

# **UNIVERSITY OF RAJSHAHI**



## **DEPARTMENT OF MANAGEMENT STUDIES**

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

*Academic Session: 2016-2017*

## **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.

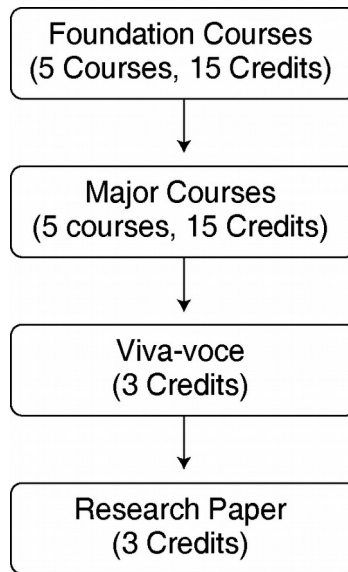
In line with the changing market demands, the Department of Management Studies has changed undergraduate (B.Com) and graduate (M.Com) programs to BBA (Honours) and MBA program. There is a fundamental change in course curriculum based on the experience and knowledge gained over a period of time by the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

## Master of Business Administration (MBA) Program Overview

Master of Business Administration in Management Studies is a 36 credits program. One academic session is required 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 credits) at the completion of 2<sup>nd</sup> semester in the academic session. The results shall be published in grade earned and grade point average (GPA) at semester and/or session end.



**[Flow Chart of MBA Program]**

**MBA Program**  
**Academic Session-2016-2017**  
**List of Courses**

**Fundamental Courses in 1<sup>st</sup> Semester**

<b>Course No.</b>	<b>Course Title</b>
MGT-501	Diversity Management
MGT-502	Management Science
MGT-503	Management Consultancy
MGT-504	Project Management
MGT-505	Management Thought

**2<sup>nd</sup> Semester: Concentration Area**

**Major in Management (MGT)**

<b>Course No.</b>	<b>Course Title</b>
MGT-506	Organizational Development and Change
MGT-507	Leadership in Management
MGT-508	Supply Chain Management
MGT-509	Management Control System
MGT-510	NGO Operations and Management

**Major in Human Resource Management (HRM)**

<b>Course No.</b>	<b>Course Title</b>
HRM-506	Strategic Human Resource Planning
HRM-507	Training and Development
HRM-508	Compensation Management
HRM-509	Conflict Management
HRM-510	Strategic Human Resource Management

## List of Courses

### Major in International Business Management (IBM)

<b>Course No.</b>	<b>Course Title</b>
IBM-506	International Trade and Investment
IBM-507	Supply Chain Management
IBM-508	Negotiation and Diplomacy in International Business
IBM-509	International Economic Integration
IBM-510	International Human Resource Management

### Major in Management Information Systems (MIS)

<b>Course No.</b>	<b>Course Title</b>
MIS-506	Data Base Design and Application Development
MIS-507	Computer Networking and Data Communication
MIS-508	Computer Programming and Application
MIS-509	Database Management
MIS-510	Systems Design and Development

### Major in Supply Chain Management (SCM)

<b>Course No.</b>	<b>Course Title</b>
MST-506	Introduction to Supply Chain Management
MST-507	Strategic Supply Chain management
MST-508	System Design in Operations Management
MST-509	Materials Management
MST-510	Total Quality Management

## Courses in 1<sup>st</sup> Semester

### MGT-501: Diversity Management

The aim of this course is to instill factual knowledge (terminology, trends, and concepts) of demographic diversity within an international context, demonstrate how various demographic diversity concepts, principles and theories relate to domestic and international management and marketing practices, and aid students in becoming less centric oriented when functioning as a manager.

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: Management Science

This course aims at introducing students to the use of quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems. This course moreover will help students learn linear programming, game theory, waiting line management, inventory management, and transportation methods.

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

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

**MGT- 503 Management Consultancy**

The objective of this course is to provide students with knowledge about the overall profession of management consulting, how management consulting firms are organized and managed, consulting firm economics and professional rate setting, how consulting firms compete and secure clients, the types of services consulting firms provide, service delivery methods, managing client relations, basic structure of consultant's report-data-gathering methods-consultant report writing- implementation and follow-up.

1. **Introduction:** Definition-Types and roles of consultants-Types of consulting firms-Effective consultant-Management consulting as a profession.

1. **Consultant-Client Relationship:** Contents of formal or informal agreements-Maintaining client confidence and support-The client- Creating and maintaining sound relationships-Problem diagnoses and recommendations.
2. **Marketing of Consultant Services:** A reluctant marketplace-Indirect and direct marketing-Image in marketplace-Written proposals-Oral proposals and presentations-Time calculation-Payment methods.
3. **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.
4. **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.
5. **Final Report and Follow-Up:** A consultant Report-Basic structure of consultant's 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

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

**MGT-504: Project Management**

Projects are temporary undertakings initiated by parent organizations to attain specific objectives with given resources and time. Projects are the means of implementing plans of government and private organizations. Project management is a multi- disciplinary course. Successful implementation of plans largely depends on identification, preparation and execution of feasible

projects. The objective of this course is to provide an understanding of concepts, features and types of projects. This course puts main focuses on project environment, stages of project life cycle, functions and responsibilities of project managers. Students will be able to learn the techniques of initiating project ideas, conducting feasibility studies, preparing project proposals, designing project schedule, developing project budget, implementing and monitoring projects. This course also helps students understand how development projects in Bangladesh are initiated, approved, implemented and monitored.

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 risks, 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 in Project:** 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-Different 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<br>Samuel J. Mantel Jr. | : | Project Management                              |
| 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-505: Management Thought**

The objective of this course is to provide the students with knowledge about the evolution and development of management theory, the contribution of different scholars particularly the contribution of behavioral and systems scientists to enriching the area of management theoretically and practically as well. Moreover, this course will also help the students learn various schools of management thought and the management in developed countries from the perspective of these schools of management including various management development institutions in Bangladesh.

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:** 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)*

**Major in Management (MGT)**

Course No.	Course Title
MGT-506	Organizational Development and Change
MGT-507	Leadership in Management
MGT-508	Supply Chain Management
MGT-509	Management Control System
MGT-510	NGO Operations and Management

**MGT-506: Organizational Development and Change**

This course is meant for providing the students with the knowledge about the overview of organization development and the nature of planned change including the process of OD covering issues like designing intervention, and managing change. This course also aims at enabling the students to understand the human resource interventions and strategic change interventions along with an understanding with a view to developing an awareness for influencing and facilitating changes.

1. **Introduction to Organization Development:** Overview of organization development- The Nature of Planned Change- The Organization Development Practitioner.
2. **The Process of Organization Development:** Entering and Contracting- Diagnosing-Collecting- Analyzing- and Feeding Back Diagnostic Information- Designing Interventions- Managing Change- Evaluating and Institutionalizing Organization Development Interventions- Cases.
3. **Human Process Interventions:** Interpersonal and Group Process Approaches- Organization Process Approaches- Cases.
4. **Techno Structural Interventions:** Structural Designs- Employee Involvement- Work Design- Cases.
5. **Human Resource Interventions:** Performance Management- Talent Management- Workforce Diversity and Wellness- Cases.
6. **Strategic Change Interventions:** Transformational Change- Continuous Change- Tran-organization Change- Cases.
7. **Special Applications of Organization Development:** Organization Development for Economic- Ecological- and Social Outcomes- Organization Development in Nonindustrial Settings: Health Care- School Systems- the Public Sector- and Family Owned- Future Directions in Organization Development.

