EXECUTIVE MBA PROGRAM

1. Objectives
To cope with ever changing environment and intense global competition, enterprises increasingly need competent, efficient and effective executives. Executive MBA program of Varendra aims at providing need based excellent business education for preparing executives and managers to be competent, efficient and effective to meet increased need of the national and international businesses. The Executive MBA program of Varendra also offers extended and excellent facilities for Business education in Bangladesh. With highly qualified academic staffs, the university is committed to develop competent managers and executives by nurturing a unique culture and team spirit that rewards professionalism, creativity and excellence. Hopefully, successful completion of Executive MBA will make managers and executives ready to face the hardship of real life and competent enough to get challenging jobs in the multinationals, local conglomerates, small and medium-scale enterprises, various government organizations, NGOs and international organizations.

2. Academic Year and Semester System
There shall have adoption of the Semester system in view of yearly system. An academic year will be of three Semesters, 4 months duration under each Semester which shall be allotted on the following manner:

The schedule of three semesters is as follows:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring</td>
<td>January – April</td>
</tr>
<tr>
<td>Summer</td>
<td>May – August</td>
</tr>
<tr>
<td>Fall</td>
<td>September – December</td>
</tr>
</tbody>
</table>

3. Required Academic Qualifications for Admission
Any graduates from any discipline with at least 2(two) years job experience can apply for Executive MBA program. Educational qualification will be determined as per Varendra University admission rules.

4. Duration of the Program
(a) No. of Credit Hours for Executive MBA program is 48.
(b) The duration of the Executive MBA Program is sixteen (16) months, which is divided into Four (4) Semesters. Each Semester will be of sixteen (16) weeks of which twelve (12) are for class room teaching, three (3) weeks for conducting the mid-term and final Semester examinations and one (1) week of break.
(c) Each course is of three (3) credit hours and for each course there will be one (1) lecture per week of two hours duration.
(d) A student must complete the program within maximum 28 months.
(e) Total duration of the program may be relaxed for credit transfer students.

5. Admission Requirements
As per the requirement of Varendra University admission rules.
6. Grading System (Letter Grading):

VU follows the following Letter Grade and Grade Point system introduced by the UGC as a uniform grading system for all public and private universities:

<table>
<thead>
<tr>
<th>Numerical Grade</th>
<th>Letter Grade</th>
<th>Grade Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% and above</td>
<td>A+</td>
<td>4.00</td>
</tr>
<tr>
<td>75% to less than 80%</td>
<td>A</td>
<td>3.75</td>
</tr>
<tr>
<td>70% to less than 75%</td>
<td>A-</td>
<td>3.50</td>
</tr>
<tr>
<td>65% to less than 70%</td>
<td>B+</td>
<td>3.25</td>
</tr>
<tr>
<td>60% to less than 65%</td>
<td>B</td>
<td>3.00</td>
</tr>
<tr>
<td>55% to less than 60%</td>
<td>B-</td>
<td>2.75</td>
</tr>
<tr>
<td>50% to less than 55%</td>
<td>C+</td>
<td>2.50</td>
</tr>
<tr>
<td>45% to less than 50%</td>
<td>C</td>
<td>2.25</td>
</tr>
<tr>
<td>40% to less than 45%</td>
<td>D</td>
<td>2.00</td>
</tr>
<tr>
<td>Less than 40%</td>
<td>F</td>
<td>0.00</td>
</tr>
</tbody>
</table>

a. The Letter Grade A+, A, A-, B+, B, C+, C and D are considered as pass grades.
b. F grade is considered as ‘FAIL’ and in such cases students must go for improvement.
c. After completion of every three semesters, in case of Pharmacy and Applied Statistics two semesters, Grade Sheets will be issued mentioning Letter Grade, Corresponding Grade Points, Credit Hours Attended and Earned, and semester GPA.
d. In the Final Transcript, in addition to these, CGPA will be added.
e. Numerical marks in Grade Sheet/Transcript will not be given.

Computation of Grade Point Average

The Grade Point Average (GPA) will be computed in the following way:

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

7. Evaluation Procedures

Total marks of each course in 100. The distribution of marks is as follows:

- Class Test/Presentation(One): 10
- Assignment/Term Paper(One): 10
- Class Attendance: 10
- Midterm Examination: 30
- Final Examination: 40
- **Total:** 100

Total time for midterm examination will be 90 minutes (1.30 hour) and semester final examination will be 120 minutes (2 hours).

8. Class Attendance

a. Students are required to attend all lectures, tutorials, assignments, lab works, etc., of the courses that they have registered. Normally, 75% attendance is required of a student to be eligible to sit for the Semester Final Examination.
b. A student having below 75% to 60% attendance will have to pay Tk. 500 as fine for each course to appear at the Semester Final Examination.
c. A student attending below 60% classes will not be allowed to sit for the Semester Final Examination.
d. Head/Coordinator of the department will collect the percentage of attendance from the course teachers one week before Semester Final Examination.
9. Promotion
   a. Promotion of the undergraduate and graduate students will be based on the individual semester result.
   b. For promotion to the next semester, a student must get at least D grades (or pass) in 50% of the courses of each semester.

10. Absence in the Final/Midterm/others course work
   a. A student failing to sit for the Semester Final Examination in any course will be considered as ‘Fail’. In such cases student will have to go for ‘Retake’.
   b. A student who has failed to sit for Midterm/Semester Final Examination due to any valid reason beyond his/her control (such as illness, accident & any other emergency cases) the student/guardian will have to inform the respective Head/Coordinator and submit an application with valid documents (i.e., medical certificate, etc.) during the period of the examination.
   c. In such cases, Head /Coordinator of the respective department will consider the merit of applications and take decisions with the approval of Vice Chancellor. Departments will arrange the examinations within 7 working days after the completion of Midterm or Semester Final Examinations.
   d. In case of continuous assessment (e.g. assignment, test, quiz, etc), there is no provision for improvement.

11. Improvement
   a. A student obtaining B+, B, B- and C+, C and D grades may improve the grade(s) by appearing only once at the succeeding Semester Final Examination.
   b. A student can improve the grade(s) only in the Semester Final Examination.
   c. The course teacher will prepare the result by adding previous marks (except Final Examination) and sign the result sheet. The Head of the department will verify the result and also sign it.
   d. In remark section of the grade sheet, course teacher should mention ‘IM’ for candidate(s) if s/he improves the grade(s), otherwise it will be mentioned as ‘NIM’
   e. A student will have to pay 25% of the per credit fees for the improvement of result.
   f. If the examinee fails to improve his/her result, the previous result will remain.

