

UNIVERSITY OF RAJSHAHI



DEPARTMENT OF MANAGEMENT STUDIES

**DETAILED SYLLABUS
OF
MASTER OF BUSINESS ADMINISTRATION (MBA)**

Academic Session: 2010-2011

MANAGEMENT DEPARTMENT
Faculty of Business Studies

One academic session required 36 credit points to complete the program. The academic session consist of two semesters. Each semester has duration of 19 weeks. Five courses are offered in a semester. Each course will carry 100 marks. In course test and home assignment, oral test etc. will carry 30% and class attendance 10% and final examination will carry 60% marks of the course. A three hours written examination will be held for each course at the end of each semester. Additionally the students have to prepare a research paper near the end of 2nd semester and a viva-voce examination carrying 100 marks (3 credit hours) at the completion of 2nd semester in the academic session. The results shall be published in grade earned and grade point average (GPA) at semester and/or session end.

1st Semester 2010-2011

<u>Course No.</u>	<u>Course Title</u>
MGT-501	Diversity Management
MGT-502	E-Business
MGT-503	Conflict Management
MGT-504	Management Science
MGT-505	Management of Financial Institutions

2nd Semester 2010-2011

<u>Course No.</u>	<u>Course Title</u>
MGT- 506	Project Management
MGT- 507	Customer Relationship Management
MGT- 508	Management Thought
MGT- 509	Management Consultancy
MGT- 510	Strategic Management

FIRST SEMESTER

MGT-501: DIVERSITY MANAGEMENT

1. Evolution of diversity concept: Theories of diversity management.
2. Diversity at workplace: Ethnicity-Gender-Age-Physical disability-Sexual orientation-Experience and educational background.
3. Mapping and managing diversity at workplace.
4. The process of institutionalizing diversity.
5. Diversity vs. profitability and employee satisfaction.
6. Globalization and diversity management.

Books Recommended:

1. Taylor Cox & Ruby L. Beale : Developing Competency to Manage Diversity: Readings, Cases & Activities
2. Pushkala Prasad; Albert J. Mills; Michael Elmes; Anshuman Prasad : Managing the Organizational Melting Pot: Dilemmas of Workplace Diversity
3. Michàlle Mor Barak : Managing Diversity: Toward a Globally Inclusive Workplace
4. Alison M. Konrad, Pushkala Prasad, Judith K Pringle : Handbook of Workplace Diversity

(Further references may be given by the course teacher)

MGT-502: E-BUSINESS

1. Introduction: Definition-Importance-E-commerce and small business-Root of electronic commerce.
2. Internet infrastructure: World Wide Web-Internet works- Global impact of the Internet service provider- Internet payment mechanism.
3. E-Business: Business-to-Consumer (B2C)-Business-to-Business (B2B) commerce-Virtual organization.
4. E-Purchasing: Four approaches to e-purchasing-Green purchasing-Supplier relation-Electronic commerce marketing.
5. Critical success factors for electronic commerce-Applicability of electronic commerce-The business sectors in Bangladesh.

Books Recommended:

1. Huff S.L. Schneberger; W.M. Newson and P. Parent : Case in Electronic Commerce
2. Lee J. Krajewski and Larry P. Ritzman : Operations Management: Strategy and Analysis
3. M. Greentain and T. Feinman : Electronic Commerce: Security Risk Management and Control
4. The Emerging Digital Economy II, 1999 (Students are to browse on internet for updated news, Website is available at <http://www.commerce.gov/edu>)

(Further references may be given by the course teacher)

MGT- 503: CONFLICT MANAGEMENT

1. Measurement of conflict-Conflict management design-Intrapersonal and interpersonal conflict-Intragroup and intergroup conflicts.
2. Disciplinary action: Basic elements of the disciplinary action process-Disciplinary penalties-Quads to disciplinary action.
3. Organizational conflict: Nature of conflict-Pattern conflict-Sources of conflict-Reasons for conflict in organization and effects of conflicts.
4. Managing conflict: Facts of conflict-Competitive and cooperative conflict-Conflict triggers-Resolving and eliminating conflict-Managing conflict in organization.
5. Conflict resolution process: Diagnostic model of interpersonal conflict-Strategic ingredients supporting productive dialogue-Techniques for managing a dialogue-Third party attributes.

Books Recommended:

1. Afzal A. Rahman : Managing Conflict in Organization
2. Lewicki : Essentials of Negotiation
3. R. Kreitner : Management

(Further references may be given by the course teacher)

MGT-504: MANAGEMENT SCIENCE

1. Management science: Definition-Characteristics-The tools of management science-The management science process-Managerial problems-Managerial decision making.
2. Linear programming I: Meaning of linear programming-Fields where LP can be used-Basic concepts-Graphic solution-Simplex solution-Degeneracy-Non-feasible solution-Unbounded solution-Limitations of linear programming.