Book(s) Recommended:

Thomas G. Cummings and Christopher G. Worley : Organization Development and Change

### **MGT 507: Leadership in Management**

This course will enhance the student's ability to understand the importance of leadership in managing and the relation between management and leadership. This moreover will help students learn the influence of various leadership styles including emotionally intelligent leadership. The students will also learn to build a high performing culture within the organization, along with development of an awareness of the various challenges managers are supposed to face and thereby enhancing the students' ability to think critically, to participate in a group in order to lead it and to create new possibilities in leadership situations.

- 1. The Organizational Setting:** Organizations-Structure and culture in Balance- Organizational structures: From hierarchies to network organizations- Kinds of Organizational Cultures-Managing Sub-Cultures.
- 2. Influence and Relationships:** Emotionally intelligent Leadership-Behavioral styles-beliefs and behaviors.
- 3. Developing a High Performance Culture:** The conditions for empowerment- Crafting vision and meaning- Participative leadership Style-Coaching-Questioning and feedback.
- 4. Challenge in Organizational Leadership:** Leadership in Non-Linear World-Leadership in the Private Sector- Yesterday Versus tomorrow- Twenty First Century Leadership- An agenda for Understanding Individual Leadership in Corporate leadership.
- 5. Leading Human Capital and the Global Economy:** Managing Performance through people-The Challenge for Tomorrow's Organization-Managing for Creativity.

Books Recommended:

1. Elearn : Leadership and Management in Organizations: Management Extra
2. Cary L. Cooper(Editor) : Leadership and Management in the 21<sup>st</sup> Century: Business Challenges of the Future

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

### **MGT 508: Supply Chain Management**

This course is designed to enable the students to effectively manage the supply chain management through gaining complete advantage based on having the control over logistics and sagacious logistics management. Apart from this the students will learn how to build agile supply chain with effective lead time management.

- 1. Logistics, Supply Chain and Competitive Strategy:** Logistics vs. Supply Chain Management-Competitive Advantage-Competitive Advantage through logistics- The Mission of Logistics Management-The Supply Chain and the Competitive Performance- The Changing competitive environment.
- 2. Logistics and Customer Value:** The marketing and logistics Interface- Delivering Customer Value- Customer Service-The Impact of Out-of-Stock- Customer Service and Customer retention- Market- Driven Supply Chains-Defining Customer service Objectives- Setting Customer Service priorities-Setting Service Standards.
- 3. Building Agile Supply Chain:** Introduction-Operating Circumstances requiring Agility- The Categories for operating Environments- Migrating the Minefield of Pitfalls- The Japanese Philosophy- The Foundations of Agility-a route map to responsiveness.
- 4. Strategic Lead Time Management:** Time Based Competition-Lead time Concepts- Logistics Pipeline Management.

5. **The Synchronous Supply Chain:** The Extended Enterprise and the Virtual Supply chain- The Role of Information in the Virtual Supply Chain- Laying the Foundation for Synchronization- Quick Response Logistics- Production Strategies for Quick Response-Logistics System Dynamics.
6. **Coordinated Product and Supply Chain Design:** Design for logistics-Economic Packaging and Transportation- Concurrent and Parallel Processing- Postponement- Supplier Integration into New Product Development-Mass Customization.
7. **Distribution Strategies:** Introduction-Centralized vs. Decentralized Control- Distribution Strategies- Central vs. Local Facilities- Push vs. Pull System.
8. **Complexity and the Supply Chain:** The Sources of Supply Chain Complexity- The Cost of Complexity- Product Design and Supply Chain Complexity- Mastering Complexity.
9. **Strategic Alliance:** Introduction- Framework- Third Party Logistics, Retailer-Supplier Partnership-Distributor Integration.
10. **Managing Risk in the Supply Chain:** Why is Supply Chains More Valuable- Understanding the Supply Chain Risk Profile- Managing Supply Chain Risk- Achieving Supply Chain Resilience.
11. **Creating a Sustainable Supply Chain:** The Triple Bottom Line- Greenhouse Gases and the Supply Chain- Reducing the Transport-Intensity of Supply Chains-Peak Oil- Beyond the Carbon Foot Print- Reduce-Reuse-Recycle-The Impact of Congestion.

**Books Recommended:**

1. Carlos Cordon, Kim S Hald, and R W. Seifert : Strategic Supply Chain Management
2. Cohen and Joseph Roussel : Strategic Supply Chain Management
3. Martin Christopher : Logistics and Supply Chain Management
4. Simchi Levi et al. : Designing and Managing the Supply Chain

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

### **MGT 509: Management Control System**

The course aims to develop the student's ability to understand scientific theories and insights into practical application, analyse management control systems and thus be able to take the relevant decisions regarding organisational performance. After completion of this course the students will be able to learn to design and evaluate management control systems, to measure financial performance and to control through financial measures, cultures and corporate governance mechanisms, and through incorporating ethics into the organizational climate.

The Control function of Management: Management and control

1. **Management Control alternatives and their effects:** Results controls- Action, personnel, and cultural controls- Control system tightness- Control system costs-Designing and evaluating management control systems.
2. **Financial Results Control Systems:** Financial responsibility centers- Planning and budgeting-Incentive systems.
3. **Performance measurement issues and their effects:** Financial performance measures and their effects- Combinations of measures and other remedies to the myopia problem- Using financial results control in the presence of uncontrollable factors.
4. **Corporate Governance, Important Control-related roles and Ethics:** Corporate governance and boards of Directors-Controllers and auditors - Management Control-Related ethical issues and analyses.
5. **Significant Situational influences on management control systems:** The effects of environmental uncertainty- Organizational strategy- Multinationality on management control systems-Management control in Non-profit organizations.

**Books(s) Recommended:**

1. Anthony and Govindarajan : Management Control Systems
2. **Kenneth Merchant, and** : Management Control Systems- Performance Measurement, Evaluation

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

### **MGT-510: NGO Operations and Management**

This course is designed to provide the students with working knowledge of the concept, functions, genesis of NGOs in Bangladesh including the problems NGOs are facing. After completion of this course students will learn the office and documentation procedures for the NGOs to be followed. This will help students develop ideas about the accounting systems covering the issues from basics of accounting to budgeting to preparation of various statements including the knowledge of rules regarding the receipts of fund from foreign countries. Students will also have an idea about the national and international NGOs including the status of NGOs in Bangladesh.