12. Retake
   a. If a student obtains F grade(s), s/he must retake the course(s).
   b. Students having F grade(s) will be allowed to retake the course(s) two times only. If better grade is obtained, the better one will be used for calculation of GPA and CGPA, but past grade must be recorded in the students’ database; or grade report will be shown as ‘R’. But in final official transcript (after completion of the degree) ‘R’ will never be shown.
   c. If a student obtains F grade(s) after appearing at the examination two times, s/he will be dropped out of the program.
   d. If a student obtains ‘F’ grade(s) after taking first retake in any course(s), s/he must retake the course(s) again for the second time.
   e. First retake must be taken by the student with the immediate next batch, and for the second time s/he must retake with the batch immediate after his/her next batch.
   f. A retake student must complete all course curriculums of the specific course(s). Past record of the respective course(s) will stand invalid.
   g. The Department may arrange separate examinations with separate questions (for Midterm and Final Examinations only) for retake students if it cannot be accommodated in the regular examination schedule. But the examination must be completed in not more than 7 working days after the completion of Midterm or Final Examinations.
h. Students who want to retake a course must get his/her registration completed at the beginning of each semester.

i. Students have to pay only **50% of Tuition Fees** for the retake course(s).

j. Retake rules are applicable for both Undergraduate and Graduate/Masters programs.

13. Re-Admission

a. Students failing to get promotion to the next semester must seek re-admission in the immediate next semester.

b. A student can take re-admission for three times in undergraduate or graduate programs, but not more than two times in a single semester.

c. Grades obtained by a student in the preceding semester(s) of re-admission will cease to exist and the student will have to repeat all the course-works and examinations.

d. ‘Re-Ad’ must be shown in the Semester Final Grade Sheet (but not in the Final Transcript) of respective semester(s).

e. The registration number of the student will remain the same.

f. Students will **have to pay all fees in full**.

14. Semester Withdrawal/ Semester Drop Policies

a. A student may drop or withdraw from a semester by applying within the date mentioned in the Academic Calendar or by the authority or within 7 working days of starting of the semester classes. Such cases will be considered as re-admission of that semester and re-admission rules will apply.

b. A student can only drop/withdraw from a semester only two times in the course of entire undergraduate program, and only one time for graduate program. In case of semester drop or withdrawal, a student will be considered a fresh student for the semester. S/he will get all chances for improvement, retake and re-admission like a fresh student. A student must complete his program within the time mentioned.

c. In case of semester drop or withdrawal, ‘WD’ will be shown in his/her Final Transcript for the relevant semester (Spring/Summer/Fall).

15. Academic Dismissal from the Program

a. If a student gets admitted by giving fake information,

b. If a student violates any of the University rules, regulations, code of conduct and examination rules,

c. Students failing to get promotion after taking re-admission twice in any semester,

d. If a student obtains ‘F’ grade(s) after attending two times in a course(s),

e. VU reserves the right to suspend or expel any student from the University.

16. Graduation Requirements

All required credits of the programs should be earned within the maximum length of period.

a. Minimum CGPA should be at least 2.5.

b. Students having ‘F’ grade(s) in any course(s) will not be eligible for the degree.
17. List of the Courses for Executive MBA Program:

<table>
<thead>
<tr>
<th>1st SEMESTER</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT-501</td>
<td>Management and Organization</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ACC-512</td>
<td>Managerial Accounting</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>MKT-532</td>
<td>Marketing Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BUS-544</td>
<td>Operations Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Credit</strong></td>
<td><strong>12</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2nd SEMESTER</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS-541</td>
<td>Business Economics</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BUS-542</td>
<td>Effective Business Communication for Managers</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BUS-543</td>
<td>Legal Environment of Business</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BUS-546</td>
<td>Management Information System</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Credit</strong></td>
<td><strong>12</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3rd SEMESTER</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT-502</td>
<td>Human Resource Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>MGT-503</td>
<td>Strategic Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>FIN-522</td>
<td>Financial Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BUS-547</td>
<td>Organizational Behavior and Leadership Development</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Credit</strong></td>
<td><strong>12</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4th SEMESTER</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Major</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Major</td>
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<td></td>
<td>3</td>
</tr>
<tr>
<td>Major</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total Credit</strong></td>
<td><strong>12</strong></td>
<td></td>
</tr>
</tbody>
</table>
18. Major (Specialization) Areas:

Each student will have to select the area of major or specialization from any of the following areas after completion of 3rd semester examination. Department will offer/select four courses among the courses under each area of major. Major or Specialization areas are:

- Human Resource Management (HRM)
- Finance and Banking
- Marketing
- Accounting

**Human Resource Management (HRM) (Any Four):**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title of the Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM-601</td>
<td>Strategic Human Resource Management</td>
</tr>
<tr>
<td>HRM-602</td>
<td>Conflict Management</td>
</tr>
<tr>
<td>HRM-603</td>
<td>Human Resource Planning &amp; Policy</td>
</tr>
<tr>
<td>HRM-604</td>
<td>Training and Development</td>
</tr>
<tr>
<td>HRM-605</td>
<td>Industrial Relation</td>
</tr>
<tr>
<td>HRM-606</td>
<td>Leadership Development</td>
</tr>
<tr>
<td>HRM-607</td>
<td>Career Planning and Development</td>
</tr>
</tbody>
</table>

**Finance & Banking (Any Four):**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title of the Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN-601</td>
<td>Managerial Finance</td>
</tr>
<tr>
<td>FIN-602</td>
<td>International Finance &amp; Banking</td>
</tr>
<tr>
<td>FIN-603</td>
<td>Financial Analysis &amp; Control</td>
</tr>
<tr>
<td>FIN-604</td>
<td>Bank Fund Management</td>
</tr>
<tr>
<td>FIN-605</td>
<td>Working Capital Management</td>
</tr>
<tr>
<td>FIN-606</td>
<td>Security Analysis &amp; Portfolio Management</td>
</tr>
</tbody>
</table>

**Marketing (Any Four):**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title of the Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKT-601</td>
<td>Consumer Behavior</td>
</tr>
<tr>
<td>MKT-602</td>
<td>Marketing Research</td>
</tr>
<tr>
<td>MKT-603</td>
<td>Service Marketing</td>
</tr>
<tr>
<td>MKT-604</td>
<td>E-Marketing</td>
</tr>
<tr>
<td>MKT-605</td>
<td>International Marketing</td>
</tr>
<tr>
<td>MKT-606</td>
<td>Strategic Marketing</td>
</tr>
<tr>
<td>MKT-607</td>
<td>Industrial Marketing</td>
</tr>
<tr>
<td>MKT-608</td>
<td>Relationship Marketing</td>
</tr>
</tbody>
</table>

**Accounting (Any Four):**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title of the Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC-601</td>
<td>Accounting Theory</td>
</tr>
<tr>
<td>ACC-602</td>
<td>Advance Cost Accounting</td>
</tr>
<tr>
<td>ACC-603</td>
<td>Financial Analysis and Control</td>
</tr>
<tr>
<td>ACC-604</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>ACC-604</td>
<td>Financial Accounting Theory</td>
</tr>
<tr>
<td>ACC-606</td>
<td>Strategic Management Accounting</td>
</tr>
<tr>
<td>ACC-607</td>
<td>Multinational Accounting</td>
</tr>
</tbody>
</table>
### 1st SEMESTER

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 501</td>
<td>MANAGEMENT AND ORGANIZATION</td>
<td>3.00</td>
</tr>
</tbody>
</table>

**Course Objectives:**
The students after going through this course will be able to understand the various aspects of business in a holistic manner. This will include private enterprise system, the world economic system and contrast it to other possibilities; various functional areas of business--accounting, finance, management, and marketing--and how these areas are interrelated by means of information systems.

