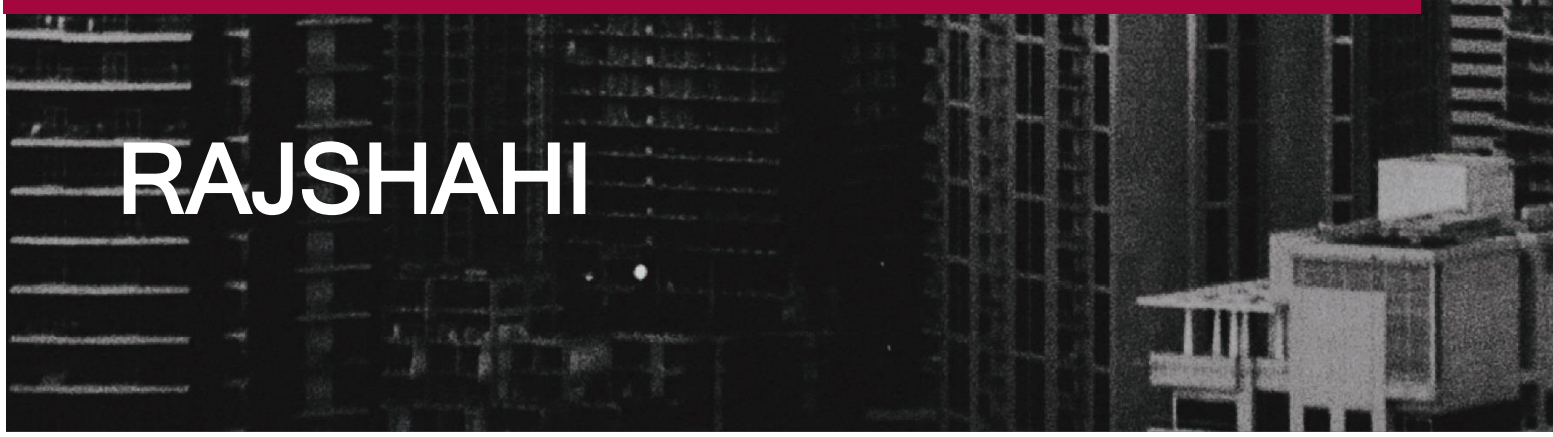


OUTCOME BASED CURRICULUM
(3RD EDITION)

BACHELOR OF BUSINESS ADMINISTRATION PROGRAM

DEPARTMENT OF BUSINESS ADMINISTRATION
VARENDRA UNIVERSITY



RAJSHAHI

Table of Contents

PART A		
A.1.	Title of the Academic Program	4
A.2.	Program Overview	4
A.3.	Name of the University	4
A.4.	Vision of the University	5
A.5.	Mission of the University	5
A.6.	Name of the Program Offering Entity (POE)	5
A.7.	Description of the Program Offering Entity (POE)	5
A.8.	Vision of the Program Offering Entity (POE)	6
A.9.	Mission of the Program Offering Entity	6
A.10.	Objectives of Program Offering Entity (POE)	7
A.11.	Name of the Degree	7
A.12.	Description of the Program	7
A.13.	Graduate Attributes (GAs)	8
A.14.	Program Educational Objectives (PEOs)	9
A.15.	Program Learning Outcomes (PLOs)	10
A.16.	Mapping Mission of the University (UMs) with Program Educations Objectives (PEOs)	11
A.17.	Mapping Mission of the Program Offering Entity (Ms) with Program Educations Objectives (PEOs)	11
A.18.	Mapping Program Learning Outcomes (PLOs) with Program Educational Objectives (PEOs)	12
A.19.	Mapping Program Learning Outcomes (PLOs) and Graduate Attributes (GAs)	13
A.20.	Mapping Graduate Attributes (GAs) and BNQF Learning Domains (LODs)	14
A.21.	Mapping Types of Course with Program Educational Objectives (PEOs)	15
A.22.	Mapping Courses with Program Learning Outcomes (PLOs)	16
PART B		
B.1.	Structure of the Curriculum	20
B.2.	Category-wise Course List for the Bachelor of Business Administration (BBA) Program	21
B.3.	Year/Semester-wise Course List	24