- 1. NGOs- An Introduction:** Definition- Concept- Functions- Objectives & types -Genesis and present status of NGO's- Role of NGO's- History of NGO's in Bangladesh- NGO's movements in other countries.
- 2. NGOs – Environment:** Taxonomy- Mega and micro – Environmental threats and opportunity and its impact- Concept of PESTLE analysis.
- 3. Problems of NGOs:** Problem identification- Problems faced by NGOs- Managerial role in problem solving- Governance and leadership.
- 4. Issues in NGO Management:** Challenges of NGO management- Development issues- Development indicators- Poverty (Exploitation- vulnerability and powerlessness) and Development.
- 5.. Strategy and Planning for NGOs:** Elements of strategy- SWOT analysis- Process of management - Planning- Organization- Delegation- Co-ordination- Core competency and capacity building.
- 6. Legal Procedures for Establishment of NGOs:** Trust and society and their differences- Formation of trust and society- Registration procedure for NGO- Tax reliefs under various acts.
- 7. Office Procedure and Documentation:** Documents of trust and society- Contents of memorandum of association (MOA) - Importance of by-laws- Registration under company's Act- Difference between public and private trust.
- 8. Accounting for NGOs:** Basics of accounting- Budgeting and resource Mobilization-Basic principles of accounting- steps in accounting- Book of accounts- Terms used in journal- Ledger and trial – Balance- Financial year closing Accounts for audit - Capital fund- Fixed assets- Resource mobilization- Rules regarding receipt of funds from foreign countries.
- 9. National and International NGOs:** International organizations Oxfam- CARE- Action Aid- Red-Cross- Rotary International- UN AIDs- Amnesty International- Transparency International- CIVICUS- BRAC (Bangladesh)- Save the Children and Help-age.
- 10. NGOs in Bangladesh:** Schemes for NGOs under various ministries of the Government of Bangladesh.

#### **Books Recommended:**

1. Lewis- David : The Management of Non-Governmental Development Organizations
2. Edwards- M. and Fowler- A. : The Earthscan Reader on NGO Management
3. Peter F. Druker : Managing The Non- Profit Organization: Principles & Principles

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

## Major in Human Resource Management (HRM)

Course No.	Course Title
HRM-506	Strategic Human Resource Planning
HRM-507	Training and Development
HRM-508	Compensation Management
HRM-509	Conflict Management
HRM-510	Strategic Human Resource Management

### HRM 506: Strategic Human Resource Planning

The goal of this course is to help the students know how to relate HR Planning with the HR strategies and how to evaluate HR programs and policies. Moreover, the students will know based on various forecasting techniques how to forecast HR requirements as well as to make strategic responses in the event of upswing or downswing of any economy including succession planning and issues covering downsizing and alternative to downsizing, strategic international HRM.

- 1. Concepts of HR Planning and Strategy:** Importance and objectives of HR planning-HR planners-Strategy-Strategic types- Models of Business Strategies.  
Alignment of HR with strategy: strategic HRM-linking HR process to strategy-Characteristics of an effective HRM strategy-Strategic HRM planning model.
- 2. Evaluation of HR Programs and Policies:** Importance-Approaches to measuring HRM policies-The 5C model-Job analysis and its methods: job analysis-Techniques-Problems associated with job analysis process.
- 3. The HR Forecasting Process:** Forecasting activities-Categories-Benefits-HR forecasters-Factors affecting HR requirements- HR forecasting time horizon-Determining net HR requirements.
- 4. HR Demand:** Demand forecasting techniques- Trend analysis- Export forecast-Delphi technique-Regression analysis-Advantageous and disadvantageous of various demand forecasting techniques.  
Ascertaining HR supply: Skills and management inventories-Succession/replacement activities.
- 5. Succession Management:** Importance-Evolution-Process-Employee role in succession management.
- 6. Downsizing and Restructuring Strategies:** Phenomenon- Reasons for downsizing- Alternatives to Downsizing-Planning for downsizing- adjusting to job loss-Consequences-The survivors of downsizing-Strategic downsizing.
- 7. Strategic International HRM:** Business strategies- Strategic Fit-Strategic HRM flexibility-International staffing and career development.

#### Books Recommended:

1. Keneth J. Mcbey & Monica Belcourt : Strategic Human Resource Planning
2. D K Bhattacharyya : Human Resource Planning
3. M. Sudhir Reddy : Human Resource Planning
4. William J. Rothwell : Planning and Managing Human Resources
6. James W. Walker : Human Resource Planning
7. J. Bramham : Human Resource Planning

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

### HRM 507: Training and Development

The main objective of this course is to enable the students to understand how to create a high performing workforce for an organization. Besides providing the students with knowledge of

education, training and development, the students are enabled to understand training and non-training needs for solving the performance discrepancy of the organization through conducting the TNA based on organization, task, operational, and personal analyses. The students will also learn how to design a training program and how to evaluate the outcome of the training programs including the ability of creating the conditions for transfer of training.

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-Program 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 program implementation- Preparing and organizing program 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 & Practices         |
| 4. Rolf P Lynton and | : | Training for Development Udai Pareek               |

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

### **HRM-508: Compensation Management**

This course is meant to provide students with the knowledge of the different forms of pay including a pay model based on which the students will be able to design pay levels and pay structure and understand person based pay, skill based pay. The students will also learn how to plan incentive pay for individuals and groups and how to take into account the influence of different laws relating to compensation while planning compensation systems.

- 1. Introduction:** A Component of human resource management- Exploring and defining the compensation context- Extrinsic and intrinsic compensation- Historical perspective on compensation- Compensation and organizational strategy- Lifestyle and compensation-Pay and social class.
- 2. The Pay Model:** The employment relationship- transactional and relational Returns-A pay model-Compensation objectives- Pay policies- Pay techniques.
- 3. Designing Pay Levels and Pay Structure:** Compensation strategy-Internal consistency-Shaping internal structure- Structural variation- Strategic choice among pay structures.
- 4. Traditional Bases for Pay:** Seniority and merit-Seniority and longevity pay- Merit pay performance appraisal-Limitations of merit base and seniority base pay.
- 5. Incentive Pay:** Exploring incentive pay- Individual incentive plans- Group incentives companywide incentives-Designing incentive pay programs.
- 6. Person Focused Pay:** Person based structures- Skill plan- Designing pay for knowledge programs- Competency base pay structure.
- 7. Measuring and Paying for Performance:** Pay for Performance in Knowledge Based economy- Application of motivation theories- Designing merit guidelines-Performance appraisal-Issues and opportunities.
- 8. Benefits and Services:** Benefits administration- Employee benefits- Employee services costing benefits- Flexible benefits plan.
- 9. Pay Delivery Administration:** The budget process- Administration of pay- Quality of work life and pay administration- Due process- Other compensation administration issues.
- 10. Legal Aspects of Compensation Management:** Industrial and labor Laws related to salary and wages administration- Wages and its payment- Wage Board.

Books Recommended:

1. Richard I. Henderson : Compensation Management in a knowledge based world
2. George Milkovich and Jerry Newma : Compensation
3. Joseph J. Martocchio : Strategies Compensation- A Human Resource Management Approaches
4. Bangladesh Labor Code 2006

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

### **HRM-509: Conflict Management**

The main goal of this course is to enable the students to know the influence of the various types of conflicts within the organizations to the organization's advantage. After completion of this course the students will also learn to manage the conflict effectively in the interest of organizations and know the conflict resolution process including the technique of negotiation.

- 1. Conflict Management-An Overview:** Conflict- Dealing with conflict- Conflict and competition- Classification of conflict- Stages of conflict- Sources of conflict- Influencing factors of conflict- Conflict management design-Intrapersonal and interpersonal conflict-Intra

group and intergroup conflicts- Reaction to intense conflict situation- Functional and dysfunctional aspects of conflict.

