election of 1954 along with 21-point program-Constitution of Pakistan of 1956(Feature- National Assembly of 1956)- Power and Functions of President and Prime minister- Causes of Failure of the Constitution of 1956- Marital-Law of 1958 and Its impact on Pakistan Politics- Constitution of 1962( Basic Democracy and Causes

of Its failure)- Movement for autonomy(disparity towards East Pakistan with its Description)- 6-point program of 1966- Agartala Conspiracy case-1968- Mass Upsurge of 1969- Election of 1970 and Its result- Declaration of Independence- Mujib Nagar Government and Final Victory of the war of liberation.

- **Government of Bangladesh:** constitution of The Peoples' Republic of Bangladesh-1972- Executives of Bangladesh Government (Power and Functions of President and Prime Minister)- Legislature of Bangladesh- The Judiciary System of Bangladesh- Administration System of District Administration- Local Government.
- **Society and Social Empowerment:** Rural Society-Urban society-rural-urban migration- International migration-Incentives for migration- Social position of Women- Human Rights in Bangladesh- Torture-Persecution of minority communities-Women's Rights- Freedom of Religion-intimidation of human rights defenders-Children's Rights- Proposed actions in the Sixth plan-Ethnic Communities- Major areas on interventions would include- Social Protection Programs- Government's for social safety-social Protection Programs in Bangladesh.
- **Culture of Bangladesh:** Lifestyle-Religion-Festivals and Celebration: Pohela Boishakh-Nabanna- language day- Amor Ekushey Grontho Mela- Baisabi Festival etc.- Sports- music-Theatre- architecture- Folk art etc.
- **Resources for Development:** Internal and External resources- Private and Public resources- methods for mobilization of domestic resources- Role of foreign Aid- Foreign capital in economic Development.

**Books Recommended:**

1. M.S.K Khan and D. Khanam : Bangladesh Studies
2. G.W. Chowdhury : Constitutional Development in Pakistan
3. Talukder Moniruzzaman : Radical Politics and Emergency of Bangladesh
4. Rawnak Jahan : Bangladesh Politics: Problems and Issues
5. Dilara Chowdhury : Constitutional Development in Bangladesh
6. Dr. M.A. Chowdhury : Government and Politics of Pakistan
7. A. R. Khan : The Economy of Bangladesh
8. J.R. and Farland : Bangladesh: Test Cases of Development
9. M. R. Khan : Population Policy and Zero Population Growth for Bangladesh
10. Nurul Islam : Development Planning in Bangladesh
11. Rehman Sobhan : Foreign Aid Dependence to Self-reliance
12. Mahbub Khan : Bangladesh Society- Politics and Bureaucracy

*(Further references may be given by the course teacher)*

**Second Year First Semester**

**MGT-201 (CCH): Business Communication**

The main objective of this course is to help students develop good communication skills essential for personal as well as business success. This course will help students understand the fundamental concepts, process and principles of effective business communication, develop and apply the critical and creative thinking abilities. Students going through this course will be able to earn good knowledge about different modes and styles of business communication, create important business documents, produce business letters; write business reports both for internal and external users.

- **Introduction to Communication:** Nature-Scope-Principles of communication-Business and social communication-Barriers to communication.
- **Different Methods of Communication:** Verbal-Non-verbal and electronic communication

- **Different Perspective of Communication:** Down ward-Upward-Horizontal-Diagonal-External-Internal-Formal-Informal/Grapevine-Intrapersonal-Interpersonal-personal-Organisational-Group and public communication.
- **The Communication Process:** Essential elements-One-way versus two-way communication-Different models of the communication process.
- **Communication Networks:** Types-Selection of networks.
- **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.
- **Mass Communication:** Importance-Media of mass communication-Mass communication in the business enterprise of Bangladesh.
- **Meeting:** Types of meetings-Writing notice-Agenda and minutes-Convening and conducting meetings-Points of information-Points of order-Motions.
- **Report Writings:** Informal and analytical reports-Planning business reports-Preparatory steps of writing reports-Writing the final reports-Documenting reports.
- **Commercial Terms and Abbreviations.**

**Books Recommended:**

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. 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**

This course will provide students with an overview of labor law in Bangladesh, including the law relating to Factories act, industrial relations ordinance, payment of wages, and workmen's compensation. union organizing, collective bargaining, contract enforcement, strikes, and relations between unions and their members.

- **Elementary Principles of Labour Laws:** Definitions of labour law- Elementary principles of labour law-Necessity and importance of labour law- sources and scope of labour laws- Difference between labour law - industrial law- and commercial law.
- **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.
- **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.
- **Laws Relating to Payment of Wages:** Definition of wages- Time for payment of wages- Rules for payment wages- Rules regarding deduction from wages- Deductions for absence from duty- Payment of unpaid wages in cases of death of workers- Claims arising out of deductions from wages or delay in payment of wages.
- **Laws Relating to Workmen's Compensation.** Who is workman- Definitions workmen's compensation- Defendant partial disablement- Objective of workmen's compensation- Employers liability for compensations- amount of compensations- Distribution of compensation- Method of calculating wages.

**Books Recommended:**

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

*(Further references may be given by the course teacher)*

### **MGT-203 (CCH): Business Mathematics**

#### **Course Objectives:**

The objective of this course is to provide an understanding of key techniques for using data to make business decisions. The course focuses on the development of understanding of basic concepts and principles of mathematics used in the area of business and economics. The course gives ideas of sets and its application, equations and function, application of profit and loss in business, applications of matrices and determinants in business and ideas of calculus to solve business and economics problems.