B.4.	Rationale/justification of all the courses	27
PART C		
C.1.	Course Outlines	32
PART D		
D.1.	Grading System	461
D.2.	Class Attendance	462
D.3.	Examination	462
D.4.	Promotion	462
D.5.	Internship Policies	463
D.6.	Expelled or Absent in Coursework/Midterm/Final Exam	463
D.7.	Rules for Grade Improvement Examination	464
D.8.	Rules for Retake Examination	464
D.9.	Rules for Readmission	465
D.10.	Semester Drop and Cancelation of Admission	465
D.11.	Publication of the Result	466
D.12.	Graduation Requirements	466

PART A

A.1. TITLE OF THE ACADEMIC PROGRAM

Bachelor of Business Administration (BBA)

A.2. PROGRAM OVERVIEW

Degree	**Bachelor of Business Administration**
Abbreviated form of the Degree	**BBA**
Major	**1. Accounting** **2. Banking and Insurance** **3. Finance and Banking** **4. Human Resource Management** **5. Marketing** **6. Tourism and Hospitality Management**
Discipline/Program Offering Entity (POE)	**Department of Business Administration**
School	**School of Business and Law**
Awarding Institution	**Varendra University**
Location	**Rajshahi, Bangladesh**
Bangladesh National Qualifications Framework (BNQF) Level	**7**
International Standard Classification of Education (ISCED) Code	**041**
Mode of Study	**Full Time**
Language of Study	**English**
Applicable Session	**2023-2024 and forwards**

A.3. NAME OF THE UNIVERSITY

Varendra University

A.4. VISION OF THE UNIVERSITY

Vision of Varendra University is to be established as a top-ranking university nationally and internationally through continuous innovation in education, research, creativity, and entrepreneurship.

A.5. Mission of the University

UM*	Description
UM1	To prepare students as competent, compassionate, ethically driven, and socially responsive professionals.
UM2	To educate them through research for intellectual as well as social transformation.
UM3	To enhance their lifelong learning capacity for adaptability to face the challenges of the 21st century.

* **UM = University Mission**

A.6. NAME OF THE PROGRAM OFFERING ENTITY (POE)

Department of Business Administration

A.7. DESCRIPTION OF THE PROGRAM OFFERING ENTITY (POE)

The Department of Business Administration at Varendra University stands as a cornerstone of academic excellence, offering a comprehensive range of undergraduate and post-graduate programs tailored to cultivate the next generation of business leaders and entrepreneurs. Established with a vision to provide a transformative educational experience, the department prides itself on a faculty comprising distinguished scholars and industry experts who bring a wealth of knowledge and practical insights from esteemed national and international institutions. This blend of academic rigor and real-world expertise ensures that students receive a well-rounded education that not only equips them with theoretical foundations but also practical skills essential for success in diverse fields such as Finance, Marketing, Human Resource Management (HRM), and Accounting.

Moreover, the department's commitment to academic excellence is further underscored by its emphasis on research-driven learning, encouraging faculty members to engage in cutting-edge research activities that contribute to the advancement of knowledge in the field of business administration. This research focus not only enriches the academic environment but also ensures that students are exposed to the latest industry trends and developments, preparing them to navigate the complexities of the ever-evolving business landscape with confidence and agility.

In addition to academic pursuits, the Department of Business Administration at Varendra University fosters a culture of holistic development through a myriad of extracurricular activities, workshops, seminars, and industry engagements. These initiatives aim to enhance students' practical skills, critical thinking abilities, and industry knowledge, providing them with a well-rounded educational experience that goes beyond traditional classroom learning.

By nurturing ethical leadership qualities, social responsibility, and adaptability in its students, the department instills values that are essential for success in today's globalized and dynamic business environment

Business Administration Department inspires students by giving a transformational educational experience that stretches beyond typical classroom learning. Through various hands-on activities such as social responsibility projects, case studies, internships, and skill improvement programs, students are prepared with academic knowledge, practical insights, and skills required for success in the real world. Dedication to customized mentorship guarantees that each student gets targeted assistance for their academic and professional progress, growing them into competent, empathetic, and ethically motivated professionals. As the students enter the job market, they find themselves well-prepared and highly sought-after by various sectors like Fast Moving Consumer Goods Sector (FMCG), Banking, Advertising and Media, Financial Institutes, Manufacturing, Education, Retail, IT, Consulting, and more. Whether students pursue employment in established areas or embark on entrepreneurial activities, the programs instil the confidence and abilities required to flourish in today's competitive market.

Business Administration Department not only offers doors to a plethora of job prospects but also allows students to define their own destinies as leaders, innovators, and change-makers in the global business.