3. Linear programming II: Transportation problems-Transportation method (Applying North West corner rule)-Unbalance transportation problems.
4. Queuing theory: Meaning of queue-Terms commonly used in queuing theory-Object of the queuing theory-Elements of the queuing system-Simple queuing models-Limitations of QT.
5. Theory of games: Introduction-Illustration of games-Types of games-Value of the game-LP solution to Two-Person Zero-Sum games-Short cut method-Solution of 3×3-Limitations of the theory of games.
6. Inventory management: Meaning of inventory-Types of inventory- Models of inventory-Purchase model-Manufacturing model- Economic order quantity-Material requirements planning-Concept and calculations-Manufacturing resource planning.

Books Recommended:

1. E. Turban and J. R. Meredith : Fundamentals of Management Science
2. C. R. Kothari : An Introduction to Operational Research
3. R. Panneerselvam : Production and Operations Management
4. Richard I Levin; Charles A. K. and David S. Rubin : Quantitative Approaches to Management
5. Richard I. Levin and David S. Rubin : Statistics for Management
6. Sang M. Lee and Marc J. Schniederjans : Operations Management

(Further references may be given by the course teacher)

MGT-505: MANAGEMENT OF FINANCIAL INSTITUTIONS

1. Role of financial markets and institutions: Overview of financial markets-types of financial markets-Securities traded in the financial markets-Valuation of securities in the financial markets-Global financial markets-Role of financial institutions in financial markets- Overview of financial institutions-Competition between and consolidation of financial institutions.
2. Asset-Liability management techniques and hedging against interests rate and credit risk: Determining and measuring interest rates and controlling a bank's interest sensitive gap-The concept of duration and managing a bank's duration gap-Using financial futures and options in bank asset-Liability management-Using swaps and other asset-Liability management techniques.
3. Determination of interest rates: Loanable funds theory-Economic forces that affect interest rates.
4. Monetary theory and policy: Monetary theory-Pure Keynesian theory-Quantity theory and monetarist approach-Integrating monetary and fiscal policy-Global effect of monetary policy.
5. Debt security markets: Money market securities-Bond markets- Bond valuation and risk.
6. Equity markets: Stock offering and investor monitoring-Stock valuation and risk.
7. Derivative security markets: Financial futures markets-Options markets.
8. Commercial banking: Commercial bank operations.

Books Recommended:

1. Jeff Madura : Financial Markets and Institutions
2. Peter S. Rose : Commercial Bank Management
3. Peter S. Rose & Milton H. Marquis : Money and Capital Markets: Financial Institutions and Instruments in a Global Market place

(Further references may be given by the course teacher)

SECOND SEMESTER

MGT-506: PROJECT MANAGEMENT

1. Nature of project management-Definition-Features and types of project-Project life cycle-Elements and functions of project management-Project organization-Traditional management and project management-Qualities, functions and responsibilities of a project manager.
2. Project formulation and appraisal-Meaning of project formulation and appraisal-Steps in project formulation-Economic, social, financial, technical and managerial appraisal of project-Cost benefit analysis (SCBA -OECD) approach-UNIDO approach-Capital budgeting.
3. Planning and scheduling of projects-Steps in project planning and scheduling-Gantt chart-PERT-CPM time-Cost trade off-Planning at the national level.
4. Resource mobilization-Procedures for release of funds- Financing projects under ADP.
5. Project implementation-Steps in project implementation-Impediments of project implementation-Guidelines to effective implementation.
6. Monitoring valuation and termination of projects-Techniques of monitoring-Precondition of effective monitoring-Methods of evaluation-Deferent status of project termination.
7. Project management in Bangladesh-Procedures of preparation and approval of development projects in Bangladesh-Organization and functions of planning commissions-ECNEC and IMED-Problems of project implementation in Bangladesh- An evaluation of JK project-JMP, and Modhopara Hard Rock Project.

Books Recommended:

1. M. Serajudding : Project Management
2. B.B. Goel : Project Management
3. Jack R. Meredith; and : Project Management

Samuel J. Mantel Jr.

