

UNIVERSITY OF RAJSHAHI



DEPARTMENT OF MANAGEMENT STUDIES

DETAILED SYLLABUS OF MASTER OF BUSINESS ADMINISTRATION (MBA)

Academic Session: 2012-2013

DEPARTMENT OF MANAGEMENT STUDIES

Faculty of Business Studies

University of Rajshahi

MBA Syllabus for Academic Session: 2012-2013

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.

Semester	Course No	Course Title
1st Semester 2013	MGT-501 MGT-502 MGT-503 MGT-504 MGT-505	Diversity Management E-Business Conflict Management Management Science Management of Financial Institutions
2nd Semester 2013	MGT- 506 MGT- 507 MGT- 508 MGT- 509 MGT- 510	Project Management Customer Relationship Management Management Thought Management Consultancy Training and Development

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 : 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

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.

2. E-business technology

The development of the internet - The World Wide Web (WWW)- information infrastructure- Electronic Data Interchange (EDI)- program languages- industry standards- wireless technology- interactive television -payment systems.

3. E-business markets and models

E-business environment- E-marketplaces- E-business markets- E-business models- types of e business models- a framework for analyzing e-business models.

4. E-business economics

Towards perfect competition- the effect of the internet on the competitive environment, key economic characteristics of the internet- cost of production and distribution - disintermediation and reinter mediation- economics of information - connectivity and interactivity- economies of scale, economies of scope- transaction costs, network externalities- switching costs - critical mass of customers- Mini Case Study: Online gambling, Pricing.

5. E-marketing

Internet marketing- E-marketing plan- the marketing mix- Branding- online advertising- targeting online customers- interactive television and e-marketing- customer relationship management.

6. The internet: law, privacy, trust and security

The internet and the law- Privacy- Trust- Security- Mini Case Study: BBC

7. The management of e-business

Managing knowledge- managing applications systems for e-business- Mini Case Study: Ryanair- Customer Relationship Management (CRM) - Supply Chain Management (SCM) Management skills for e-business- Managing risk.

8. E-business strategy: formulation

Strategic management and objective setting- the strategic process- internal analysis

External analysis- competitive strategies for e-business- E-business strategy: implementation strategic controls- organizational learning- Organizational culture and e-business Organizational structure and e-business- Mini Case Study: Sure Start and Levi Strauss

9. E-business strategy: evaluation

The evaluation process- Organizational control and evaluation- financial evaluation- Technology evaluation- Human resources evaluation- Website evaluation- Business model evaluation

10. E-business: the future

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

Books Recommended:

1. Colin Combe : Introduction to E-business Management and strategy
2. Dave Chaffey PR Smith : e-Marketing excellence

(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.
6. Negotiations Skills.

Books Recommended:

1. Afzal A. Rahman Managing Conflict in Organization
2. Lewicki Essentials of Negotiation
3. R. Kreitner Management
4. Roy W.Pncuman & Margaret Bruchl Conflict 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-Manual problems-Manual 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)-Unbalanced 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. Richard I Levin; Charles A. K. and David S. Rubin : Quantitative Approaches to Management
4. Richard I. Levin and David S. Rubin : Statistics for 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 interest 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. Valuation and analysis of securities: Money market securities-Bond markets- Bond valuation and risk. Equity markets: Stock offering and investor monitoring- Stock valuation and risk.
6. Derivative security markets: Financial Derivatives: Recent trends-Derivatives market in Bangladesh- Options-Futures-Hedging: Objectives- Benefits and process-Swaps.
7. Security and exchange commission: Objectives – Power – Constitution – Reformation Steps for Capital Market-Buy-Back Securities-Stock Brokers.
8. Commercial banking: Commercial Bank operations.