**Course Contents:**
2. Location of Business: Factors to be considered in selecting a suitable business site - Rural Vs Urban Location.

**Books Recommended:**
3. Richard Norman Ownes: Business Organization & Combination
4. May and Baker: Introduction to Business

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 512</td>
<td>MANAGERIAL ACCOUNTING</td>
<td>3.00</td>
</tr>
</tbody>
</table>

**Course Objectives:**
The main objective of this course is to know the management control systems, accounting for the human factors, accounting information for control and problem solving.

**Course Contents:**
1. Management Control Systems: Planning and goals, Planning structure and process, Goals setting, Control system.
2. Accounting for the Human Factor: Accounting in organizations, Budgetary planning and control, The broadening accounting constituency, Accounting for social impact.
3. Accounting Information for Control and Problem Solving: Feed forward control, Feedback control.
5. Planning and Control System in Non-profit Organization.
Books Recommended:
2. Matz and Usry : Cost Accounting: Planning and Control
3. Parkar : Management Control

Course Code : MKT 532  Course Title : MARKETING MANAGEMENT
Credit Hours : 3.00

Course Objectives:
Students after completing this course will be expected to learn the applicability of various marketing mix elements in carrying out the marketing function in an organization effectively. This will include pricing, distribution, retailing, and promotional elements of marketing mix. In addition the students will also learn the marketing in global context, ethics in marketing and social responsibility of marketing.

Course Contents:
6. Managing marketing channels: Channel design decisions-Management decisions-Channel dynamics.
7. Managing Marketing Communication: Designing, managing and coordinating integrated marketing communication.

Books Recommended:
2. Kenneth R. Davis : Marketing Management
3. Martin Zober : Marketing Management

Course Code : BUS 544  Course Title : OPERATIONS MANAGEMENT
Credit Hours : 3.00

Course Objectives:
The main objective of this course is to introduce students to the key aspects and areas of responsibility of operations management. Students will understand the strategic importance of operations management in competitive business environments. The interaction between operations management and other functional areas of business and the key terms, concepts and practices for planning, organizing and controlling resources to improve the quality, efficiency, and cost of production and service operations.
Course Contents:

1. Operations management: Definition-Functions-Transformation process-Life cycle approach-Relations with other specialties-Historical development.
4. Capacity-Location and layout
5. Quality management: Role-Elements of TQM-Cost-Planning and control tools-SPC.
6. Inventory systems: Definition-Purposes-Types-Costs-Independent versus dependent demand-Basic model types-EOQ-MRP-Purposes-Objectives, and philosophy-Master production schedule-capacity requirements-Manufacturing resources.
7. Job design: Reengineering and work measurement.

Books Recommended:


<table>
<thead>
<tr>
<th>Course Code</th>
<th>BUS 541</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>BUSINESS ECONOMICS</td>
</tr>
<tr>
<td>Credit Hours</td>
<td>3.00</td>
</tr>
</tbody>
</table>

2nd SEMESTER

Course Objectives:

After pursuing this course students will be able to understand the basic microeconomics principles and their applications. It informs how economy performs and expands its scope in micro level according to the demand of society. It enables the students to know how the economy performs and expands its scope in macro level according to the demand of society.

Course Contents:

2. Theory of Demand - Demand Curves - Elasticity of Demand - Consumption - Consumer Surplus - Indifference Curve Analysis.
9. Simple Concept of Consumption and Savings Functions - Marginal Propensity to Consume - Derivation of the Multiplier.
10. Simple Concept of Investment Functions - The Interest Rate, The Rate of Return on Investment - (MEC and MEI) and the level of Investment.

Books Recommended:

1. Dewett, K.K. : Modern Economic Theory  
3. Paul, A. Samuelson : Economics  
4. Dornbusch & Fischer : Macro Economics

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>BUS 542</td>
<td>EFFECTIVE BUSINESS COMMUNICATION FOR MANAGERS</td>
<td>3.00</td>
</tr>
</tbody>
</table>

Course Objectives:
The students after going through this course will be able to understand the various aspects of business communication. This will include role of communication in business and Writing Process, report writing and technology used in communication process.

Course Contents:

1. Introduction to Communication - Nature, Scope, Principles of communication; Business and Social Communication; Barriers to Communication.  
2. Different Methods of Communication: Verbal, Non-Verbal and Electronic Communication  
5. Communication Networks- Types, Selection of Networks.  
8. Meeting - Types of Meetings, Writing Notice, Agenda and Minutes, Convening and Conducting Meetings, Points of Information, Points of Order, Motions.  
9. Report Writings: Informal and analytical Reports - Planning Business Reports, Preparatory steps of Writing Reports, Writing the Final Reports, Documenting Reports.  
11. Commercial Terms & Abbreviations.

Books Recommended:

2. Betty R. Ricks and Day F Gow : Business Communication, Systems and Application  
4. Louise E. Boone : Contemporary Business Communication

<table>
<thead>
<tr>
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<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 543</td>
<td>LEGAL ENVIRONMENT OF BUSINESS</td>
<td>3.00</td>
</tr>
</tbody>
</table>

Course Objectives:
After completing this course the Students will be able to appreciate and understand the application of business laws. This course will help the students in applying the commercial and industrial laws in the various business situations.
Course Contents:

7. Companies Act: Definition, features and classification of companies formation, memorandum and articles of association - commencement of business - management and winding up of company.

Books Recommended:

1. Mofizul Islam : Principles of commercial Law
2. Arun Kumar Sen and Jitendra Kumar Mitra : Commercial Law and Industrial Law
4. M.C. Kuchhal : Mercantile Law

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 546</td>
<td>MANAGEMENT INFORMATION SYSTEM</td>
</tr>
</tbody>
</table>

Credit Hours : 3.00

Course Contents:

1. Introduction to MIS: Definition-Characteristics-MIS services-Limitations-Types of MIS-importance-Potential risks of information systems-data and Information-Difference between data and information-Quality of good information-The process of converting data into information.
2. Fundamentals of Information systems: System concepts-Information systems-Information technology-Differences between IS and IT-The expanding role of information systems-Activities of information systems-Information systems resources-Classifications of information systems.
3. Information systems and organization: Information systems and organizational structure-Roles of IT and IS in organizational decision making-A system approach to problem solving.
4. Computer hardware and software: The computer system concept-Functions of computer system-Components of a computer system-Software-Program concept-Programming languages-Types of software.
7. Database design and management: Concept of database-Data hierarchy-Types of databases-Methods of organizing data in files-Explain the problems of the traditional file environment-Data base management systems-Components of a DBMS-Objectives-Advantages-Functions of DBMS-Models of database-Principles of database management systems.

8. Information and managerial decision making: Information and the roles of management-information and the levels of management-Information and decision making-Decision support systems-Different types of business problems-Different types of managerial decision making-Functions, Components and Applications of DSS-GDSS-Executive information systems-functions of an EIS-Rationale for EIS-Characteristics of DSS and EIS-Critical success factors for DSS/EIS-Difference between TPS, MIS, DSS and EIS.