4. Sky lark Chandha : Managing Project in Bangladesh
5. Prasanna : Projects Planning, Selection and Implementation

(Further references may be given by the course teacher)

MGT-507: CUSTOMER RELATIONSHIP MANAGEMENT

1. A Strategic Framework-Role-Needs-Types-Size and nature of CRM Markets-Five key cross-Functional process.
2. Strategy development-Business strategy-Customer strategy-Market segmentation-Segment granularity-Aligning business strategy and customer strategy-Strategy matrix-Product based selling-Managed service and support-Customer based marketing-Individualized CRM-Migration paths.
3. Value creation-Customer receives-Proposition assessment-Organization receives-Customer acquisition and retention-Customer segment lifetime.
4. Multi-channel integration-Participants and options-Industry channel structures-Options and categories-Integration and categories-strategies-Customer experience-Building and planning strategy.
5. Information management-Role-Process-Technical barriers-Data repository-Analytical tools-Task specific analysis tools-IT systems-Front office and back office applications-Emerging technology.
6. Performance assessment-Need-Key drivers of Shareholder-Appropriate standards and Key performance indicators-Monitoring system-Evaluating and communicating return on investment.
7. Organizing for implementation-Readiness assessment-Barriers-Change and project management-Employee engagement.

Books Recommended:

1. Adrian Payne : Hand book of CRM
2. Manfred Bruhn : Relationship Marketing of Customer Relationship
3. Anderson, Kristin and Kerr, Carol : Customer relationship Management

(Further references may be given by the course teacher)

MGT-508: MANAGEMENT THOUGHT

1. Origin and development of management-Industrial revolution and management-Management as a profession-Scientific method and management science.
2. Contribution of F W Taylor and Henri Fayol to management thought-Scientific management-General principles of management.
3. Contribution of behavioral scientists-Hawthorne experiment and Elton Mayo-Introduction to the works of Argyris McGregor and Likert.
4. Contribution of systems scientists-Business managers and public administrations-Models-Formal and informal organizations.
5. Different schools of management thought-Management theory Jungles-Problems of semantics.
6. Management in developing countries with special reference to Bangladesh in the light of the different schools of management thought-Effects of colonialism-Planned economic development and management-Socio-cultural influence-Management development institutions in Bangladesh.

Books Recommended:

1. Claude S. George : History of Management Thoughts
2. R.N. Singh : Management Thought and Thinkers
3. Koontz and O'Donnell : Principles of Management
4. Ernest Date : Management: Theory and Practices
5. Elistt Jaques : The Changing Culture of a Factory

(Further references may be given by the course teacher)

MGT-509: MANAGEMENT CONSULTANCY

1. Introduction: Definition-Types and roles of consultants-Types of consulting firms-Effective consultant-Management consulting as a profession.
2. Consultant-Client relationship: Contents of formal or informal agreements-Maintaining client confidence and support-Who is the client? Creating and maintaining sound relationships-Problem diagnoses and recommendations.
3. Marketing of consultant services: A reluctant marketplace-Indirect and direct marketing-Image in marketplace-Written proposals-Oral proposals and presentations-Time calculation-Payment methods.
4. Models and methods for consulting: Purpose and benefits from strategic planning-Elements of strategic analysis-Framework for analysis- Strengths and weakness of the inside/out approach and outside/in approaches-Fact finding-Scope of assignment facts-Defining necessary facts-Fact analysis-Classification-Analysis of relationships and causes.
5. Consulting in various areas of management: Consulting in general management-Financial management-Marketing management-Operations management-Small enterprises management-Developing management consultants-Consulting as a career-Training and development of consultants.
6. Final report and follow-up: A consultant report-Basic structure of consultants report-Data-Gathering methods-Consultant report writing- Implementation and follow-up.

Books Recommended:

1. Larry E. Greiner and Robert D. Metzger : Consulting to Management
2. M. Kubr, ed. : Management Consulting

MGT-510: STRATEGIC MANAGEMENT

1. Strategic management-Strategies a policy-Why strategic management-Difference between operation management & strategic management-Strategic management
2. Elements-Tasks of strategic management
3. Frame-Work of decision making-Pay-off matrix-Decision making under uncertainties and risk.
4. Strategic advantage analysis & diagnosis-Considering strategic alternatives-Strategic choices.
5. Implementing strategy-Implementation process-Resource allocation-Organizational implementation-Planning systems to implement strategic management-Functional policy implementation lead-Reship implementation
6. Evaluation the strategy-Control and evaluation process- Motivation to evaluate-Criteria for evaluation-Measuring feedback-Evaluation & corrective action.
7. 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
(Further references may be given by the course teacher)

**THE FACULTY OF BUSINESS STUDIES
RAJSHAHI UNIVERSITY**

**Ordinance for the Master of Business Administration
(MBA) Program**

A. ADMISSION

Students passing the 4(four) yearS B.B.A. (Hons.) Program of this University or of a recognized University may be admitted in MBA Program- Stream A.