- **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 difference of sets-Set operation and its application to business problems.
- **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.
- **Coordinate Geometry:** Rectangular coordinate system-Distance between two points-Gradient-Equations of straight lines-Slope intercepts form-Two point's form-Parallel and perpendicular lines-Equation and graphical representation of circle-Parabola and hyperbola.
- **Matrix and Determinants:** Definition of matrix and determinant and their properties-Addition and multiplication of matrices-Inverse of matrix-Solution of simultaneous equations.
- **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**

This course introduces the students of business administration to the economic structure of Bangladesh and its implication in social, economic, political, governmental, financial and developmental aspects of Bangladesh. It also helps the students to know about the economic development, resources development, industrial development, agricultural development, economic planning and Bank Management in Bangladesh as well as foreign investment.

- **Introduction:** 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.
- **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.
- **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.
- **Agricultural Development of Bangladesh:** Modernization-Problems and solutions.

- **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
- **Economic Planning in Bangladesh:** Short and long-range plans-The Five year and Two year plans-Population policy and manpower training.
- **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 (CCH): Computer in Business**

This course will provide the students with a solid foundation on which to build a strong and useful knowledge of Information Technology. Students through class room lectures, application program demonstrations, and exercises will learn about the various components of the computer system, Binary-Octal-Hexadecimal-Number System-Conversion of number systems, Types of Software-System Software-High Level Languages-Assembler-Compilers-Interpreters-System-Utilities -Flow chart, data processing. Students will also learn how to use Microsoft Office applications and explore.

- **Introduction to Computers:** Advantages and disadvantages of Computerization-Effects of computers in business.
- **Components of Computer System:** The central processing units (CPU)-Input device-Output devices-Storage concepts.
- **Computer Codes and Arithmetic:** Binary-Octal-Hexadecimal-Number system-Conversion of number systems.
- **Software Components:** Types of software-System software-High level languages-Assembler-Compilers-Interpreters-System-Utilities -Flow chart.
- **Data Processing:** Purpose of data processing-Operation structure-Concepts-Modern techniques.
- **Application of Packages:** Word processing-Spread sheet-Database-Statistical packages.
- **Computer in Bangladesh:** Application-Problems-Prospects.

**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 Second Semester

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

This course covering both the issues of Cost Accounting and Management Accounting will enable the students gain ideal knowledge about various concepts, process, and techniques of cost determination and control with special focuses on elements of manufacturing cost, cost accounting cycle, cost behavior, reconciliation of cost and financial accounting, functions of management accountants, and techniques of management accounting.

- **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.
- **Elements of Costs:** Classification of cost-Preparation of cost sheet-Determination of profit.
- **Cost Accounting Cycle:** Double entry system in cost accounting-Control accounts-Integrated system-Separate system.
- **Reconciliation of Cost and Financial Accounting:** Theory and Practices.
- **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.
- **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.
- **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

This course will enable the students to develop a knowledge about how to apply basic marketing tools such as product policy, pricing, promotion, distribution, sales management, and customer segmentation and retention. The objectives of the course is to provide students with the ideas about using core marketing concepts to evaluate different marketing scenario, analyzing and assessing complex marketing challenges, and developing a comprehensive marketing plan.

- **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.
- **Marketing Information System:** Meaning-Assessing information needs-Developing and distributing information-Marketing research.
- **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.
- **Marketing Environment:** Micro environment-Economic environment-Technological-Socio-Culture environment.
- **Marketing Mix:** Product Strategies-Promotion strategies-Pricing strategies-Distribution strategies.



- **Marketing Services:** Innovation in service marketing intermediaries in distribution of services-Implications for service marketing.
- **Marketing Efforts:** Marketing Planning-Implementation-Marketing development organization-Marketing control.

**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**

This course aims at enabling the students to learn risk management principles. After completing this course student will be able to function better in a business environment through designing and implementing a risk management program. The students will learn about the Types of Insurance and Marketing Systems, Insurance Company Operations, Life and Health Insurance, Property and Liability Insurance, and home owners and auto insurance.

- **Introduction to Risk Management:** Meaning of Risk- Chance of Loss- Peril and Hazard- Basic Categories of Risk- Burden of Risk on Society- Methods of Handling Risks- Definition of Insurance- Basic Characteristics of Insurance- Requirements of an Insurable Risk- Insurance and Gambling Compared- Insurance and Hedging Compared- Types of Insurance- Benefits of Insurance to the Society- Costs of Insurance to the Society- Meaning of Risk Management- Objectives of Risk Management- Steps in the Risk Management Process- Identifying Loss Exposures- analyze the loss Exposures- Implement and Monitor the Risk Management Program- Benefits of Risk Management- Personal Risk Management
- **Advanced Topics of Risk Management:** The Changing Scope of Risk Management- Insurance Market Dynamics- Loss Forecasting- Financial Analysis in Risk Management- Decision Making and Other Risk Management Tools
- **Types of Insurance and Marketing Systems:** Overview of Private Insurance in the Financial Services Industry- Types of Private Insurers- Agents and Brokers- Types of Marketing Systems- Group Insurance Marketing.
- **Insurance Company Operations:** Insurance Company Operations- Re-Insurance- Alternatives to Traditional Re-Insurance- Other Insurance Company Functions- Financial Operations of Insurers- Property and Casualty Insurers- Life Insurance Companies.
- **Fundamental Legal Principles and Analysis of Insurance Contracts:** Principles of Insurance- Requirements of an Insurance Contract- Distinct Legal Characteristics of Insurance Contracts- Basic Parts of an Insurance Contract- Definition of “Insured” Endorsements and Riders- Deductibles- Coinsurance- Coinsurance in Health Insurance- Other Insurance Provisions.
- **Life and Health Insurance:** Premature Death- Financial Impacts of Premature Death on Different Types of Families- Amount of Life Insurance to own- Types of Life Insurance- Contractual Provisions- Additional Life Insurance Benefits- Individual and Group Insurance.
- **Property and Liability Insurance:** ISO Commercial Property Program- Building and Personal Property Coverage Forms- Transportation Insurance- Practices Liability Insurance- Commercial Umbrella Policy- Business Owners Policy- Professional Liability Insurance- Directors and Officers Liability Insurance.
- **Social Insurance:** Social Insurance- Old age Survivors- Disability Insurance (OASDI) - Types of Benefits- Medicare- Unemployment Insurance- Workers Compensation.
- **The Liability Risk:** Basis of Legal Liability- Law of Negligence- Imputed Negligence- Specific Applications of the Law of Negligence- Current Tort Liability Problems.
- **Home Owners and Auto Insurance:** Home Owners Insurance- Analysis of Home Owners Policy- Overview of Personal Auto Policy-