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

Books Recommended:


3rd SEMESTER

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<tr>
<th>Course Code</th>
<th>MGT 502</th>
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<tr>
<td>Course Title</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<tr>
<td>Credit Hours</td>
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Course Objectives:
To make students able to understand about various aspects of Human Resource Management such as position of HRM in the corporate world, importance of HRM in the environment of corporate culture, challenge and practice of HRM in the global perspective.

Course Contents:

5. Remuneration policies-Methods of remuneration-Incentive plans-Fringe benefits.
Books Recommended:
1. Michael J. Jucius : Personnel Management
2. Edwin B Flippo : Personnel Management
5. Georges S. Odiorance : Personnel Policy

Course Code : MGT 503  Course Title : STRATEGIC MANAGEMENT
Credit Hours : 3.00

Course Objectives:
The course will give ideas regarding the policy and strategies needed for business. Student will able to apply their learned knowledge in their professional life.

Course Contents:
2. Framework of decision making: pay-off matrix- decision making under uncertainties and risks.
4. Implementing strategy: implementation process- resource allocation- organizational implementation- planning system to implement strategic management- functional policy implementation – leadership implementation.
5. Evaluation the strategic: control and evaluation process- motivation to evaluate- criteria for evaluation- measuring feedback- evaluation and corrective action.
6. Case method of teaching and analysis of business programs through cases.

Books Recommended:

Course Code : FIN 522  Course Title : FINANCIAL MANAGEMENT
Credit Hours : 3.00

Course Objectives:
This course helps the students to develop skills to be a good finance manager in a company. This course provides them to understand various finance functions such as investment, financing and dividend decisions. Understanding these functions enable them to take judicious and correct decisions in the finance area.

Course Contents:
1. Financial statements, depreciation and cash flow: Fund management-Statements of changes in financial position-Sources and use of cash-Depreciation and cash.
2. Financial analysis and planning: Ratio analysis and their uses-Analysis of operatives and financial leverage.
6. Dividend policy.
Books Recommended:
1. Lawrence J. Gitman : Principles of Managerial Finance

Course Code : BUS 547  
Course Title : ORGANIZATIONAL BEHAVIOR AND LEADERSHIP DEVELOPMENT

Credit Hours : 3.00

Course Objectives:
After going through this course the students will be able to identify and understand the human behavior at work. Make more informed decisions by applying OB concepts and theories. Develop skills to be a more effective manager. Better understand one own personality and others in the work environment.

Course Contents:

4. Employee Attitude: The Nature of Employee Attitudes-Job Satisfaction-Benefits of Job Satisfaction Study-Use of Existing Job Satisfaction Information-Job Involvement-Organizational Commitment, Effects of Employee Attitudes-Employee Performance-Turnover-Absence and Tardiness-Theft-Other Effects.
7. Group Dynamics: Meaning of Group, Types of Groups-Formal Group-Informal Group-Command Group-Task Group-Friendship Group etc.,-Stages of Group Development-Ingredients of Effective Teams, Game Playing (Broken Square) Game Materials will be Supplied by the Faculty in Class.
8. Organizational Culture: Meaning of Culture-Strong and Weak Culture-Culture’s Function, How Cultures Form, How Employees Learn Culture, How to Change an Organization’s Culture.

Books Recommended:
1. John W. Newstrom & Keith Davis : Organizational Behavior-Human Behavior at work
2. Edgar N. Schein : Organizational Psychology
3. R.S. Dwivedi : Human Relations & Organizational Behavior
5. Fred Luthans : Organizational Behavior
MAJOR(SPECIALIZATION) AREAS

MAJOR IN HUMAN RESOURCE MANAGEMENT (HRM)

4TH SEMESTER

<table>
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<tr>
<th>Course Code : HRM 601</th>
<th>Course Title : STRATEGIC HUMAN RESOURCE MANAGEMENT</th>
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<td>Credit Hours : 3.00</td>
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Course Contents:

5. Learning and Development Strategy-Reward Strategy-Employee Relations Strategy

Books Recommended:

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<tr>
<th>Course Code : HRM 602</th>
<th>Course Title : CONFLICT MANAGEMENT</th>
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<td>Credit Hours : 3.00</td>
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Course Objectives:
Better understand to manage conflict, learn more to enhance negotiating power and develop skills to be a more effective human resource manager.

Course Contents:

1. Defining conflict, Threshold of conflict, Conflict and competition, Classifying conflict
2. Defining organizational learning, Types of learning, Organizational effectiveness, Characteristics of the old paradigm, Conflict management in the new paradigm.
3. Defining conflict management, Contingency approach, Conflict management process.
4. Types of intrapersonal conflict, Role, Role conflict, Role ambiguity, Model of role conflict and ambiguity, Consequences of role conflict, Managing intrapersonal conflict.
5. Model of interpersonal conflict, Consequences of interpersonal conflict, Negotiation, Managing interpersonal conflict.
6. Types of groups, Effects of intragroup conflict, Managing intragroup conflict.
8. The levels of social structure in negotiation, Tactical Implications of social structure dynamics, The negotiator’s dilemma, Multiparty negotiations, Managing multiparty negotiations.
9. Other third-party styles: Informal interventions, Classification of ethical questions, Deceptive tactics in negotiation, A simple model of ethical decision making, The perception of ethical tactics:
10. Advantages and disadvantages of third-party intervention, Appropriate time for third-party intervention, Methods of formal intervention, Other third-party styles: Informal interventions.
Books Recommended:

2. M. Afzalur Rahman (2001), Managing Conflict in Organizations

Course Code : HRM 603  
Course Title : HUMAN RESOURCE PLANNING AND POLICY

Credit Hours : 3.00

Course Objectives:
Better understand to make efficient manpower planning for the workplace, make more informed decisions on human resource affairs at work and develop skills to be a more effective human resource manager.

Course Contents:

1. Definitions, Importance of HR planning, Benefits, HR planning team, Areas of HR planning, Process of HR planning.
2. Phases of Model, Set Organization’s Strategic Direction, Conduct HR Analysis, Implement Workforce Plan, Monitor, Evaluate and Revise.
3. Key points of job analysis, Purposes of job analysis, Job analysis information Hierarchy, Methods of job analysis.
4. Steps in future human resource requirement determination process, Forecasting future manpower requirements, Quantitative techniques of forecasting manpower needs, Qualitative techniques of forecasting manpower needs.
5. Sources of future human resources: Internal sources, External sources, Improving the Effectiveness of External Recruitment, Realistic Job Preview, Advantage of hiring from Competitors
6. Individual versus organizational career development, The value of effective career development, Elements of Career Planning, Criteria in career development, Career anchors, Stages of career, Effective organizational career development techniques:
7. Definition, Reasons for succession management, Evolution of succession management, Succession management process, Comparison of replacement planning with succession management:
8. Downsizing strategies, Retrenchment, Why do organizations downsize, Planning for downsizing, Adjusting to job loss, Survivor reactions on downsizing:
9. The urge to merge, Impact of M&As on human resources, Cultural issues in mergers, Human resources issues in M&As.
10. HR functions that may be outsourced, Rationale for outsourcing, Risks and Limitations, Management of outsourcing:

Books Recommended:
Varendra University  
Department of Business Administration  
Syllabus for Executive MBA Program

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<tr>
<th>Course Code</th>
<th>: HRM 604</th>
<th>Course Title</th>
<th>: TRAINING AND DEVELOPMENT</th>
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**Course Objectives:**
Develop skills to be a good human resource manager and better understand the process of training and development of employee.