A.8. VISION OF THE PROGRAM OFFERING ENTITY (POE)

To be a globally recognized hub of business discipline, advancing excellence in education, industry-academia collaboration, research, leadership, community engagement, and embracing the latest innovations to drive progress.

A.9. MISSION OF THE PROGRAM OFFERING ENTITY

M*	Description
M1	Cultivate academic excellence, ethical leadership, and social responsibility through outcome-based teaching-learning approach supported by contemporary infrastructure.
M2	Encourage collaboration between industry and academics and create cutting-edge learning environments to enhance leadership and entrepreneurial skills.
M3	Equip students with the knowledge and attitude needed to thrive in the dynamic global business world.

* **M = Mission**

A.10. OBJECTIVES OF PROGRAM OFFERING ENTITY (POE)

The Department of Business Administration aspires to produce professional business graduates who are technically and intellectually competent and prepared for worldwide employment in various business sectors and entrepreneurial pursuits, as well as contribute to the collective welfare of humanity.

The objectives of the Business Administration Department include the following:

O*	Description
O1	Develop professional competence among business graduates, equipping them with the necessary skills, knowledge, adaptability, and digital proficiency to excel globally in diverse business roles and environments.
O2	Provide practical business education that enriches students' academic experiences, facilitates future business leaders' development through industry-academia collaboration, and promotes critical thinking and problem-solving skills.
O3	Implement an outcome-based education approach utilizing a blend of teaching methods to impart comprehensive knowledge on diverse business issues.
O4	Deliver high-quality teaching that promotes cognitive growth and instills a solid ethical foundation in students, nurturing their professional advancement and ethical decision-making abilities.
O5	Conduct comprehensive research initiatives and exploratory studies in business and economics, aiming to promote innovation and drive sustainable economic growth.

A.11. NAME OF THE DEGREE

Bachelor of Business Administration

A.12. DESCRIPTION OF THE PROGRAM

The Bachelor of Business Administration (BBA) program at Varendra University is designed to provide students with a comprehensive education in business administration. This undergraduate program spans four years and provides a wide range of courses designed to educate students with the essential skills and knowledge needed to excel in different business sectors and entrepreneurial endeavors. Throughout the program, students will engage in a combination of general education courses, core business courses, major-specific courses, and capstone experiences. The curriculum is designed to ensure that students receive a well-versed education that encompasses essential business principles and practices.

In the first year of study, students will be introduced to foundational concepts such as business communication, marketing, economics, management, and accounting. As they progress through the program, they will delve deeper into specialized business areas, including finance, human resource management, marketing, banking, insurance, and tourism and hospitality management.

One of the distinguishing features of the BBA program is its emphasis on outcome-based education. This approach ensures that students acquire specific skills and competencies relevant to the demands of the modern business world. Through classroom learning, practical experiences, and industry engagement, students develop critical thinking abilities, effective communication skills, ethical decision-making capabilities, and digital proficiency. The program also includes capstone experiences, such as internships and year-ending viva voce examinations, which allow students to apply their knowledge and skills in real-world settings. These experiences enable students to gain hands-on experience, build professional networks, and prepare for future careers in business. This program focuses on cultivating graduates who possess not just the necessary qualities to succeed in a globalized society, but also a strong foundation in ethical principles.

Upon completion of the program, graduates will have the necessary skills, knowledge, and self-assurance to excel in the ever-changing and competitive field of business administration. They will

be capable of assuming roles in the workforce, pursuing advanced studies, or starting their businesses, effectively leading with integrity, and making significant contributions to society, both domestically and internationally.

A.13. Graduate Attributes (GA)