2. **Conflict Management Design:** Contingency approaches- conflict management process. Types of interface- Importance of conflict at interfaces.
3. **Organizational Conflict:** Nature of Conflict-Pattern Conflict-Sources of conflict-Reasons for conflict in organization and effects of conflicts.
4. **Managing Conflict:** Awareness and conceptualization- Reality approximation Process- Preparatory framework of choice-Evaluating choice analysis- Intervention process to solve conflict.
5. **Conflict Resolution Process:** Conflict resolutions behavior-Factors influencing choice resolutions- Pre-contact preparation- The exploratory meeting: initial contact- interactional process -Third party attributes.
6. **Negotiation:** Definition- Process- Stages of Negotiation- Techniques of Negotiations- Traditional negotiation approaches in organization- Negotiation continuum- Contemporary negotiation skills- Role of communication in handling conflict- Negotiation and authority- Effects of power in negotiation- Disciplinary actions.

**Books Recommended:**

1. Afzal A. Rahman : Managing Conflict in Organization
2. Lewicki : Essentials of Negotiation
3. L. David Brown : Managing Conflict at Organizational Interfaces
4. Roy W. Pneman & Margaret Bruel : Managing Conflict
5. K. Harigopal : Conflict Management

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

**HRM 510: Strategic Human Resource Management**

The objective of this course is to enable the students to have an understanding of the HR management practices that tailor the various HR programs and activities to obtain their consistency with an organization's overall goal achievement. It will help students in making efficient manpower planning for the workplace and more informed decisions on human resource affairs at work and thereby helping them to develop their skills at managing the human resources productively.

1. **Introduction:** Meaning - Basis - Principles - Concepts and perspectives on strategic HRM - The Best Practice Approach - The best fit approach - Bundling approach.
2. **Human Resource Strategies:** Meaning - Overall HR strategies - Specific HR strategies - Criteria for an effective HR strategy - Developing HR strategies.
3. **The Strategic Role of Human Resources :** The Strategic nature of HR - The strategic partnership model - The strategic role of HR directors - The strategic role of heads of hr functions - The strategic role of hr business partners - Impact of hr on organizational performance.
4. **Human Capital Management Strategy:** Meaning - Aims - Link between HRM and business strategy - Developing a human capital management strategy.
5. **High Performance Strategy:** Meaning - High performance work system - Its characteristics - Developing a high performance strategy.
6. **Corporate Social Responsibility Strategy:** Meaning - CSR activities - The rationale for CSR - Developing a CSR strategy.
7. **Organizational Development Strategy:** Definition - OD strategies - Assumptions and values of OD - Activities incorporated in the OD Strategy - Strategies for organizational transformation.
8. **Employee Engagement Strategy:** Meaning - Engagement and organizational commitment - Engagement and discretionary behavior - Factors that influence engagement - Strategies for enhancing engagement.



9. **Knowledge Management Strategy:** Meaning - Process - Sources and types of knowledge - Approaches to develop knowledge management strategies - Strategic knowledge management issues.
10. **Employee Resourcing Strategy:** Meaning - Objectives -Integrating business and resourcing strategies - The components of employee resourcing strategies - HR plans - Resourcing plans - Retention strategy.
11. **Talent Management Strategy:** Meaning - Process - Developing a talent management strategy - Learning and development strategy - Strategic HRD - Aims - Philosophy and elements of HRD - Strategies for creating a learning culture - Organizational learning strategies - Learning organization strategy.
12. **Reward Strategy:** Definition - Characteristics - Structure - Content of a reward strategy - Guiding principles - Developing a reward strategy - Effective reward strategies.
13. **Employee Relations Strategy:** Definition - Strategic directions - Background of employee relations strategy - The HRM approach to employee relations - Policy options - Partnership agreements - Employee voice strategies.

### Books Recommended:

1. Michael Armstrong : Strategic Human Resource Management
2. William P. Anthony- Pamela L. Perrewe and K. Michele Kaemor : Strategic Human Resource Management

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

### Major in International Business Management (IBM)

Course No.	Course Title
IBM-506	International Trade and Investment
IBM-507	Supply Chain Management
IBM-508	Negotiation and Diplomacy in International Business
IBM-509	International Economic Integration
IBM-510	International Human Resource Management

### IBM 506: International Trade and Investment

This course is designed to help students learn primarily about the supra institutions, environments and their relationships and influences on policy of trade, tariffs, subsidies around the world and to extend their knowledge of the global economy so that they can be more effective manager in business. The students will also learn the nature of balance of trade and payment, methods of the determination of rate of exchange and the causes for its fluctuations, various import and export formalities to be performed with proper documentations. Moreover, the students will learn about the foreign trade situations in Bangladesh, existence of regional trade integrations and investment in international businesses and the vehicle for international investments.

1. **NGOs and Government in International Business:** WTO- IMF & World Bank- Government influences dumping- tariffs- subsidies- cultures around the world- Foreign exchanges issues- Export financing for international business- International Collaborative Agreements. More
2. **Balance of Trade and Balance of Payment:** Meaning and nature of balance of payment- distinction between balance of trade and balance of payment- Classification of balance of payments - Causes of disequilibrium in the balance of payments - Measures for correcting adverse balance of payments.

3. **Foreign Exchange:** Meaning of foreign exchange rate of exchange- Methods of determining the rate of exchange - Causes of exchange rate fluctuations - Meaning of exchange control - Methods of exchange control - Alternative way of making foreign remittance - Exchange control regulations in Bangladesh.
4. **Documentation in Foreign Trade:** Meaning- importance- and requirements of effective export documentation - Types of export documents and their preparation - Export formalities at home and abroad - Problems in export documentation - Import Documents and their preparation & formalities.
5. **Foreign Trade in Bangladesh:** Size and structure of foreign trade- Characteristics of foreign trade - Balance of payments position - Traditional and non-traditional export items - Patterns and performance of foreign trade - Problems hindering the foreign trade in Bangladesh - Review of export and import policy - Export processing zones in Bangladesh.
6. **International Monetary and Regulatory Institutions:** IMF- World Bank- UNCTAD - WTO- GATTs- TRIPS: Globalization - Multi-lateral trading - Role of commercial policy in underdeveloped countries like Bangladesh - Dispute Settlement Mechanism.
7. **International Trade and World Economy:** Classical country-based theories-Modern firm based theories-Overview of international investment-International investment theories-Factors influence foreign direct investment.
8. **Regional Trade Integration:** SAPTA- European Common Market- ASEAN and OPEC- Introduction to Foreign Exchange- International trade flows- Country risk analysis- Multinational capital budgeting- Short-term financing and Long-term financing.
9. **Investment in International Business:** Security analysis- investment in stocks-bonds and derivative securities- portfolio performance measurement. Investment theories.

#### Books Recommended:

1. Richard E. Caves- Jeffrey A. Frankel and Ronald W. Jones : World Trade and Payments: An Introduction
2. Sadrel Reza : The Export Trade of Bangladesh (1950-1978): Patterns and Perspective.
3. Ricky W. Griffin and Michael W. Putsay : International Business: Environments and Operations- Addison
4. John D. Daniels and Lee H. Radebaugh : International Business: A Managerial Perspective

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

### **IBM 507: Supply Chain Management**

This course is designed to enable the students to effectively manage the supply chain management through gaining competitive advantage based on having the control over logistics and sagacious logistics management. Apart from this the students will learn how to build agile supply chain with effective lead time management.