B. DURATION OF THE PROGRAM

1. MBA Program will be of 1(one) year duration divided into 2(two) Semesters. Every Semester will be of 19(Nineteen) weeks of which 15(Fifteen) weeks for class teaching, at least 1(one) week break and 3(three) weeks for holding the semester final examination. Near the end of Second Semester all students will be sent for Internship Program.

2. The program will include teaching of 10(ten) course units distributed as follows:

First Semester	Second Semester	Total Course Units.
5	5	10

3. 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) hours.

4. Full Marks in each course unit shall be 50.

C. EVALUATION

1. Performance of the students will be evaluated as follows:

a) In-course tests and home assignments, oral tests, etc. will carry 20% and the 3(three)-hour semester final examination will carry 80% marks of the course. At least two in-course tests of one class hour each and home assignments, oral tests etc. will be evaluated by the course teacher(s). The semester final scripts in each semester and the Internship Report submitted by the students in the Second Semester will be evaluated by two examiners.

b) If a teacher is unable or restricted by the examination rules of the University, he will not evaluated in-course tests, home assignment, Internship Report 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% or more, the script in question may be examined by a third examiner and the arithmetic mean of the nearest two 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 the semester final examiners plus (i i) the average of the in-course tests, home-assignment and oral test marks if any, awarded by the course teacher, will be converted into letter-grades as follows:

Marks Range	Letter Grade	Grade Point	Comment
80-100	A ⁺	4.00	Excellent
70-79	A	3.50	Very good
60-69	B	3.00	Good
50-59	C	2.50	Satisfactory
40-49	D	2.00	Poor
0-39	F	0.00	Fail

2. 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.

3. At the end of the second semester, the Examination Committee will hold a comprehensive viva-voce and the awarded marks vis-à-vis the grades will be weighted 3 (three) credit hours. For the viva-voce a student will be awarded one grade (equivalent to one course unit).

4. 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.

5. 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.

D. 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.

E. DEGREE REQUIREMENTS

1. For the degree of MBA, a student of the program will require to earn (i) 36 credit hours including viva-voce weighted 3 credit hours and Internship Report weighted 3 credit hours; (ii) CGPA of 2.00 and complete the program in two academic years from the first admission into the program.

2. For the degree of MBA, no grades from any source other than that of the prescribed 36 credit hours will be weighted.

3. The candidate carrying F-grade in any course shall not be awarded the degree of MBA.

EA. IMPROVEMENT OF GRADES

1. Students earning D or C grade in any course will be allowed to improve the grade by appearing at the relevant Semester Final Examination with the next available batch once only. A student securing F grade in any course shall be required to clear the F grade by appearing at the relevant Semester Final Examination with the next available batch(es) two times only. If, however, a student with an F grade in a course obtains a D or C grade in the Improvement Examination, he/she will not be allowed to take any further Improvement Examination in that course. The higher of the regular and improvement grades will be taken to prepare the final result.

2. No improvement shall be allowed in the in-course test/home assignment/oral test marks and the grades earned in the viva-voce.

3. For improvement of grade in a course the student shall apply to the Examination Committee at least 2(two) weeks before the start of the relevant Semester final examination (a) through the Chairman of the Department in case of F grade improvement and (b) through the Controller of Examinations and the Chairman of the Department in case of D or C grade improvement.

EB. READMISSION

1. A student failing to get a CGPA of 2.0 in the first and second semesters combined may seek readmission with the next available batch once only.

2. On readmission grades earned by a student in the proceeding year of readmission shall cease to exist and the student shall have to repeat all the course-works and examinations.

3. On readmission the Roll number of the student will remain same and every Roll number will carry with it the year of admission.

EC. DROPPING-OUT

(1) Student failing to earn yearly CGPA of 2.00 after taking readmission shall be dropped out of the program.

(2) A student earning F-grade in any course after taking improvement examinations (F grade improvement) shall be dropped out of the program.

F. ADOPTION OF UNFAIRMEANS

If any student adopts unfairmeans in any examination or home assignments, Internship Report 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.

G. DEAN'S HONOURS LIST AND DEAN'S MERIT LIST

1. A list of meritorious students who have been awarded the MBA degree with CGPA of at least 3.85 shall be included in the Dean's Honours List of the year.

2. Students who have earned GPA of 4.0 in any semester shall be included in the Dean's Merit List of the semester.

H. ADMINISTRATION

1. Respective statutory authorities of the University shall design syllabus, allocate courses for teaching, constitute examination committee and the panel of examiners as per rules of the University.