**Course Contents:**
1. Overview of training, The role of training in organizations, Structure of training organizations, A training process model.
2. Strategic planning process, HRD’s role in supporting strategy, OD, strategy, and training.
4. The framework for conducting a TNA, Outcomes of TNA, Approaches to TNA.
5. Organizational constraints, Developing objectives, Facilitation of learning: focus on the trainee, Facilitation of learning: focus on training design, Facilitation of transfer: focus on training, Facilitation of transfer: focus on organizational intervention, Design theory.
6. Lectures and demonstrations, Computer-based training, Games and simulations, On-the-job training, audiovisual enhancements to training.
8. Rational for evaluation, Resistance to training evaluation, Types of evaluation data collected, Evaluation design issues.
9. Orientation training, Diversity training, Sexual harassment training and Team training.
10. Why focus on management development, General overview of the managerial job, General characteristics of managers, Integration: strategies and management characteristics, Management development implications, Sources of knowledge/skill acquisition, The special needs of the technical manager.

**Books Recommended:**

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<th>Course Code</th>
<th>: HRM 605</th>
<th>Course Title</th>
<th>: INDUSTRIAL RELATIONS</th>
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**Course Objectives:**
This course provide a framework of concepts and knowledge for understanding and analyzing approaches to industrial relations, the roles of the major participants in industrial relations, the issues confronting them and the strategies and processes used.

**Course Contents:**
1. Approaches to industrial relations: Introduction, The nature of employment organizations, Nature of industrial relations, wider approaches to industrial relations. Context of Industrial Relations: Economic, social and political environments, Development of industrial relations, Concepts and values in industrial relations.
2. Trade union development and function: Introduction, Trade union development, Trade union functions, Union character and strategy, Trade union organization, Trade union structure.
4. The nature of collective bargaining: Legislative framework, Functions, Content, The structure of collective bargaining:
5. Approaches to involvement and participation: Typology of forms, Pressures for participation, Management and union perceptions of involvement and participation
6. Functions and forms of industrial action, Management and industrial action, Influences of industrial action, Legal framework of disputes.
7. The nature of conciliation and arbitration, Relationship to the collective bargaining process, Advisory, Conciliation and Arbitration Services.
8. Introduction, The negotiator: Psychological basis of negotiation, Task of negotiator, Relations between negotiator and principals, Negotiating encounter
11. History of industrial relations in Bangladesh, Trade unionism, Disputes settlement in Bangladesh, Labor policy, ILO and Bangladesh.

Books Recommended:

Course Code : HRM 606  Course Title : LEADERSHIP DEVELOPMENT
Credit Hours : 3.00
Course Objectives:
Develop skills to be a good leader, better understand the process of leadership and prepares executive for the exciting, challenging, and rewarding career of managing in an international environment.

Course Contents:
1. Definitions of Leadership, Leadership Effectiveness, Level of Conceptualization for Leadership.
3. Nature of participative leadership, consequences of participation, Normative decision model, Self-management.
4. Conceptions of power and authority, Power types and sources, Types of influence behavior.
5. Leader-member exchange theory, Leader attributions about subordinates, Follower attributions and implicit theories.
6. Nature of traits and skills, Managerial traits and effectiveness, Managerial skills and effectiveness, Situational relevance of skills.
7. LPC Contingency model, The Path-Goal theory of leadership, Leadership substitutes theory, Cognitive resources theory.
8. Attribution theory of charismatic leadership, Self-concept theory of charismatic leadership, Consequences of charismatic leadership, Transformational Leadership.
9. Leadership training programs, Designing effective training, Learning from experience, Development activities.
10. Nature of teams, Functional teams, Cross-functional teams, Self-managed work teams, Decision making in groups, Leadership functions in meetings
11. Constraints in executive discretion, Attribution about chief executives, Executive teams.
12. Ethical leadership, Gender and leadership, Leadership in different cultures, Managing diversity.

Books Recommended:
Course Code : HRM 607  
Course Title : CAREER PLANNING AND DEVELOPMENT

Credit Hours : 3.00

Course Objectives:
Better understand to make efficient career planning for the employees and organization, make more informed decisions on human resource affairs at work and develop skills to be a more effective human resource manager.

Course Contents:

1. The changing landscape of work, Definitions of career concepts, Need to understand career management.
3. Career goal setting, Implications of goal setting for organizations and their employees, Career strategies, Career appraisal, Career management: a blend of formal and informal activities.
4. Adult life development, Stages of career development
5. Theories of occupational choice, Guidelines for effective occupational decision making
6. Establishment period: Organizational actions during establishment, Individual actions during establishment, Achievement period: Organizational actions during achievement, Individual actions during achievement.
7. Middle career: Remaining productive-growth, maintenance, or stagnation, Organizational actions during midcareer, individual actions during midcareer, late career: Organizational actions during late career, individual actions during late career.
9. Model of work-family conflict, Work-family integration, Two-career family, Quality of life in two-career families, Organizational responses to work-families issues, Changing the organization’s work-family culture, Career management and the quality of life.
10. Overview of career management practices in organizations.
11. Fairness in organizations, Model of organizational fairness, Is diversity inherently valuable, Organizational actions
12. Integration of career management with human resource systems, Illustrations of career-oriented human resource systems.

Books Recommended:
MAJOR IN FINANCE AND BANKING

4th SEMESTER

Course Code : FIN 601  Course Title : MANAGERIAL FINANCE
Credit Hours : 3.00

Course Objectives:
This course helps the students to develop skills to be a good finance manager in a company. This course provides them to understand various finance functions such as investment, financing, and dividend decisions. Understanding these functions enable them to take judicious and correct decisions in the finance area.

Course Contents:
1. Introduction to Managerial Finance, Risk & returns: Risk and rates of return: Different types of risk, Relationship of risk and return in financial management. How manager deals with different types of risk: Valuation of returns.
3. Valuation concept, Leverage: Valuation of Different types of Share and bond. Different models for valuation: Leverage; Types of leverage, Operating leverage, financial leverage, Distinction and impact of different leverages, Total or Mixed Leverage.

Books Recommended:

Course Code : FIN 602  Course Title : INTERNATIONAL FINANCE & BANKING
Credit Hours : 3.00

Course Contents:
1. International Finance and International Banking – Overview: International Finance; Distinction between International and Domestic Finance Intentional Banking-, Different types and Offices, Functions
3. Currency Convertibility: Conceptual framework; Current and Capital Account Convertibility, Pre-requisite of Currency Convertibility
4. International Monetary System Evolution: Classical Gold Standard, Bretton-Wood System; Flexible Exchange Rate Regime
5. Exchange Rate Determination and Calculation: Different exchange rate determination system; Factors Affecting ER movement- Exchange Rate Quotations; Spot, Cross and Forward Rates, Operational Exchange Rates; Relation Between ER, Inflation and Interest Rates


8. Multinational Capital Budgeting and Country Risk Analysis: Factors to consider in multinational capital budgeting

9. International Trade Payment and Trade Finance: Different Forms of International Trade Payment; Documentary Credit, Factoring, Export and Import Financing


Books Recommended:

2. Reading Materials by Dr. Shah Md. Ahsan Habib

Course Code : FIN 603  
Course Title : FINANCIAL ANALYSIS & CONTROL  
Credit Hours : 3.00

Course Objectives:
This course provides an intensive study of financial statement analysis, seeking to describe and explain the demand and supply forces underlying the provision of financial statement data, the properties of numbers derived from financial statements, the key aspects of decisions that use financial statement information and the features of the environment in which these decisions are made.