**Books Recommended:**

- |   |   |   |
|---|---|---|
| 1. George E. Rejda                          | : | Principles of Risk Management and Insurance   |
| 2. Emmett J. Vaughan and Therese M. Vaughan | : | Fundamentals of Risk and Insurance            |
| 3. Mark S. Dorfman and David Cather         | : | Introduction to Risk Management and Insurance |
| 4. Scott Harrington and Gregory Nichaus     | : | Risk Management and Insurance                 |

*(Further references may be given by the course teacher)*

**MGT-209: Political and Managerial Economics**

The main objective of this course is to enable the students to apply economic principles and considerations to the key decision making process. The students will be able to understand how the production of goods, and actions of the various sectors are being determined by a political process being influenced simultaneously with the economic processes of exchange and production. Moreover, after completion of this course the students will be able to analyze problems from the perspective of the firm and based on which they would be able make effective decisions. They will learn to give emphasis on the study of the production process and the analysis of inputs. It will also help students think through the various economic issues and decisions that managers face in each of the functional areas of the organization through using an analytical approach, using equations and numerical approaches.

**Political Economy:****The capitalist Mode of Production.**

1. **Commodity Production, The Commodity and Money:** Commodity Production, Commodity and Labor, Development of Exchange and the forms of value; Money; The law of value-an economic law of commodity production.
2. **Capital and Surplus Value, Wages under Capitalism:** Primitive accumulation of capital; Conversion of money into capital; Production of surplus value, capitalist exploitation; Capital and its components; Exploitation of working class; Wages under capitalism.
3. **Accumulation of Capital and the Deterioration in the Position of Proletariat:** Accumulation of capital and the army of unemployed's. The general law of capitalist accumulation.
4. **The Conversion of Surplus Value into Profit and its Distribution among Various Groups:** Special forms of capital; Average profit and the price of production; Commercial profit; loan; capital, joint-stock companies, Ground-rent and agrarian relations under capitalism;
5. **Reproduction of Social Capital, Economic crises and National Income.**
6. **Basic Economic Features of Monopoly Capitalism (Imperialism):** Concentration of production and monopolies; Finance capital and the financial oligarchy, Export of capital, economic and territorial division of the world; Monopoly profits- the motive force of monopoly capitalism;
7. **The Place of Imperialism in History, The General Crises of World Capitalism:**

**02 Managerial Economics****02.1 Theory of Firm, Profit Maximization and Wealth Maximization:****Theory of Demand and Forecasting:****Decision Making under Risk and Uncertainly:****Production Function:****Profit Analysis:****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: Quantitative Analysis for Management

The objective of this course is to help the students learn how the validity of many statistical procedures relies on an assumption of approximate normality and what they need to do if the data are not normal. They will know the differences between parametric and nonparametric procedures and they will learn that Nonparametric procedures are one possible solution to handle non-normal data. They will also know about the concepts of Interpolation and Extrapolation, various tools for statistical quality control, how to test hypotheses, Chi-Square Test, and analysis of variance.

- **Parametric and nonparametric statistics:** Advantages and disadvantages-Comparison of two population using independent samples.
- **Interpolation and Extrapolation:** Theory and Measurement.
- **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.
- **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.
- **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.
- **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.
- **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.
- **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)*

## **Third Year First Semester**

### MGT-301: Business Environment

The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in Bangladesh influencing managerial decisions. The students will be acquainted with the issues of domestic and global environment in which businesses are operating. The students will learn to relate the impact of environment on businesses in an integrated manner being adhered to various economic, commercial and industrial policies.

- **Introduction:** Industry as a system of production in the Society-Technology and organization.
- **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.
- **Technology:** Technical change and automation-Technology and a social structure in industry-Technical change and resistance to change.

- **Social Relationship at Work:** The structure of social relationship at work-Industrial relations-The cause of industrial conflict-Role of trade unions-Collective bargaining.
- **Industry- Community and the Polity:**
- Industry and Community-Industry influences the community -The community influences industry.
- Industry and the policy: Political and legal constraints in industry-Industry and political influence.
- **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**

This course intends to provide the students with a very clear and detailed understanding of taxation in the context of Bangladesh. The course aims at helping the students understand how the individuals are assessed in terms of various sources of income, and also the various aspects of fiscal statutes and its practical applications including assessment of tax, VAT etc.