12. **Logistics, Supply Chain and Competitive Strategy:** Logistics vs. Supply Chain Management- Competitive Advantage-Competitive Advantage through logistics- The Mission of Logistics Management-The Supply Chain and the Competitive Performance- The Changing competitive environment.
13. **Logistics and Customer Value:** The marketing and logistics Interface- Delivering Customer Value- Customer Service-The Impact of Out-of-Stock- Customer Service and Customer retention- Market- Driven Supply Chains-Defining Customer service Objectives- Setting Customer Service priorities-Setting Service Standards.
14. **Building Agile Supply Chain:** Introduction-Operating Circumstances requiring Agility- The Categories for operating Environments- Migrating the Minefield of Pitfalls- The Japanese Philosophy- The Foundations of Agility-a route map to responsiveness.
15. **Strategic Lead Time Management:** Time Based Competition-Lead time Concepts- Logistics Pipeline Management.

16. **The Synchronous Supply Chain:** The Extended Enterprise and the Virtual Supply chain- The Role of Information in the Virtual Supply Chain- Laying the Foundation for Synchronization- Quick Response Logistics- Production Strategies for Quick Response-Logistics System Dynamics.
17. **Coordinated Product and Supply Chain Design:** Design for logistics-Economic Packaging and Transportation- Concurrent and Parallel Processing- Postponement- Supplier Integration into New Product Development-Mass Customization.
18. **Distribution Strategies:** Introduction-Centralized vs. Decentralized Control- Distribution Strategies- Central vs. Local Facilities- Push vs. Pull System.
19. **Complexity and the Supply Chain:** The Sources of Supply Chain Complexity- The Cost of Complexity- Product Design and Supply Chain Complexity- Mastering Complexity.
20. **Strategic Alliance:** Introduction- Framework- Third Party Logistics, Retailer-Supplier Partnership-Distributor Integration.
21. **Managing Risk in the Supply Chain:** Why is Supply Chains More Valuable- Understanding the Supply Chain Risk Profile- Managing Supply Chain Risk- Achieving Supply Chain Resilience.
22. **Creating a Sustainable Supply Chain:** The Triple Bottom Line- Greenhouse Gases and the Supply Chain- Reducing the Transport-Intensity of Supply Chains-Peak Oil- Beyond the Carbon Foot Print- Reduce-Reuse-Recycle-The Impact of Congestion.

**Books Recommended:**

1. Carlos Cordon, Kim S Hald, : Strategic Supply Chain Management  
and R W. Seifert
2. Cohen and Joseph Roussel : Strategic Supply Chain Management
3. Martin Christopher : Logistics and Supply Chain Management
4. Simchi Levi et al. : Designing and Managing the Supply Chain

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

**IBM 508: Negotiation and Diplomacy in International Business**

This course is designed to impart knowledge about the different forms of negotiation, its processes and the factors impeding its effectiveness. The students will develop skills at negotiating conflict and looking after the interests involved at the individual and international levels and thereby gaining the capability of managing at adopting cultural differences to the international levels.

1. Fundamentals of negotiation-Its process and obstacles-Different forums of negotiation- Introduction to traditional and emerging procedures for resolving disputes.
2. Negotiation and diplomacy from the individual to international level.
3. Managing and adopting the cross culture differences to the international level.
4. Negotiation conflict and manage it.
5. Group and national differences and approaches.
6. Intra Cultural negotiation exercise.

**Book(s) Recommended:**

1. Corvete : Conflict Management-A practical guide to developing negotiation strategies

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

**IBM-509: International Economic Integration**

This course is aimed at enabling the students to understand the economic arrangement between different regions, marked by the reduction or elimination of trade barriers and the coordination of monetary and fiscal policies. This course also covers both microeconomic and macroeconomic issues relevant to the economic relations among countries. the course also deals

with the microeconomic issues of international trade, and covers issues like reasons for trade, distribution of gains from trade and factors and drivers of regional integration.

1. National income and balance of payment.
2. Exchange rate theory
3. Political regimes
4. International trade
5. Foreign direct investment
6. Monetary and Financial Integration
7. Global environmental issues
8. A firm's operative environment and how to sustain competitive advantage.
9. Regional integration and trade blocks
10. Preconditions - factors and drivers of regional integration
11. Customs unions and free trade areas – EU- NAFTA- SAFTA

#### Books Recommended:

1. Dominick Salvatore : International Economics
2. Soderstein- Bo and Reed : International Economics
3. Daniels- Radebaugh- Sulivans : International Business

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

#### **IBM 510: International Human Resource Management**

This course will attempt to learn students the differences between the domestic and international HRM besides developing ideas with regard to various International HRM models, and context of organization with mode of operations. The students will also learn international staffing approaches, cross cultural knowledge, pre-departure training and international compensation system and performance management of expatriates.

1. **Introduction:** Definition- Domestic human resource management vs. international human resource management-factors that moderate the difference between DHRM and IHRM- Context IHRM.
2. **IHRM Model:** Recent developments in theories and empirical research-Adler and Ghadar's phases of internationalization model- De-Cieri and Dowling model.
3. **Organizational Context:** Path to global status-Control mechanisms- Mode of operation.
4. **International Staffing:** Approaches to staffing of MNCs- Determinants of staffing factors influencing the choice between HCNs and PCNs- International assignment-reasons- types- the role of expatriate-The role of non-expatriate- The role of non-expatriates.
5. **Recruiting and Selecting Staff for International Assignments:** The myth of the global manager regarding recruitment and selection- Causes of expatriate failure-Factors moderating performance of expatriate- Selection criteria- Selection tests-Expatriate selection in practice.
6. **Training and Development of Expatriate:** The role of expatriate training components of effective pre-departure training programs- Phases of cross culture training program- TCN and HCN expatriate training- The effectiveness of pre-departure training developing staff thorough international assignment-individual development- developing international team.
7. **Compensation Management for International Staff:** Objectives of international compensation- Variables influencing international compensation strategy- Key components of an international compensation program- Approaches to international compensation.
8. **Industrial Relations for Expatriate:** Definition- Factors-Caused for structural difference of trade union-Key issues in international industrial relations- trade union and international industrial relations- The response of trade unions to multinationals.

9. **Performance Management of International Staff:** Performance management- Characteristics of performance management- Performance appraisal of international employees- Performance criteria-Who conduct performance appraisal- Standardized or customized performance appraisal form- Frequency of appraisal- performance feedback- Appraisal of HCN employees.
10. **HRM Trends and Future Challenges:** Challenges facing IHRM- International business ethics and HRM- Trend- of ownership pattern and production caused new thinking of IHRM- Research and theoretical developments in IHRM field.
11. **HRM in Europe:** Introduction. Features of Europe- USA model of HRM- European Challenge- Difference within Europe.
12. **HRM in Developing Countries:** Introduction- issues of HRM in developing countries- Challenges of HRM in developing countries- developing of HRM in emerging countries- approaches to managing people in emerging countries.
13. **Strategic International Human Resource Management:** What is SHRM- Features and elements of SHRM- strategic fit of IHRM practices- approaches of SIHRM strategic.
14. **Management of an International Workforce:** managing diversity- managing transfers- A challenging agenda for IHRM strategists-mergers and acquisitions.