Course Contents:

1. Introduction: Concept-Steps in Financial analysis, the process of fundamental analysis, Importance of Financial control, Control Cycle-Cost control Vs. Accounting function.


5. Cost Volume Profit Analysis: Concept-Activities, Costs, and Cost drivers-Comparison Of Variable and Fixed Costs-Break-even point- Contribution margin and Equation tech inquest-Relevant range- Target Net Profit & Incremental approach


Books Recommended:

### Course Code: FIN 604  
**Course Title:** BANK FUND MANAGEMENT  
**Credit Hours:** 3.00

**Course Contents:**

1. **Introduction to Banks:** Structure and Services: Financial/Banking system, Structure, Services of Banks, Present Trends of Banks, Bangladesh Financial/Banking System and their Services.
2. **Operational/Functional Aspects:** Fund Management in Banks: An overview; Liability Management: Deposit and Non-deposit (Borrowing, Loan Sales, Capital Funds); Capital Management and Basle Accord; Liquidity Management; Credit Management: Policy, Procedure and Pricing; Off-Balance Sheet Activity of Banks; Hedging against Interest Rate and Credit Risks; Measuring and Evaluating Performances of Banks and Banking System.

**Books Recommended:**

2. The Economics of Money, Banking and Financial Markets, Addition-Wesley.
3. A Journal of BIBM Reading Matedals by Dr. Shah Md. Ahsan Habib

### Course Code: FIN 605  
**Course Title:** WORKING CAPITAL MANAGEMENT  
**Credit Hours:** 3.00

**Course Contents:**

1. Introduction and concepts.
2. Needs for working capital.
3. Importance of working capital management.
5. Working capital policy.
7. Cash management and cash management cycle.
8. Steps in cash management.
10. Management of accounts receivables and management of inventory.
11. EOQ and techniques of inventory management.

**Books Recommended:**

Modern working capital management – Fredrick C Scherr.

### Course Code: FIN 606  
**Course Title:** SECURITY ANALYSIS & PORTFOLIO MANAGEMENT  
**Credit Hours:** 3.00

**Course Objectives:**

To provide a working knowledge of analysis of security investments, including markets and instruments and efficient market theory. To render an understanding of the day elements of the portfolio management process, including the investment setting, investment policy and assets allocation.
Course Contents:

1. Selecting Investing in a Global Market
2. Efficient Capital Markets
3. Organization and Functioning of Securities Markets
5. An introduction to Security Valuation
6. Features of Fixed income Securities
7. Introduction to Financial Derivatives
8. The Investments Setting
9. Selecting Investments in a Global Markets
10. An Introduction to portfolio Management's
11. An Introduction to Asset Pricing Models

Books Recommended:

MAJOR IN MARKETING

4th SEMESTER

Course Code : MKT 601  |  Course Title : CONSUMER BEHAVIOR
Credit Hours : 3.00

Course Objectives:
This course explores the consumer decision-making process. This course is also intended to enable the students to explore individual and group influences on the behavior of the consumer.

Course content:
1. Consumer Decision Making: An overview of consumer behavior; Psychological, sociological, anthropological, and economic concepts pertinent to consumption; theories and models; Role of theory; Criteria of sound theory in consumer behavior; How models are constructed; Different models of consumer behavior.
2. Environmental Influences: Culture, components of culture, useful concepts of cultural analysis, cross cultural research and multinational marketing subcultures. Social organization and reference groups, reference group norms and conformity, social change, how social trends will affect consumption. Social class, social stratification, research models of social class, social class and buying behavior. Family, influences on family decision making (FDM), using family concepts in marketing.
3. Individual influences: Learning, learning theory, behavior modification in Psychology and marketing retention, advertising message, habit formation and brand loyalty. Perception, theories of perception, model of perception, factor determining perception, features of perception affecting consumer behavior. Motivation and personality: Motivation theory, Motivation research methods, and the concept of personality. Attitudes, influence of attitudes, attitude organization, three components attitude models, fluctuations of attitudes, how attitudes are measured, attitudes change, cognitive dissonance theory.

Books Recommended
2. Consumer Behavior, Hawkins, Best & Coney, Irwin/ McGraw-Hill, USA
3. Understanding Consumer Behavior, Peter & Olson , Irwin/McGraw-Hill, USA

Course Code : MKT 602  |  Course Title : MARKETING RESEARCH
Credit Hours : 3.00

Course Objectives:
The course identifies the importance of marketing research to the identification and solution of marketing problems. This course is intended to cover marketing research process, various types of research designs and the presentation of research findings in the appropriate forms.

Course Content:
1. Introduction to Marketing Research: The nature of marketing research, definition, classification and role of marketing research, selecting a research supplier, careers in marketing research, ethical considerations, and marketing research process.
2. Defining the marketing research problem: Importance and the process of defining the problem, environmental context of the problem, tasks involved in problem definition, management decision problem, and marketing research problem.
3. Developing an approach to the problem: Developing an approach, components of the approach, and alternative approaches.
4. Research design: Definition and classification of research design, exploratory, descriptive and causal research and the relationship among them, potential sources of error, budgeting and scheduling the project, marketing research proposal.
5. Exploratory research design: secondary data: Primary versus secondary data, criteria for evaluating secondary data, classification of secondary data, combining information from different sources: single source data, and application of secondary data.
6. Exploratory research design: qualitative research: Primary data: qualitative versus quantitative research, rationale for using qualitative research, a classification of qualitative research procedures, focus group interviews, depth interviews, and projective techniques.
7. Descriptive research design: survey and observation: Survey methods: telephone, personal, and mail methods, a comparative evaluation of survey methods, selection of survey method(s), observation method and its classification, a comparison of survey and observation methods.
8. Causal research design: experimentation: Concept of causality, conditions for causality, validity in experimentation—extraneous variables, controlling extraneous variables, a classification of experimental designs, Pre-Experimental, True Experimental, quasi-Experimental, and statistical designs, laboratory versus field experiments, experimental versus no experimental designs, limitations of experimentation, application: test marketing.
9. Specifying the information needed: Specifying and classifying the information needed, demographic and socioeconomic characteristics, psychographics and lifestyles, personality, motivation, knowledge, past behavior, attitudes and opinions, industrial and business marketing, application: market segmentation.
11. Measurement and scaling: No comparative scaling techniques: Itemized rating scales, no comparative itemized rating scale decisions, multi-item scales, scale evaluation, choosing a scaling technique, and mathematically derived scales.
12. Questionnaire and form design: Questionnaire design process, specify the information needed, type of interviewing method, individual question content, overcoming inability and unwillingness to answer, choosing question wording, determining the order of questions, form and layout, reproduction of the questionnaire, pretesting, and observational forms.
13. Sampling: design and procedures: Sampling and census, the sampling design process, a classification of sample techniques, nonprobability and probability sampling techniques, choosing probability versus nonprobability sampling and their uses, nonresponse issues in sampling.
14. Sampling: statistics consideration: Statistical approaches to determining sample size, confidence intervals, multiple characteristics and Parameters, the hypothesis testing approach, other probability sampling techniques—The Bayesian Approach.
15. Field work: The nature of field work, field work/data collection process, selection, training, and supervision of field workers, validation of field work, evaluation of field workers, errors related to field work, budgeting and scheduling field work.
16. Data preparation: Questionnaire checking, editing, transcribing, data cleaning, statistically adjusting the data, selecting a data analysis strategy, a classification of statistical techniques.
17. Frequency distribution, cross-tabulation, and hypothesis testing: Statistics associated with frequency distribution, cross tabulations, statistics associated with cross tabulation, hypothesis testing, parametric tests, and nonparametric tests.
18. Report preparation and presentation: Importance of the report and presentation, report preparation, presentation process, oral presentation, reading the research report, and finally the research follow-up.
Books Recommended