2. At the beginning of a Semester

a) A course teacher shall provide the students a course outline indicating the text books to be followed, probable dates of in-course tests and home assignments, and

b) The Chairman of a Department shall prepare a schedule indicating 15 weeks of class teaching, Internship Program, 1-week break, 3 weeks of examinations and the following 4 weeks for the publication of result of the batch. However, the Dean of the Faculty of Business Studies shall ensure that program of the departments be implemented in due time.

3. a) For Internship training, students will be placed in different Industrial Units/Financial Institutions. Students will have to submit individual report. The Internship Report shall have to be prepared in English. To evaluate the Internship Report, the Examination Committee shall recommend two examiners (1st and 2nd).

b) 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 examination and viva-voce. The printing of questions and publication of result shall be done by the Examination Committee in co-operation with the Controller of Examinations as per University rules.

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

(a) A grade-sheet and all the relevant working papers.

(b) A list of teachers showing their involvement in the examination works.

4. The course teacher shall publish the result of the in-course tests and home assignment, within one week of the date of holding and submit the average in-course and home-assignments 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.

5. 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.

6. Students failing to clear up the University dues of the year of study shall not be permitted to appear at the second semester examination.

DEPARTMENT OF MANAGEMENT
University of Rajshahi

NAME OF THE FACULTY

CHAIRMAN

Professor Dr. A.N.M. Jahangir Kabir

PROFESSORS

1. Professor Dr. Nasim Anjum (Lien)
M.Com. (Rajshahi), M.B.A. (Memphis), Ph.D. (Rajshahi)
2. Professor Dr. Mokhlesur Rahman (Deputation)
M.Com. (Rajshahi), Ph.D. (Rajshahi)
3. Professor A.S.M. Nawaz Ali
M.Sc. (Rajshahi)
4. Professor Dr. M. Shah Nowaz Ali
M.Com. (Rajshahi), Ph.D. (Rajshahi)
5. Professor Aminul Islam
M.Com. (Rajshahi)
6. Professor Sheikh M. Nurullah
M.Com. (Rajshahi), M.A (Hague)
7. Professor Dr. A.N.M. Jahangir Kabir
M.Com. (Rajshahi), Ph.D. (India)
8. Professor Dr. M. Saiful Islam (Sabbatical Leave)
M.Com. (Dhaka), Ph.D. (Rajshahi)
9. Professor A.B.M. Mohiuddin Khan
M.Com. (Rajshahi)
10. Professor Zinnat Ara Begum
M.Com. (Rajshahi), M.Phil. (Rajshahi), Ph.D.(IBS, Rajshahi)
11. Professor Dr. Md. Golam Mostafa (Lien)
M.Com. (Rajshahi), Ph.D. (Rajshahi)
12. Professor Dr. Md. Zafor Sadique
M.Com. (Rajshahi), Ph.D. (India)

ASSOCIATE PROFESSORS

13. Mr. Malay Kumar Bhowmick (Deputation)
M.Com. (Rajshahi)
14. Mr. Md. Emran Ali
M.Com. (Rajshahi)
15. Mr. Mahbubul Kabir
M.Com. (Dhaka)
16. Dr. Md. Ohidul Islam
M.Com. (Rajshahi), Ph.D. (IBS, Rajshahi)
17. Dr. Shaikh Shamsul Arafin
M.B.S. (Rajshahi), Ph.D. (IBS, Rajshahi)
18. Dr. Most. Hasna Hena
M.Com. (Rajshahi), Ph.D. (Rajshahi)
19. Mr. Syed Muhammod Ali Reza
M.B.S. (Rajshahi), M.Sc (Göteborg University, Sweden)

ASSISTANT PROFESSORS

20. Mr. Mahbub Alam
M.Com. (Rajshahi)
21. Mr. Mohammad Nasim Reza
M.B.S. (Rajshahi)

LECTURERS

22. K.M. Sabbir Hasan
MBA (Rajshahi)
23. Md. Solaiman Chowdhury
MBA (Rajshahi)
24. Md. Shawan Uddin
MBA (Rajshahi)
25. Amitav Saha
MBA (Rajshahi)
26. Md. Zohurul Anis
MBA (Rajshahi)
27. Md. Shamim Hossain
MBA (Rajshahi)
28. Md. Salah Uddin
MBS. (Rajshahi)

OFFICE STAFFS

1. Md. Azizur Rahman
Section Officer.
2. Md. Zahirul Islam
LDA. cum Typist.
3. Md. Rezaul Huq
Office Peon.
4. Md. Khoybar Ali
Office Peon.