#### Books Recommended:

1. Peter J. Dowling- Denise : International Human Resource Management-Managing people in a multinational context  
E. Welch
2. Mustafa Ozbilgin : International Human Resource Management- Theory and Practices
3. Ane- Will Harzing- Joris : International Human Resource Management  
Van Ruysseveldt

(Further references may be given by the course teacher)

#### Major in Management Information Systems (MIS)

Course No.	Course Title
MIS-506	Data Base Design and Application Development
MIS-507	Computer Networking and Data Communication
MIS-508	Computer Programming and Application
MIS-509	Database Management
MIS-510	Systems Design and Development

#### MIS 506: Database Design and Application Development

This course introduces the students to the process of inputting data, data structures including stake and queue, data processing thereby making them familiar with the process of transforming data into information. The students will also learn about the ergonomics of the computer and data, about data mining tools and data visualization, designing and building data warehouse.

1. Inputting data- Seeing- Hearing and Printing data-idea- Sound and Printing.
2. Common data structures- Stake and queue.
3. Processing Data: Transforming data into Information-Binary system- Modern CPU-Storing data- Types of storage - Devices measuring and improving drive performance.
4. Protecting privacy- Computer and data- Ergonomics.
5. Data mining and data visualization.
6. Designing and building the data warehouse.

### Books Recommended:

1. Norton- Peter. : Introduction to Computers
2. Drik Hiestermann : Data Mining and Warehouse

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

### **MIS 507: Computer Networking and Data Communication**

Through this course the students will be able to develop network concepts covering network topology and protocols. The students will also learn about types of network and their applications including transmission of data. Consequently the students will develop the skills at managing network effectively.

1. **Network Concepts:** Network topologies and protocols- TCP / IP internetworking- Packet capture and analysis with Win Dump and TCP Dump.
2. **Networking Types and Application:** Enterprise networks- LANs- WANs- VPNs- Internet- Intranet- Extranet- Network equipment.
3. **Data Communications:** Data transmission- Data communication fundamentals- Data link control and multiplexing.
4. **Management Issues:** Doing business on the internet- Network security.
5. **Network Management.**
6. **Fundamentals of GSM- CDMA- GPRS etc.**

### Books Recommended:

1. William Stallings : Business Data Communication
2. Tanenbaum- A.S. : Computer Network

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

### **MIS 508: Computer Programming and Application**

This course is meant for providing the students with the ideas of basic programming concepts and stages of programming development. This course moreover will help the students learn to develop flow chart for problem solving and have ideas about software engineering and various software process models.

1. Introduction to computer programming- Basic programming concepts- Programming development stages- Flow chart.
2. Getting started with flow charts and solving problems using flow chart.
3. Programming constructs: Data types- Operators- Expressions.
4. Statements- Control statements- Functions- Array.
5. Common problem solving algorithms and writing pseudo codes.
6. Program design efficiency and testing.
7. Introduction to software engineering.
8. Software process model- Waterfall model- Incremental model-RAD model-Prototype- Spiral model- Concurrent development.

### Books Recommended:

1. Peter Van Roy and Seif Haridi : Concepts- Techniques and Methods of Computer Programming
2. E. Balagurusamy : Programming in Basic

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

## MIS 509: Database Management

The content of the course has been envisaged to enable the students to understand database concept and its related theories including its development process. Moreover, the students will be able to understand after completion of this course the fundamentals of relational, object-oriented, and distributed database systems including: data models, database architectures, and database manipulations. The students will also be familiar with various database applications and be able to demonstrate the ability to build databases using enterprise DBMS products such as Oracle or SQL Server.

1. The database environment.
2. The database development process.
3. Modeling data in the organization.
4. The enhanced E-R model and business rules.
5. Logical database design and the relational model- Using relational database to provide object persistence.
6. Physical database design and performance- Database security and integrity.
7. Introduction to SQL- Advanced SQL.
8. The client/ Server database environment- The internet database environment- Data warehousing.
9. Data quality and integration- Data and database administration.
10. Distributive database- Object-oriented data modeling.

### Books Recommended:

1. Jeffrey A Hoffer- Mary Prescott- Heikki Topi : Modern Database Management
2. Connolly- Begg and Holowczak : Business Database System-Addision

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

## MIS 510: Systems Design and Development

This course is aimed at providing students with the knowledge of system development environment and how to manage the project of information systems. In line with this aim the course has been designed to enable students to make system planning and selection including system requirements and designing the human interface.

1. **Foundation for System Development:** The system development environment- The sources of software- managing the information systems project.
2. **System Planning and Selection.**
3. **System Analysis:** Determining system requirements- structuring system requirements: Process modeling- Conceptual data modeling.
4. **Systems Design:** Designing the human interface- designing databases.
5. **Systems Implication and Operation.**

### Books Recommended:

1. Joseph Valacich- Joey George and Hoffer : Essentials of System Analysis and Design
2. Yeates- D. Shields-M. and Helmy- D. : Systems Analysis and Design.

3. Kendall-P.A. : Introduction to System Analysis and Design.

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



## Major in Supply Chain Management (SCM)

Course No.	Course Title
SCM-506	Introduction to Supply Chain Management
SCM-507	Strategic Supply Chain Management
SCM-508	System Design in Operations Management
SCM-509	Materials Management
SCM-510	Total Quality Management

### SCM-506: Introduction to Supply Chain Management

This course has been organized to enable students to understand the upward and downward supply chain management centering the inventory management with the role of information system and technology in achieving maximum effectiveness. Moreover, this course helps students to know how to develop and maintain supply chain relationships and the probable challenges facing managers.

1. **Information Systems and Supply Chain Management:** Inventory Management across the Supply Chain- Supply Chain Relationships-Challenges Facing Supply Chain Managers.
2. **The Role of Information Systems and Technology in Supply Chain Management:** Introduction- the Importance of Information in Integrated Supply Chain Management Environment- Inter T organizational Information Systems. Information Requirements Determination for Supply Chain IOIS- Information and Technology Applications for Supply Chain Management.
3. **Managing the Flow of Materials across the Supply Chain:** Introduction- Understanding Supply Chain- Reengineering Supply Chain Logistics- The Importance of Time- Performance Measurement.
4. **Developing and Maintaining Supply Chain Relationships:** A Conceptual Model of Alliance Development- Developing a Trusting Relationship With Partners in the Supply Chain- Resolving Conflicts in a Supply Chain Relationship.
5. **Future Challenges in Supply Chain Management:** Sharing Risks in Inter-organizational Relationships- Managing the Global Supply Chain- The Greening of the Supply Chain- Design for Supply Chain Management- Intelligent Information Systems- When Things Go Wrong.
6. **Cases in Supply Chain Management** Case One Consumable Computer Supplies- Case Two Computer Hardware and Software- Case Three Upscale Men's Shoes- Case Four Biochemical's- Case Five Solectron.