- **Principles of Public Finance:** Objective of Taxation-Types of taxes in Bangladesh-Incidence-Shifting of burden.
- **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.
- **Heads of Income:** Methods of computing income and allowable deduction under each head.
- **Assessment Procedure:** Tax return and assessment of individuals.
- **Income Tax Authorities in Bangladesh:** Administrative judicial appeal-Revision-Penalties.
- **Wealth tax- VAT and custom Duty-Gift Tax-Assessment**
- **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: Operations Management**

The goal of this course is to provide the students with the knowledge of value creation process to be followed based on life cycle approach, different operational strategies including customization and mass production. This moreover helps the students learn about designing, analyzing, and improving the whole transformation process, including procurement, production, distribution, warehousing, and retailing, with the objective of creating competitive advantage for the enterprise. The students will also learn the process of capacity planning & location planning based on the consideration of various

issues like Globalization and geographic dispersions of operations- factors affecting location decisions- dominant factors in manufacturing and services- Layout planning- strategic issues.

**Operations Management:** Definition-Functions-Transformation Process-Life cycle Approach- Relations with other specialties-Historical development.

- **Operations Strategy:** Corporate Strategy-Market analysis-Competitive priorities-Services strategy-Manufacturing strategies-Mass customization.
- **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.
- **Capacity Location and Layout:** Capacity planning- Measures of capacity- Theory of constraints- Economics of scale- Diseconomies of scale- A systematic approach to capacity definitions- Tools for capacity planning- Globalization and geographic dispersions of operations- factors affecting location decisions- dominant factors in manufacturing and services- Layout planning- strategic issues- layout types- Performance criteria creating- Hybrid layout- Designing layout.
- **Quality Management:** Role-Elements of TQM-Cost-Planning and control tools-SPC.
- **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.
- **Job Design:** Reengineering and work measurement.
- **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. Panneerselvam : Production and Operations Management

*(Further references may be given by the course teacher)*

**MGT-304: Bank Management**

This course enables the students learn basic bank management techniques that include asset and liability management, liquidity and reserve management, credit analysis, loan pricing and off-balance-sheet banking. Regulatory issues of commercial banks are also discussed. This course also helps students to understand the basic operations of commercial banks, the economic roles the banks play, the roles of central bank and bank regulations; and risk management. It also provides assistance to students to study the relationship between banks and overall economy of the country.

- **Banking System:** Origin-Types-Banking and management-Importance.
  - **Central Bank System:** Function-Relations with state and economic development and developing economics-Bangladesh Bank-Organization-Objectives- functions and policies.
  - **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.
  - **Specialized Bank:** Bangladesh Development Bank Limited (BDBL)-Bangladesh Krishi Bank (BKB)-Rajshahi Krishi Unnayan Bank (RKUB)-Investment Corporation of Bangladesh (ICB)-Organization and management-Functions-Objectives and policies.
  - **Sources and uses of Funds:** Performance evaluation and bank failure- Basel Accord I and II-Regulatory arrangement for banks.
  - **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**

The objective of this course is to help the students learn basic knowledge of the technology used in computer based information systems and understand the roles of IT and IS in decision making. This course will also help the students understand the components and types of communication network, components of a DBMS-Objectives-Advantages-Functions of DBMS-Models of database including Information Systems Security and Control.

- **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.
- **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.
- **Information Systems and Organization:** Information systems and organizational structure-Roles of IT and IS in organizational decision making-A system approach to problem solving.
- **Computer Hardware and Software:** The computer system Concept-Functions of computer System-Components of computer system-Software-Program concept-Programming languages-Types of software.
- **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.
- **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.
- **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.
- **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.
- **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.
- **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**

The aim of this course is to help the students to be familiar with practices of E- Business, E-Business technologies, e-business models and infrastructure. Moreover, the student will be able to understand the E-business models and infrastructure. Students will also learn how e-business concepts are applied to marketing, how to formulate E-business strategies, and evaluate them. The students will also learn about future possibilities of E -Businesses.

- **Introduction:** Defining e-business- The development of the new economy- types of e-business and related industries -The growth of e-business- Use of the internet.
- **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.
- **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 e-business models.
- **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.
- **E-marketing:** Internet marketing -E-marketing plan -The marketing mix- Branding -Online advertising -Targeting online customers -Interactive television and e-marketing -Customer relationship management.
- **The Internet: Law, Privacy, Trust and Security:** The internet and the law -Privacy -Trust -Security -Mini Case Study: BBC.
- **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.
- **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.
- **E-business Strategy Evaluation:** The evaluation process -Organizational control and evaluation -Financial evaluation -Technology evaluation -Human resources evaluation - Website evaluation -Business model evaluation.
- **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: Financial Management**

This course will help the students develop skills at managing funds better. This course will also provide the students with the knowledge of various financial management functions such as investment, financing and dividend decisions. This course will moreover explain, to the students, various financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management. This will also help students learn how to Evaluate capital budgeting decisions by applying NPV, IRR, PI, and payback methods; analyze situations involving the time value of money; Evaluate the financial strength and weaknesses of a business by applying ratio analysis; and the process of evaluating the elements of the cost of capital.

- **Financial Statements, Depreciation and Cash Flow:** Fund Management-Statements of changes in financial Position-Sources and use of cash-Depreciation and cash.
- **Financial Analysis And Planning:** Ratio analysis and their uses-Analysis of operatives and financial leverage.
- **Valuation Relationship:** Valuation fundamentals- valuation of bond-Preferred stock and common stock.
- **Cost of Capital:** Basic concept-Individual component-Cost of capital-Weighted average cost of capital-The marginal cost and investment decisions.
- **Financing Growth and Development:** Fundamentals of business combination (Merger-Consolidation and Holding Companies) Analyzing and negotiating business combination.
- **Dividend Policy:** Dividend fundamentals- The relevance of dividend policy- Factors affecting dividend policy- Types of dividend policies- Other forms of dividend.
- **Capital Structure:** Types of capital- External assessment of capital structure- Capital structure theory- The optimal capital structure.