2. Marketing Research, Tull & Hawkin

Course Code : MKT 603
Course Title : SERVICE MARKETING
Credit Hours : 3.00

Course Objectives:
This comprehensive course explores the definition and scope of services, characteristics of services, marketing concepts and service marketing, details of programs of marketing of services such as market analysis, planning and developing the service, pricing of services, channels of distribution for services, promoting services

Course Content:

1. Understanding Services: Distinctive Aspects of Services; Developing Framework for Analyzing Services; The Customer Experience.
2. Strategic Issues in Service Marketing: Positioning a Service in the Market Place; Targeting Customers and Building Relationships; Managing Demand.
3. Tool for Service Marketers: Creating and Delivering Services; Adding Value to Core Products with Supplementary Service; Understanding Costs and Developing Pricing Strategies; Communicating and Promoting services.
4. Challenges for Management: Enhancing Value by Improving Quality and Productivity; Developing and Managing the Customer-Service Function; Globalizing Service Marketing.

Books Recommended

1. Services Marketing, Christopher H. Lovelock, Prentice-Hall, USA.
2. Services Marketing—Zeithaml & Bitner (1st ed)
3. The Marketing of Services—Donald W. Cowell

Course Code : MMKT 604
Course Title : E-MARKETING
Credit Hours : 3.00

Course Content:

3. Ethical and Legal Issue: Overview of Ethics and Legal Issue, Privacy, Digital Property, Online Expression, Emerging Issues.

8. Price The Internet Changes Pricing: The Internet Changes Pricing, Strategies, Buyer and Seller Perspectives, Pricing Strategies.


10. E-Marketing Communication: Overview of E-Marketing Communication Issues, integrated marketing Communication (IMC), Internet Advertising, marketing public Relations Sales Promotion, Direct Marketing, The Internet as a Medium IMC Metrics.


12. Country Profiles form the Six Continents: Overview of E-Marketing Around the World, Australia, Chile, People's Republic of China, Egypt, Germany, Guatemala, India, Northern Ireland, Peru, Poland, Turkey.

**Book Recommended:**
Judy Strauss, Adel El-Ansary, & Raymond Frost: E-Marketing

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<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>MKT 605</td>
<td>INTERNATIONAL MARKETING</td>
<td>3.00</td>
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**Course Objectives:**
The course explores the activities involved in the marketing of both industrial and consumer goods in international and global market. This course covers such topics as international marketing environment, modes of international trade, entry strategies formulation of international marketing strategy, international marketing research, international marketing, and strategy: product, promotion, price, logistics and distribution, important trends and perspectives.

**Course Content:**
1. An Overview of International Marketing: The scope and challenge of international marketing; the dynamic environment of international trade.
2. The Cultural Environment of Global Markets: Geography and history: the foundations of cultural understanding; cultural dynamics in assessing global markets; business customs in global marketing; the political environment; the international legal environment.
3. Assessing Global Market Opportunities: Developing a global vision through marketing research; emerging markets; multinational market regions and market groups.
4. Developing Global Marketing Strategies: Global marketing management: planning and organization; creating products for consumers in global markets; marketing industrial products and services; international distribution systems; exporting and logistics; the global advertising and promotion effort; personal selling and sales management; pricing for international markets.
5. Implementing Global Marketing Strategies: Negotiating with international customers, partners, and regulators.

**Books Recommended**
2. Global Marketing, Johansson, Irwin/ McGraw-Hill, USA
Course Code : MKT 606  
Course Title : STRATEGIC MARKETING  
Credit Hours : 3.00  

Course Content:

1. Introduction: Concept of strategic marketing. Aspects of strategic marketing, Strategic marketing and marketing management. Origin and future of strategic marketing the process of strategic marketing.
3. Strategy analysis at the corporate level and business level, strategic decision making at the business and corporate level. Strategies for fragmented industries; Market competitor's strategies.
5. Strategic decision making-Nature of strategic decision making at the business level-Generic types of business strategies: Share increasing strategy, growth strategy, Profit strategy, Market & asset reduction strategy, Turnaround strategy, Liquidation divestiture strategy.
6. Application of Strategic Marketing. Relevant cases will be discussed by following case method of teaching.

Books Recommended:
1. David .W. Cravens : Strategic Marketing (3\textsuperscript{rd} Ed.)

Course Code : MKT 607  
Course Title : INDUSTRIAL MARKETING  
Credit Hours : 3.00  

Course Objectives:
The course explores the activities involved in the marketing of industrial goods. This course covers such topics as analysis of market structure and characteristics of industrial market, habits and motives of industrial (organizational) purchases or buyers, types of industrial product, development and the execution of marketing mix for marketing mix for marketing industrial products.

Course description:

Course Content:

1. Dimensions of Industrial Marketing: The nature of industrial marketing; understanding industrial markets; the industrial marketing environment.
2. Organizational Buying and Buyer Behavior: The nature of industrial buying; the interpersonal dynamics of industrial buying behavior.
5. Formulating Channel Strategy: Marketing channel participants; marketing logistics: physical distribution and customer service.
6. Formulating Marketing Communication Planning: Developing the industrial sales force; planning, organizing, and controlling the selling function; managing advertising, sales promotion, and publicity strategy.
7. Formulating Pricing Policies: Price determinants: customers, competition, and costs; pricing decision analysis.

Books Recommended
1. Industrial Marketing: Analysis, Planning and Control, Robert R. Reeder, Edward G. Brierty, Betty H. Reeder, Prentice-Hall, USA.