Books Recommended:

1. Jeff Madura : Financial Markets and Institutions
2. Peter S. Rose & Sylvia C. Hudgins : Bank Management & Financial Services
3. G. Reamesh Babu : Management of Financial Institutions
4. Anthony Saunders and Marcia Cornett : Financial Markets and Institutions
5. Peter S. Rose : Commercial Bank Management
6. 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. Market and Demand Analysis: Concept of forecast- Elements of a good forecast- Determinants of Demand- Demand forecasting Steps in market and demand analysis.
4. Project Risk Analysis: Definition of risk – Types of project risk- Techniques of measuring risk – Risk management process.
5. Planning and scheduling of projects-Steps in project planning and scheduling-Gantt chart-PERT-CPM time-Cost trade off-Planning at the national level.
6. Resource mobilization-Procedures for release of funds- Financing projects under ADP.
7. Project implementation-Steps in project implementation-Impediments of project implementation- Guidelines to effective implementation.
8. Monitoring valuation and termination of projects-Techniques of monitoring-Precondition of effective monitoring-Methods of evaluation-Deferent status of project termination.
9. 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 matrices 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. Kristin Anderson and Customer Relationship Management
Carol Kerr,
2. Adrian Payne Hand book of CRM
3. Manfred Bruhn Relationship Marketing of Customer
Relationship

(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 Dale : 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
3. John E. Walsh Jr. : Guidelines for Management Consultants
In Asia

MGT – 510: TRAINING AND DEVELOPMENT

1. **Introduction:** Meaning-Stakeholders of training and development- Relation between education, training and development-Training and development-Management development-Objectives-Importance-Dimensions of training and development-Management development process and training-Training and development cycle-Difference between training and learning.
2. **Management Development:** Meaning-Management development process-Net Management Requirements-Need Assessment methods-Difference between training and management development.
3. **Orientation:** Definition-Objectives-Importance- Classification of orientation-Possible topics of organizational orientation- Possible topics of departmental and job orientation- Orientation kit-Responsibility for orientation- Length and time- Follow up and evaluation.
4. **Employee Training:** Definition-Objectives- reasons for training- General benefits- Typical topics of employee training-Forces Influencing the Workplace and Training -Skills needed to manage a diverse work- force -Snapshot of training Practice-Training investment leaders- Roles, competencies, and positions of training professionals-Types of training-Training, learning and motivation-Why training fail?
5. **Problem Identification and Training Needs Assessment:** Needs assessment-Importance-Participants in needs assessment- Methods of needs assessment- Needs analysis process General concept and dimension for needs assessment- Tools and techniques for needs assessment.
6. **Training Program Designing:** Definition- Major phases- Main elements-Needs analysis-Learners analysis-Setting objectives- Designing training curriculum-Selection of training and development methods and media - Evaluation of program design-Programme logistics.
7. **Methods and Techniques of Training:** Different types of training methods- Advantages and disadvantages of on the job and off the job training- Steps for effective on the job training- Different techniques of on the job training- Different techniques of off the job training- Difference between on the job and off the job training.
8. **Implementation and Monitoring:** Planning programme implementation-Preparing and organizing programme activities- Executing the program
9. **Training Evaluation and Follow up:** Meaning-Reasons for evaluating training-Evaluation process- Outcomes used in the evaluation of training programs- Evaluation design-Types of evaluation design-Influencing factors of evaluation design.
10. **Transfer of Training:** Definition-Importance-Types-Model and various theories- Self management- sample content of self-management- Obstacles faced in the work environment- Work environment characteristics- Positive climate for transfer of training- Levels of management support-Learning organization and its key features.
11. **Training and Development in Bangladesh:** Evolution of training and development in Bangladesh - Importance of Training of Industrial Employees in Bangladesh- Training and Development policy of Bangladesh- Training and Development institutes in Bangladesh & its Performance evaluation process - Problems of training and development- Solution of the problems.

Books Recommended:

1. Joseph Prokopenko : Management Development: A Guide for the Profession

2. Raymond A Noe : Employee Training and Development
3. Steve Truelove : Training & Development : Theory & Practice
4. Rolf P Lynton and Udai Pareek : Training for Development