### **Books Recommended:**

- |                                       |   |                                      |
|---------------------------------------|---|--------------------------------------|
| 1. Lawrence J. Gitman                 | : | Principles of Managerial Finance     |
| 2. Eugene E. Brigham                  | : | Fundamentals 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)*

## **MGT-308: Entrepreneurship and SME Management**

The main objective of this course is to introduce students to the fundamentals of Entrepreneurship Development. The purpose is to create consciousness among students and stimulate them to choose entrepreneurship as a profession. Generating —self-employment || and developing the strength of self confidence among the individuals with special reference to youths & rural masses. Another objective is to create awareness amongst youths of the country having Science & Technological background to opt entrepreneurship as a career.

- **The Foundation of Entrepreneurship:** Definition of entrepreneur and Entrepreneurship-Classification of Entrepreneurs-Characteristics and qualities of entrepreneur-Functions of entrepreneur- Entrepreneur vs. Manager- Entrepreneurial environment- Intrapreneurship-Entrepreneurship as critical resources.
- **Theories and Models on Entrepreneurship:** Psychological theories-Socio-psychological and cultural theories-Other theories- Model of entrepreneurial motivation- Assistance and entrepreneurial development cycle.
- **Women Entrepreneurship:** Concept- Women and economic development- Problems-Prospects and success factors of women entrepreneurship Development in Bangladesh.
- **Social Entrepreneurship:** Background- characteristics and Concept of social entrepreneurship & social entrepreneur- drivers of social entrepreneurship- typologies of social entrepreneurship- importance of social entrepreneurship- challenges and opportunities of social entrepreneurs- concept- principles- types and model of social business- social entrepreneurship in Bangladesh- Cases of social entrepreneurs.



- **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 government & non-government organizations in the development of entrepreneurship development in Bangladesh-Different schemes of entrepreneurial training in Bangladesh.
- **Introduction to SMEs:** Concept of SMEs in different countries- Role and features of SMEs- Comparison with large business - Fields of SMEs- Government policies and support of SMEs development in BD- Problems of SMEs- current status of SMEs in Bangladesh.
- **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.
- **Franchising:** Purpose-Types-Problems-Evaluating Franchise Opportunities- Future of franchising.
- **Management of SMEs:** Understanding various aspects of small business management - Marketing of small business -Financial management of small business -Legal aspects of small business.

**Books Recommended:**

- |  |   |   |
|--|---|---|
| 1. Thomas W. Zimmerer and Norman M. Scarborough                    | : | Essentials of Entrepreneurship and Small Business Management                                  |
| 2. Robert D. Hisrich and Michael P. Peters                         | : | Entrepreneurship  |
| 3. Volkmann- Christine K.- Tokarski- Kim Oliver- Ernst-Kati (Eds.) | : | Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies |
| 4. Chao Guo- and Wolfgang Bielefeld                                | : | Social Entrepreneurship: An Evidence-Based Approach to Creating Social Value                  |
| 5. S. S. Khanka  | : | Entrepreneurial Development   |
| 6. A.R. Khan   | : | Entrepreneurship Small Business and Lives of Successful Entrepreneurs                         |
| 7. William L. Megginson- Mary Jone Byrd and Leon C. Megginson      | : | Small Business Management   |
| 8. S.R.Sondeno   | : | Small Business Management Principles  |

*(Further references may be given by the course)*

**MGT-309: Organizational Behavior**

By going through this course the students will learn various aspects of individual and group behavior in terms of various models in the context of social and organizational settings. The course will enable the students to learn the basic concepts of motivation, perception, learning, dominant models of learning organizations, nature of individual and organizational conflicts, leadership, and how to manage individual and interpersonal behavior that is group dynamics and management of change.

- **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.
- **Learning Organization:** Organizational learning and the learning organization-Dominant models of the learning organization-Power and politics.
- **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.
- **Motivation and Reward Systems:** Motivational basics-Motivational applications-Appraising and Rewarding performance.
- **Leadership in Organization:** Leadership traits and characteristics-Personality factors-Situation factors-Interaction of personality and situation factors-Leadership effectiveness-Empowerment and participation.

- **Individual and Interpersonal Behavior:** Employee attitude and their effects-Issues between organizations and individuals-Interpersonal behavior-Quality of Work Life.
- **Group Behavior:** Group dynamics-the formal and informal groups-Team and team Buildings-Team work.
- **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-310: Agribusiness Management**

Agriculture, being the main sector of Bangladesh economy, supports more than three-fourth of the total population and contributes nearly one fourth to the Gross Domestic Product of the country. This course has been introduced in BBA Program with the intention that it will help preparing young dynamic graduates and entrepreneurs for efficient management of farm sector and other organizations engaged in agribusiness. The main focuses of the course are on concepts, nature, and scope of agribusiness, present status of agribusiness in Bangladesh, functional areas of agribusiness, agribusiness entrepreneurship, productivity improvement, agribusiness financing and marketing of agribusiness outputs.

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

**Books Recommended:**

- |  |   |  |
|--|---|--|
| 1. Freddie Barnard- Jay Akridge- Frank Dooley and John Foltz | : | Agribusiness Management  |
| 2. <a href="#">Walter J. Wills</a>                           | : | An Introduction to Agribusiness Management   |
| 3. Jerry D. Gibson   | : | Agribusiness: Management- Marketing- Human Resource Development- Communication and Technology. |

*(Further references may be given by the course teacher)*

**Fourth Year First Semester**

**MGT-401: Management of Innovation and Change**

This course helps students develop their competencies in managing changes within the organization. This course moreover helps students increase their awareness of the importance of managing stresses,

anger, anxiety and conflicts associated with change. This course will also help students learn , analyze, change contexts, and to create climates of creativity for organizational innovation and change.