#### Books Recommended:

1. Robert B. Handfield : Introduction to Supply Chain Management
2. J.Paul Sundar Kirubakaran : Supply Chain Management
3. David Frederick Ross : Introduction to Supply Chain Management Technologies

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

### SCM-507: Strategic Supply Chain Management

This course is designed to enable the students to effectively manage the supply chain management through gaining complete advantage based on having the control over logistics and sagacious logistics management. Apart from this the students will learn how to build agile supply chain with effective lead time management.

1. **Logistics, Supply Chain and Competitive Strategy:** Logistics vs. Supply Chain Management-Competitive Advantage-Competitive Advantage through logistics- The Mission of Logistics Management-The Supply Chain and the Competitive Performance- The Changing competitive environment.
23. **2. Logistics and Customer Value:** The marketing and logistics Interface- Delivering Customer Value- Customer Service-The Impact of Out-of-Stock- Customer Service and Customer retention- Market- Driven Supply Chains-Defining Customer service Objectives- Setting Customer Service priorities-Setting Service Standards.
24. **3. Building Agile Supply Chain:** Introduction-Operating Circumstances requiring Agility- The Categories for operating Environments- Migrating the Minefield of Pitfalls- The Japanese Philosophy- The Foundations of Agility-a route map to responsiveness.
25. **4. Strategic Lead Time Management:** Time Based Competition-Lead time Concepts- Logistics Pipeline Management.
26. **5. The Synchronous Supply Chain:** The Extended Enterprise and the Virtual Supply chain- The Role of Information in the Virtual Supply Chain- Laying the Foundation for Synchronization-Quick Response Logistics- Production Strategies for Quick Response-Logistics System Dynamics.
27. **6. Coordinated Product and Supply Chain Design:** Design for logistics-Economic Packaging and Transportation- Concurrent and Parallel Processing- Postponement- Supplier Integration into New Product Development-Mass Customization.
28. **Distribution Strategies:** Introduction-Centralized vs. Decentralized Control- Distribution Strategies- Central vs. Local Facilities- Push vs. Pull System.
29. **Complexity and the Supply Chain:** The Sources of Supply Chain Complexity- The Cost of Complexity- Product Design and Supply Chain Complexity- Mastering Complexity.
30. **Strategic Alliance:** Introduction- Framework- Third Party Logistics, Retailer-Supplier Partnership-Distributor Integration.
31. **Managing Risk in the Supply Chain:** Why is Supply Chains More Valuable- Understanding the Supply Chain Risk Profile- Managing Supply Chain Risk- Achieving Supply Chain Resilience.
32. **Creating a Sustainable Supply Chain:** The Triple Bottom Line- Greenhouse Gases and the Supply Chain- Reducing the Transport-Intensity of Supply Chains-Peak Oil- Beyond the Carbon Foot Print- Reduce-Reuse-Recycle-The Impact of Congestion.

**Books Recommended:**

1. Carlos Cordon, Kim S Hald, and R W. Seifert : Strategic Supply Chain Management
2. Cohen and Joseph Roussel : Strategic Supply Chain Management
3. Martin Christopher : Logistics and Supply Chain Management
4. Simchi Levi et al. : Designing and Managing the Supply Chain

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

### **SCM-508: System Design in Operations Management**

This course is aimed at enabling the students to have an idea about operations planning and control and its support activities. This course also helps the students develop performance indicators, understand the factors influencing network design, ways of demand forecasting, aggregate planning using LP program, modes of transportation in supply chain including role of IT in Supply chain.

1. **Introduction:** What is operation planning and control- typical support activities- performance indicators- Operation planning and control framework- process categories- Business environment affecting OPC- Process analysis and information flow- Principles of OPC.
2. **Supply Network Design and Location Planning:** Role of network design in the supply chain-factors influencing network design- Framework for network design- models for facility location.

3. **Demand Forecasting:** The role forecasting- Characteristics of forecasts- components of a forecasting methods- Basic approach to demand forecasting- Time series forecasting methods- Measures of forecast error.
4. **Aggregate Planning- MPS:** The role of aggregate planning in a supply chain- the aggregate planning problem- Aggregate planning strategies- Aggregate planning using linear programming- aggregate planning in Practice- Master Production planning- The master scheduling process.
5. **Production Processes and Layout Decisions:** Introduction- technology- process selection- operations strategy- facilities layout- designing product layouts: line balancing- designing process layouts.
6. **Transportation:** The role of transportation in supply chain- Modes of Transportation and their performance characteristics- Transportation infrastructure and policies- design options for a Transportation network- trade – offs in Transportation- tailored Transportations- risk management in Transportation- making Transportation decision in practice.
7. **Capacity Planning:** Capacity decision are strategic- finding and measuring capacity- determinants of effective capacity- strategy formulation- forecasting capacity requirements- the challenges of planning service capacity- Make or buy- Developing capacity alternatives- Evaluating alternatives.
8. **Production Activity Control Scheduling:** Definition- General PAC information and data- Prioritizing work- Scheduling- Loading- Corrective actions.
9. **IT in Supply Chain Evaluation of Supply Chain:** The role of IT in a supply chain- the supply chain IT framework- customer relationship management- internal supply chain management- supplier relationship management- The future of IT in the supply chain Risk management in IT- supply chain IT in practice

#### Books Recommended:

1. Stephen N. Chapman : Fundamentals of Production Planning and Control
2. Vollman, Berry, Whybark, and Jacobs : Manufacturing, Planning and Control
3. Supply Chain Management : Strategy, Planning and Operations

### SCM-509: Materials Management

This course will enable the students to develop ideas about the concept of materials management and supply chain matrix. This is moreover, designed to help learn how to make material resource planning and enterprise resource planning including aggregate inventory management. The students will also learn to manage inventory including JIT manufacturing systems and lean production with a view to achieving absolute costs of inventorying and satisfying diverse needs of customers.

1. **Introduction to Materials Management:** Introduction-Operating Environment- The Supply Chain Concept- concept of Materials Management-Supply Chain Metrics.
2. **Production Planning System:** Introduction-Manufacturing Planning and Control system- Sales and Operations planning- Manufacturing Resource Planning- Enterprise Resource Planning-Making the Production Plan.
3. **Master Production Scheduling:** Introduction-Relationship to production Plan-Developing a Master Production Schedule-Production Planning-Master Scheduling and Sales.
4. **Materials Requirements Planning:** Introduction-Bills of Material-Material Requirements Planning Process-Using the Material Requirements Plan.
5. **Capacity Management:** Definition of Capacity-Capacity Planning-Capacity Requirements Planning-Capacity Available-Capacity Required (Load)-Scheduling Orders-Making the Plan-Theory of Constraints, Case Study.