Course Code : MKT 608  
Course Title : RELATIONSHIP MARKETING  
Credit Hours : 3.00

Course Content:
1. Introduction: RM, CRM and 1 to 1 Marketing; Business is a network of relationships; General properties of relationships; The roots of RM; Evolution of RM; Fundamental values of RM; Principles of RM; The domain of relationship marketing; Transaction marketing versus relationship marketing; and Networks and interaction.
2. The 30Rs in Relationship Marketing: Classic market relationships; Special market relationships; Mega relationships; and Nano relationships.
3. Value Creation: I) Creating value for the customer- The expanded marketing mix; Value delivery sequence; Value-creating relationships; and The relationship management chain. II) Creating value for the organization- Customer value, profitability and market segments; and The relationship Marketing ladder of loyalty. III) Building marketing relationships- The six markets model.
4. Managing Relationship in Networks: Introducing the new organization; What makes networks work; The rise of the network organizations; Partnerships: creating value through collaboration; Portfolio of relationships; Managing network relationships; Developing the right interface structure; and Paradoxes of organizations;
5. Developing and Implementing Relationship strategy: Relationship as a source of value; Choice of relationship strategy; Planning for the six markets; Organizational change; and Generating knowledge through dialogue.
6. Relationship Marketing and Customer Retention: Return on relationships; Satisfaction, Loyalty, and ROR; The relationship marketing ladder of loyalty; Duration, retention and defection; Improving customer retention; Customer interaction; Triplets and tribes; Intellectual capital and the balanced scorecard; Return on the non-measurable, ROR and the whole network; and Strategy for improved ROR.
7. Relationship Marketing Tomorrow: The future of relationship marketing; Current RM and CRM literatures; A paradigm shift in marketing; New concepts; RM, CRM and 4Ps; The value society and the network society; and Modernism and post-Modernism.

Books Recommended:
1. Evert Gummesson, "Total Relationship Marketing", Butterworth Heinemann, UK.
2. Martin Christopher, Adrian Payne and David Ballantyne, "Relationship Marketing- Creating Stakeholl der Value", Butterworth Heinemann, UK.
MAJOR IN ACCOUNTING

4th SEMESTER

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>ACC 601</td>
<td>ACCOUNTING THEORY</td>
<td>3.00</td>
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Course Objectives:
This course explores the consumer decision-making process. This course is also intended to enable the students to explore individual and group influences on the behavior of the consumer.

Course content:
1. Describe the authoritative sources of accounting information.
2. Analyze the role and ethical considerations of judgment and decision making in accounting.
3. Evaluate the conceptual framework developed by the Financial Accounting Standards Board (FASB).
4. Describe the objectives of financial reporting and its role in the economy.
5. Analyze current controversies in financial reporting.
6. Summarize the role of ethics in financial reporting.
7. Describe the process by which standards are set.
8. Assess the implications of the Hierarchy of Accounting Qualities.
9. Debate the practicality of having one set of standards for all types of organizations.

Books Recommended
Wood F., and Sangster A., (1999), Business Accounting 1, Financial Times Professional Ltd

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<tr>
<td>ACC 602</td>
<td>ADVANCED COST ACCOUNTING</td>
<td>3.00</td>
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Course content:

Books Recommended
1. Horngren, C.T. : Cost Accounting
2. Reyburn : Cost Accounting
Course Code : ACC 603  Course Title : FINANCIAL ANALYSIS & CONTROL
Credit Hours : 3.00

Course Objectives:
This course provides an intensive study of financial statement analysis, seeking to describe and explain the demand and supply forces underlying the provision of financial statement data, the properties of numbers derived from financial statements, the key aspects of decisions that use financial statement information and the features of the environment in which these decisions are made.

Course Contents:
1. Introduction: Concept-Steps in Financial analysis, the process of fundamental analysis, Importance of Financial control, Control Cycle-Cost control Vs. Accounting function.
5. Cost Volume Profit Analysis: Concept-Activities, Costs, and Cost drivers-Comparison Of Variable and Fixed Costs-Break-even point- Contribution margin and Equation tech inquest-Relevant range- Target Net Profit & Incremental approach

Books Recommended:

Course Code : ACC 604  Course Title : CORPORATE GOVERNANCE
Credit Hours : 3.00

Course content:
1. Introduction: Background of the Development of the Corporate Governance, Definition of Corporate Governance, Need for Corporate Governance, Purpose and Scope of Corporate Governance, Fundamental Principles of Corporate Governance, Corporate Governance and Performance.
2. Key areas of Corporate Governance: Six key areas of Corporate Governance i.e. ensuring the basis for an effective Corporate Governance Framework: The Rights of Shareholders; the equitable treatment of shareholders; the role of Stakeholders in Corporate Governance; Disclosure and Transparency; and the Responsibilities of the Board.

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Syllabus for Executive MBA Program


5. Corporate Governance and Accountability— Best Practice in Internal Control— Corporate Public Policy and Affairs— International Issues— Corporate Fraud— Issues associated with Corporate Governance— Corporate Governance Framework in Bangladesh— CG in Bangladesh: What Problems Do We Face?

Books Recommended:
2. Colly, John : What is Corporate Governance
3. Christine A. Mallin : Corporate Governance
4. Keshab, P. : Corporate Governance in India 2008

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<tr>
<th>Course Code</th>
<th>ACC 605</th>
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<tbody>
<tr>
<td>Course Title</td>
<td>FINANCIAL ACCOUNTING THEORY</td>
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<tr>
<td>Credit Hours</td>
<td>3.00</td>
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Course Objectives
This course intends to provide the students with a very clear understanding of financial accounting theory such as formation, verification and classification. The course also helps students in understanding how to prepare profit and loss, balance sheet and cash flow statement for an organization and how accounting information could be used for making business decision.

Course Content:

Books Recommended:
1. Hendriksen E.S. : Accounting Theory
2. Baxter W.T. and Davidson S. : Studies in Accounting
3. Most K. : Accounting Theory
Course Code : ACC 606  
Course Title : STRATEGIC MANAGEMENT ACCOUNTING

Credit Hours : 3.00

Course Objective:
The primary purpose of this course is to explore the practical orientation of Management Accounting as a separate branch of accounting. This course particularly helps the students in taking strategic decisions on various relevant business issues related to costing, pricing, performance measurement etc.

Course content:
1. Managerial Accounting & Business environment.
2. Variable costing as a tool of management - Cost - Volume - Profit relationship.
4. Pricing decisions - Full cost, Conversion cost, ROI and marginal cost pricing— Transfer pricing.
6. Activity based costing as tool of planning and decision-making -- Back flush costing— Project Costing-- Target Costing, Kaizen Costing— Life cycle costing.
8. Managing quality -& time to create value -Cost of quality, Quality conformance, Prevention, Appraisals etc. quality cost report.

Books Recommended:
2. Matz and Usry : Cost Accounting- Planning and Control
3. A. R. Bel Kaou : Advanced Management Accounting
4. Backer and Jacobsen : Cost Accounting A Managerial Approach
5. Garison and Noreen : Managerial Accounting
6. Helton & Maher : Cost Accounting

Course Code : ACC 607  
Course Title : MULTINATIONAL ACCOUNTING

Credit Hours : 3.00

Course Objectives:
With the development of internet and globalization concept, development of multinational accounting system has become a reality. It is expected that after completing the course, students will be well equipped to deal with the issues related to national and international accounting system. It also helps students to understand rules and regulations for international disclosure, international accounting for goodwill and intangibles and accounting for foreign currency transactions and foreign currency derivatives.

Course Contents:


Books Recommended:

1. Radebaugh L H & Gray S J : International Accounting and Multinational Enterprises
2. Choi & Mueller : International Accounting