- **Introduction:** Innovation and Change Management - Response to management fads- Competitive pressures or new ideas.
- **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.
- **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.
- **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.
- **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.
- **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: Quality Management**

This course will help the students learn about the concepts of TQM and the antecedents of quality management including the importance of top management involvement and attitudes toward ensuring quality. This course moreover will help students gain knowledge as to what strategic quality management is, market segmentation quality, the total quality oriented HRM. This course also focuses on providing students with an in-depth knowledge of process quality management with emphasis on customer satisfaction through resorting to benchmarking.

- **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.
- **Leadership:** Attitude and involvement of top management - How employees receive information -Embedding a culture of quality -Management systems and control.
- **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.
- **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.
- **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.

- **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.
- **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.
- **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.
- **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.
- **Quality and Productivity :** The leverage of productivity and quality -Management systems vs. technology -Productivity in the BD -Reasons for slow growth -Measuring productivity -Basic measures of productivity: Ratio of output to input -Total productivity measurement model (TQM) -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:**

- 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 -403: Human Resource Management**

This course is designed to help students to be acquainted with the fundamentals of HRM, covering areas such as the employment process, compensation and benefits, employee management (recruiting, staffing, performance reviews, etc.), training and development, employee relations, etc. Moreover, this course will provide students with more complex and less well defined areas of HRM, to provide students with the opportunity to apply concepts, theories, and best practices to the challenges they will face practically.

Special emphasis of the course is on job analysis and job design, human resource planning, recruitment, selection, training and development, performance appraisal and compensation, promotion policy, grievance handling, health and safety of employees. After completing the course students will develop the ability to run human resource department independently.

- **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.
- **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.

- **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.
- **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.
- **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.
- **Career Planning and Development:** Meaning -Objectives -Necessity - Career stages - Developing a career plan -Responsibilities of career development.
- **Performance Appraisal:** Meaning -Process -Methods -Performance appraisal and competitive advantage - Performance appraisal authorities -Problems associated with performance appraisal -Suggestions to overcome problems.
- **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.
- **Job Evaluation:** Meaning -Differences with job analysis -Process and methods of job evaluation.
- **Promotion:** Meaning -Bases of promotion -Types of promotion -Demotion -Transfer -Layoff - Termination.
- **Grievance Handling:** Meaning -Features -Causes/Sources of grievances -Grievance handling procedure in a unionized organization -Essentials of a successful grievance program.
- **Safety and Health:** Concepts -Causes of accidents -Organizational safety programs - Promoting safety -Health programs -Occupational stress -Causes of stress -Suggestions to remove stress.
- **Discipline:** Concepts -Disciplinary action process -Approaches to discipline: Progressive discipline -Positive discipline.

**Books Recommended:**

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

*(Further reference may be given by the course teacher)*

**MGT-404: International Business**

The aim of this course is to make students familiar with the field of international business in terms of three basic areas comprising theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context. This course will enable the students to analyze international situations and evaluate contemporary issues in international business. This will moreover help students learn various global business level strategies including internationalization strategies.

- **Introduction to International Business:** Globalization-Nature of international Business-Reasons for engagement in international Business-Modes of operations in international business.
- **Comparative Environmental Frameworks:** Cultural Environment-Political and legal Environments-Economic environment- Technological environment.
- **Theories and Institutions of Trade and Investment:** International trade and Factor Mobility Theories-Cross national cooperation and agreements.

- **Framework for international transactions:** Global foreign exchange market-Determination of exchange rates-Trade framework and theory.
- **Global strategy- structure- implementation:** Strategies of international Business-Direct investment and collaborative strategies- Export and import strategies.
- **Multinational Corporations (MNCs):** Definition –emergence-evaluation.
- **International management:** Management process in different Countries-Appling American management theories in abroad-Theory Z.

**Books Recommended:**

- |  |   |  |
|--|---|--|
| 1. Daniels Radebaugh- Sullivan             | : | International Business                                 |
| 2. Stetan H. Robock and Kenneth Suminounds | : | International Business and Multinational 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**

The goal of the course is to help the students to be familiar with the current theories, practices, tools and techniques in knowledge management (KM), along with the philosophical perspective on knowledge. In addition, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations. This moreover will help students learn to identify and select tools and techniques of KM for the stages of creation, acquisition, transfer and management of knowledge besides providing the students with the ability to analyze and evaluate tangible and intangible knowledge assets and understand current KM issues and initiatives including the skill at developing Knowledge Management Strategies.

- **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.
- **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.
- **Knowledge Management Tools:** Tools for organizing knowledge-Capturing knowledge-Evaluating knowledge-Sharing knowledge-Storing and presenting knowledge-Knowledge sharing in the E-world.
- **Knowledge Management Systems:** Systems Thinking-Knowledge management systems-Drivers of knowledge management systems.
- **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.
- **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.
- **Intellectual Capital:** Emergence of intellectual capital from a historic perspective-Commonality among intellectual capital frameworks-Intellectual capital as a narrative.
- **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 M. Ghaziri | : | Knowledge Management                         |

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**

Strategic Management being an integrative and interdisciplinary course helps students have a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and of how they give rise to opportunities and threats. This course moreover will help students learn the key concepts, tools, and principles of strategy formulation and implementation along with the competitive analysis ability and thereby affecting managerial decisions and actions that might influence the performance and survival of business enterprises. The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy.