6. **Purchasing:** Introduction-Establishing Specifications-Functional Specification-Description-Selecting Suppliers-Price Determination-on-Impact of Material Requirements Planning on Purchasing-Expansion of Purchasing into Supply chain. Case study.
7. **Inventory Fundamentals:** Introduction-Aggregate Inventory Management-Item Inventory Management-Inventory and the Flow of Material- Supply and Demand Patterns- Functions of Inventories- Objectives of Inventory Management- Inventory Costs- Financial Statement and Inventory-ABC Inventory Control.
8. **Order quantities:** Economic order Quantity-Variations of the EOQ Model- Quantity Discounts- Order Quantities for Facilities of Product when costs are not known- Period Order Quantity.
9. **Independent Demand Ordering Systems:** Order Point System-Determining Safety Stock-Determining Service Levels-Different Forecast and Lead Time Intervals- Determining when the order point is reached- Periodic review System-Distribution Inventory.
10. **Physical Inventory and Warehouse Management:** Introduction- Warehousing Management- Physical control and security-Inventory Record Accuracy- Technology applications.
11. **Physical Distribution 360:** Introduction- Physical distribution system- Interfaces-Transportation- Legal Types of Carriage Transportation Cost Elements- Warehousing-Packaging-Materials Handling- Multy Warehouse systems.
12. **Just-in Time Manufacturing and Lean Productions:** Introduction- Just-in-time philosophy-Waste-Just-in-Time environment- Manufacturing Planning and control in a JIT environment- Lean production- Which to choose-MRP(ERP), Kanban, or Theory of Constrains.

Books Recommended:

1. J.R. Tony Arnold, Stephen N. Chapman, & Lloyd M.Clive : Introduction to Materials Management
2. A.K. Datta : Materials Management-Procedures, Text & Cases
3. P. Gopala Krishnan : Materials Management
4. Leenders Fearon : Purchasing and Materials Management
5. M.M.Varma : Materials Management

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

### **SCM- 510: Total Quality Management**

This course is designed to help students learn various aspects of organization from quality perspective. The students will learn different philosophies and approaches to improving quality covering various tools and techniques for quality planning and improvement.

1. **Introduction:** An overview of quality management- Definition of quality and quality management- Dimensions of product quality and dimension of service quality- Importance of quality- Principles of quality management- Quality control- Total quality management- Key elements of TQM- TQM versus traditional organization- Quality and competitiveness- TQMEX model.
2. **Philosophies and Frameworks of Quality:** Philosophies of quality gurus: Deming- Juran- Crosby- A.V. Feigebaum- Kaoru Ishikawa- Genichi Taguchi- Dr. Shingo Shigeo- Masaaki- Malcolm Baldrige- National quality award- International quality award.
3. **Customer Focus in Quality:** Understanding customer define quality- Types of customers- Identifying customer needs- Customer satisfaction- Customer retention and customer loyalty- Customer defined value- Customer defines value analysis- Customer focus- Customer relationship management- Tips to building customer loyalty.
4. **Employee Involvement and Empowerment:** Definition-Rationale-Inhibitors-Management's Role in EIE-Manager's Role in Suggestion System-Evaluating Suggestions- Handling Poor Suggestions- Achieving Full Participation.
5. **Leadership and Teamwork:** Meaning of leader and leadership- styles of leadership- Characteristics of quality leader- Role of leader in TQM- Leadership characteristics that build

and maintain followership- Meaning and types of team- Features of successful teams- How to be a good team leader-How to be a good team member.

6. **Statistical Process Control:** Acceptance Sampling- Control chart- Control chart for variables- Control chart for attributes- Process capability.
7. **Quality Improvement Tools and Devices:** Definition-Pareto chart-Fishbone chart-Cheek sheet-Histogram-Scatter gram-Run chart-Control charts-The 7 New management and planning tools-QFD-Six sigma performance improvement model.
8. **Process Management:** Business processes-Process management frameworks-Designing process for quality-Process mapping and process improvement.
9. **Quality Management System:** Development of ISO Standards- Quality management principles-ISO9001:2008-Benefits of ISO 9000-Implementing ISO 9001:2008-ISO14000.
10. **Partnering for Competitiveness:** Partnering concept- Internal partnering-Partnering with customers- Suppliers and potential competitors- Suppliers quality management.
11. **Continuous Improvement:** Rationale-Management's role in continuous Improvement-Essential improvement activities- Structure for quality improvement- Scientific approach- Identification of improvement needs- Development of improvement plans- Common improvement strategies-Kaizen approach-CEDAC approach

**Books Recommended:**

1. James R. Evans and William M.Lindsay : The Management and Control of Quality
2. David L. Goetsch and Stanley B. Davis : Introduction to Total Quality- Quality Management for Production, Process, and Services.
3. Poornima M. Charanimath : Total Quality Management

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

**The Faculty of Business Studies  
University of Rajshahi**

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

**A Admission**

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

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

<b>First Semester</b>	<b>Second Semester</b>	<b>Total Course</b>	<b>Total Credit</b>
<b>5</b>	<b>5</b>	<b>10</b>	<b>15+15=30</b>

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 100.

**C Evaluation**

1. Performance of the students will be evaluated as under:
  - a. In-course tests and home assignments- oral tests- etc. will carry 30% and class attendance 10% and the 3(three) credit-hour semester final will carry 60% 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 will be evaluated by two examiners. The marks for class attendance will be according to following table:

<b><i>Attendance</i></b>	<b><i>Marks</i></b>
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
<b>Less than 60%</b>	<b>0</b>

**b)** If a teacher is unable or restricted by the examination rules of the University- he/she will not evaluated in-course tests- home assignment 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 arest 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 (ii) the average of the in-course tests- home-assignment- oral test and (iii) the class attendance marks awarded by the course teacher- will be converted into letter-grades in the following manner:

### **Grading System**

<b>Marks Obtained</b>	<b>Letter Grade</b>	<b>Grade Point</b>
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

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 points. 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 brake 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 Research Paper weighted 3 credit points; (ii) CGPA of 2.00 and complete the program in three academic years from the first admission into the program.
2. The topic of the research paper shall be chosen by the student concerned while he or she is in the first semester in consultation with the supervisor selected by the concerned Examination Committee
3. For the degree of MBA- no grades from any source other than that of the prescribed 36 credit hours will be weighted.
4. The candidate carrying F-grade in any course shall not be awarded the degree of MBA.

#### **Ea Improvement Of Grades**

1. Students obtaining F grade in any course shall be required to improve the grade with the next available batch (es). Students with F grade failing to clear the grade at first improvement examination will be allowed to sit for the second time with the next available batch. But if a student with an F grade in a course obtains D-C or C+ grade in the first Improvement Examination- he or she will not be allowed to take any further Improvement Examination in that course.
2. The student earning less than B- grade in any course may choose to

improve the grade by appearing at the concerned Semester Final Examination once only with next available batch. However a student must complete the Program within two academic years.

3. No improvement shall be allowed in the in-course test/home assignment/oral test and research paper marks as well as grades earned in the viva-voce.

4. 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 through the Chairman of the concerned department.

#### **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 preceding 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 Unfair means**

If any student adopts unfair means in any examination or home assignments- Research Paper 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- Research Paper topic selection- 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 preparing Research Proposal students will be placed individually or in a group under a teacher for supervision. The students will have to submit individual research paper. The Research Paper shall have to be prepared in English. To evaluate the research paper the Examination Committee shall recommend two examiners (1<sup>st</sup> and 2<sup>nd</sup>).
  - 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.



4. 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 examination works.
5. The course teacher shall publish the result of the in-course tests and home assignment- within one week of the date of holding and submit the average in-course and home-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.
6. Within the framework of these rules and the rules of the University- the Departmental Academic Committee may adopt policies for strengthening the academic and co-curricular activities of the Department.
7. Students failing to clear up the University dues of the year of study shall not be permitted to appear at the second semester examination.