- **Introduction:** Concept of strategic Management-Strategy and policy-Importance of strategic management-Difference between operation management and strategic management-Strategic management-Elements-Tasks of strategic management.
- **Strategic Decision Making:** Framework of decision making-Pay-off matrix-Decision making under uncertainties and risk.
- **SWOT Analysis:** Importance-Source of data for SWOT analysis-Steps-Format for SWOT analysis-Value chain analysis-TOWS matrix.
- **Corporate Level Generic Strategies:** Stability strategy-Growth strategy-Retrenchment strategy-Defensive strategies-Combination strategy.
- **Strategic Advantage Analysis:** Strategic advantage analysis and diagnosis-Considering strategic alternatives-Strategic choices.
- **Implementing Strategy:** Implementation Process-Resource Allocation-Organizational implementation-Planning systems to implement strategic management-Functional policy implementation lead-Reship implementation
- **Evaluation of the Strategy:** Control and evaluation process- Motivation to evaluate-Criteria for evaluation-Measuring feedback-Evaluation and corrective action.
- **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: International Management**

This course will help students to develop a comprehensive foundation for understanding, managing, and successfully interacting in today's complex, multinational and multicultural organizations. This course also enables the students to understand the key issues and challenges facing multinational enterprises in the management of their cross-border operations. This moreover will help develop insights into the nature and political philosophy of industrialization and management in UK, Japan, China, Germany, USA, and Western European countries.

- **Comparative Management:** Its Meaning & Scope-Management and Culture-Different models of comparative management.

- **International transmission of resources:** Basic economic Relationship-Types of Resources-Country Decisions-Methods of transmissions.
- **Management in U.K.:** Nature and extent of industrialization- Managerial resources-Management as a system of authority- An evaluation of British management.
- **Management system of Japan:** Socio Economic history of Japan-National culture and political Philosophy-Salient features and problems of Japanese management.
- **Management system of China:** Socio-economic history- National culture and political Philosophy-Salient features & problems of Chinese management System-Chinese modernization program.
- **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.
- **American (U.S.) Management:** The U.S. macro environment-The U.S. Managers-U.S. managerial tendencies.
- **Western European Management:** Western European macro environment-The Western European Managers-European management perspective-process and practice.
- **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.<br>An International analysis  |
| 3. Harold Koontz and Cyril O. Donnell    | : | Management: A Book of Readings  |
| 4. S. Benjamine Prasad                   | : | Management in International<br>perspective  |
| 5. John Fayer weather                    | : | International Business Management: A<br>Conceptual Framework  |
| 6. Farmer & Richman                      | : | International Business  |
| 7. Cuchi. W C.                           | : | The Executive Overseas- John Fayer<br>weather Theory Z How American<br>Business Can Meet the Japanese<br>Challenge- |

*(Further references may be given by the course teacher)*

### **MGT-408: Business Ethics and Corporate Social Responsibility**

The main objective of this course is to provide students with the basic knowledge concerning business ethics and corporate social responsibility. Additionally, this course also helps students understand the role of ethics, corporate responsibility based on various models. This will moreover enable the students develop insights into various issues covering Corruption and Ethics, Workplace ethics, health & safety, quality and Safety-Consumer product safety Commission-Food and drug Administration-Business's response to consumer stakeholders. The students will also learn the impact of business upon the natural environment and Responsibility to be performed for environmental issues and the role of governments in environmental issues.

- **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.
- **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.
- **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.

- **Business Ethics Fundamentals:** The public's opinion of business ethics-Business ethics: what does it really mean- Ethics- economics, and law: a venn model- Four important ethics questions-Three models of management ethics-Making moral management actionable-Developing moral judgment-Elements of moral judgments.
- **Personal and Organizational Ethics:** Levels at which ethics may be addressed-Personal and managerial ethics-Managing organizational ethics-From moral decisions to moral organizations.
- **Business Ethics and Technology:** Technology and the technological environment-Characteristics of technology-Ethics and technology-Information technology-Biotechnology.
- **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.
- **Ethics in Workplace:** Corruption and ethics-Ethical issues-Gender ethics-Sexual harassment and discrimination-Workplace ethics and health & safety.
- **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.
- **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-409: (CCH): Business Research Methods**

The objective of the course is to develop the students with research skills in business and management. They will learn to prepare research proposal, formulate research questions, and review the literature. They will also do sampling, data collection, and analysis, and writing up research and check reliability and validity of measures.

- Business research: Research strategies; Research design; Research project and Research questions; reviewing the literature; Ethics in business research.
- Quantitative research: nature, sampling, structured interviewing, self-completion questionnaire, structured observation; secondary analysis and official statistics; quantitative data analysis, using SPSS for windows.
- Qualitative research: Nature; Ethnography and participant observation; interviewing in qualitative research; Focus groups; language in qualitative research; Documents as research of data; Qualitative data analysis; using Nvivo.
- Research and writing up: Breaking down the quantitative qualitative divide, Mixed methods research; E-research; writing up business research.

**Books Recommended:**

1. Bryman & Bell : Business Research Methods.
2. Uma Sekarah : Research Methodology for Business

*(Further references may be given by the course teacher)*

### **MGT-410: Industrial Relations**

The course provides a framework of concepts and knowledge for understanding and analyzing approaches to industrial relations, the role of the major participants in industrial relations, the issues confronting them and the strategies and processes used. It gives a big insight on how to deal with workers and unions so that harmonious co-existence is possible.

- **Introduction:** Nature of industrial relations-Need for desirable industrial relations-Industrial relations and development.
- **Industrial Conflict:** Types and causes of disputes-Resolving the conflict and settlement of industrial disputes.
- **Parties to Industrial Relation:** The workers-Trade union-Employer and government.
- **Trade Union Movement:** Historical analysis-Types of trade union-Trade union management and leadership in Bangladesh.
- **Collective Bargaining:** Purpose-Process-Pre-requisite of effective bargaining-Successful collective bargaining-Collective bargaining agent-Determination of CBA.
- **Labour Court:** Nature- Structure- Performance and Effectiveness of Labour Court in Bangladesh.
- **International Labour Organization:** History -Constitution -Principles - Objectives and Organizational Structure of ILO -Mandate -Activities -Membership - and Conventions-Conventions Ratified by the Government of Bangladesh.
- **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

**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:

- Management Studies
- Accounting and Information Systems
- Marketing
- Finance
- Banking and Insurance- and
- 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**

- BBA Program will be of 4(four) year 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.
- The program will include teaching of 40 (forty) course units distributed as follows:

**Semester and Year-wise Distribution of Courses and Credit Hours**

<b>Year</b>	<b>Semester</b>	<b>Courses</b>	<b>Total Credit Hours</b>
First	First	05	15
First	Second	05	15
Viva-voce	Second	01	03
<b>First Year's Total</b>		<b>11</b>	<b>33</b>
Second	First	05	15
Second	Second	05	15
Viva-voce	Second	01	03
<b>Second Year's Total</b>		<b>11</b>	<b>33</b>
<b>Third</b>	<b>First</b>	05	15
<b>Third</b>	<b>Second</b>	05	15
Viva-voce	Second	01	03
<b>Third Year's Total</b>		<b>11</b>	<b>33</b>
Fourth	First	05	15
Fourth	Second	05	15
Viva-voce	Second	01	03
Internship	Second	01	03
<b>Fourth Year's Total</b>		<b>12</b>	<b>36</b>
<b>Grand Total</b>		<b>45</b>	<b>135</b>

(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.

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 departments keeping the course titles unchanged 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- assignments- oral test- etc. will carry 20% and class attendance 10% and the 03 (three) hours semester final examination will carry 70% 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 and 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:

<b>Class Year</b>	<b>Minimum GPA</b>
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.

**H. Improvement of Grades**

- Students obtaining F grades in the 1<sup>st</sup>- 2<sup>nd</sup>- and 3<sup>rd</sup> year must be cleared within two years of the immediate following batches. But if a student with an F grade in a course obtains a D, C, or C+ grade in the first improvement examination- he/she will not be allowed to take any further Improvement Examination in that course.
- **Supplementary Examination:** A student earning F grades in any course in the 4<sup>th</sup> year shall be required to improve the grade by sitting in supplementary examination. Supplementary Examination will be held within 30 days from the publication of the results of the course (grade to be improved). 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 Supplementary Examination. But if a student

with an F grade in a course obtains a D, C, or C+ grade in the Supplementary Examination- he/she will not be allowed to take any further Improvement Examination in that course.

- For clearing F grade in a course of 4<sup>th</sup> year- the student shall apply to the concerned examination committee at least 02 (two) weeks before the start of the semester Supplementary Examination through the chairman of the concerned department.
- The examination committee- under which the last fourth year examination was held- will act as Examination committee of the supplementary examination.
- A student earning less than B- grade in the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> year may choose maximum two courses ( in each semester) 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.
- 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.
- 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.
- 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 4<sup>th</sup> 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.

#### **I. Readmission**

Students failing to get promotion to the next year may seek readmission with the next available batch.

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.

Readmission in a class year shall be allowed only twice and the degree shall be completed within a maximum period of six academic years.

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**

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

2. Students failing to clear F grade at the second improvement examination 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**

- 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.
- Students who have earned GPA of 4 in any semester shall be included in the Dean's Merit List of the semester.

## **M. Administration**

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.

At the beginning of a semester:

- 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
- 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.

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-voces. 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.

The Chairman of the Examination Committee shall submit the examination result to the Chairman of the Department including:

- A grade-sheet and all the relevant working papers.
- A list of students recommended for promotion to the next year class.
- A list of teachers showing their involvements in the examination works.

The course teacher shall be 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.

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.

- Microeconomics
- Macroeconomics
- Bangladesh Economics
- Business Mathematics
- Business Statistics
- General Commercial Law
- Principles and Practice of Accounting
- Principles of Management
- Principles of Marketing
- Principles of Finance
- Principles of Cost and Management Accounting
- Introduction to Business
- Taxation
- Business Communication
- Computer in Business

- Business Research Methods

### O. Computation of Grade Point Average

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

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

**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	

$$\begin{aligned} \text{Earn Credit (EC)} &= 3+3+3+3+3 = 15 \\ \text{SGPA} &= \frac{\text{Total Point Secured}}{\text{Total Credit}} = \frac{45}{15} = 3.00 \end{aligned}$$

Second Semester					
Course No.	No of Credits	Grade Obtained	Earned Credit	Corresponding Grade Points	Points Secured
106	3	B+	3	3.25	9.75
107	3	A+	3	4.00	12.00
108	3	C+	3	2.50	7.50
109	3	F	0	0	0.00
110	3	B-	3	2.75	8.25
Total Earned Credit =			12	Total grade Point	0

$$\begin{aligned} \text{Earn Credit (EC)} &= 3+3+3+3 = 12 \\ \text{SGPA} &= \frac{37.50}{15} = 2.50 \end{aligned}$$

#### Calculative Data -

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

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

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

#### 22.07.2007 ZvwîŁ AbywôZ 218 Zg wkŕv cwil` mfvi wmxvšÍ bs 17

2006-07 Gi Awfbœ †MÖwWs cxwZi Awa†b AwW©b`vÝ cwieZ©†bi Kvi†Y †h mKj QvÎ-QvÎx cybtfwZ© I gvbDbœeqb cixŕvq AskMÖnY Ki†e Zviv fwZ©i mgq †h AwW©b`vÝ I wmfjev†m fwZ© n†q†Q Zv†`i D³ AwW©b`vÝ I wmfjev†mi AvIZvq cixŕvq AskMÖnb Ki†Z n†e |