	Graduate Attributes
GA1	**Understanding of Business and Management** Graduates will have current and extensive knowledge in business and administration, covering core principles and specialized areas associated with practical applications relevant to the industry.
GA2	**Critical Thinking and Problem Solving** Graduates will possess strong analytical and critical thinking skills, enabling them to identify, analyze, and solve complex business problems creatively and effectively.
GA3	**Effective Communication** Graduates will excel at communicating complex ideas clearly and effectively across various platforms and to diverse audiences. They will leverage contemporary tools to enhance their academic, business, and professional communication.
GA4	**Leadership and Teamwork** Graduates will acquire the necessary competencies to operate effectively within a social framework, collectively assume responsibility for shared objectives, recognize the importance of leadership, and engage in collaborative efforts with teams to attain organizational goals.
GA5	**Research Competencies** Graduates will possess knowledge of the fundamental principles and methodologies of business research, enabling them to conduct responsible and sustainable investigations in management and business with a high level of personal authority and accountability.
GA6	**Adaptability** Graduates will demonstrate resilience and adaptability, positively navigating change and overcoming challenges. They will be able to adjust their behavior in response to dynamic environments, efficiently managing multiple concepts simultaneously in organizational problem-solving scenarios.
GA7	**Digital Literacy** Graduates will exhibit strong digital abilities and maintain current knowledge of business technology developments. They will have advanced information and communication technology skills and be able to use digital tools effectively in various business contexts.
GA8	**Strategic Decision-making** Graduates will be able to evaluate the business environment, perform comprehensive analyses of the factors that impact decisions, appraise a range of alternatives, and arrive at effective decisions while efficiently managing risks and uncertainties.
GA9	**Ethical and Social Responsibility** Graduating students will promote ethical behavior and community service to benefit society. They will obtain the necessary knowledge and abilities to make moral decisions in complex business situations while implementing sound business principles according to the needs and goals of various stakeholders.
G10	**Global and Cultural Competency** Graduates will demonstrate cultural competence, effectively collaborating in multicultural teams and environments. They will be able to profoundly comprehend global and societal issues and their implications for businesses and individuals.

G11	**Lifelong Learning** Graduates will exhibit a dedication to ongoing professional and personal growth and adapt to contemporary opportunities and difficulties in the business sector.
G12	**Innovation and Entrepreneurship** Graduates will demonstrate an entrepreneurial mindset, actively identifying opportunities and taking measured risks to achieve their objectives. They will consistently pursue innovative solutions while remaining informed about trends and practices in their respective fields.

A.14. PROGRAM EDUCATIONAL OBJECTIVES (PEO)

Program Educational Objectives (PEOs) are the broad statements that describe career and professional accomplishments that graduates will attain within a few years of graduation. After successful completion of BBA program from Varendra University, the graduates will:

PEO*	Description	Learning Outcome Domain (as per BNQF)
PEO 1	Excel as a proficient business professional with a strong foundation in business knowledge and social responsibility, leading a successful career across various business domains with adaptability.	**Fundamental**
PEO 2	Develop the expertise in making informed decisions, organizational efficiency, strategic planning, research capabilities, critical analysis, and problem-solving skills essential for effective business operations.	**Fundamental**
PEO 3	Embrace technological advancements, adapt to industry innovations, and respond to changes in the global economy to drive positive impacts on industries, academia, and communities.	**Fundamental**
PEO 4	Effectively communicate and interact in diverse situations within business and society while demonstrating leadership qualities for collaborative decision-making in interdisciplinary settings.	**Social**
PEO 5	Exercise substantial independence and responsibility in analyzing complex business challenges and making strategic decisions that drive innovation and sustainable growth in a dynamic global environment.	**Thinking**
PEO 6	Uphold ethical standards, exhibit integrity, promote social responsibility, and apply legal business practices to contribute to organizations with meaningful social innovation, moral values, and collective effectiveness as responsible citizens.	**Personal**

A.15. PROGRAM LEARNING OUTCOMES (PLOS)

The Department of Business Administration has developed a thorough set of Program Learning Outcomes (PLOs) that clearly outline the desired outcomes for students pursuing the Bachelor in Business Administration (BBA) degree. The achieved outcomes specify the precise abilities, competencies, and knowledge the faculty expects graduates to acquire upon finishing the program. Furthermore, these results are based on the fundamental vision and objective of the university as well as aligned with the needs of the stakeholders.

Upon completing the degree successfully, learners will have the ability to:

A. Fundamental Skills

PLO 1: Develop self-directed learning capabilities by do in-depth study of various notions.

PLO 2: Acquire adequate knowledge of key business areas and affiliated fields via models, principles, and theories.

PLO 3: Demonstrate cross-disciplinary teamwork and leadership abilities to fulfil professional obligations and accomplish organizational and group objectives.

PLO 4: Attain professional or managerial competencies along with up-to-date technological expertise essential for prospering in various roles across diverse business environments.

B. Social Skills

PLO 5: Promote ethical and socially responsible behavior through interaction with business communities and society.

PLO 6: Obtain knowledge and comprehension of socio-cultural, legal, economic, and geo-political influences to facilitate informed decision-making.

PLO 7: Apply communication skills effectively and efficiently for social, academic, business and professional purposes associated with contemporary tools in modern organizational operations.

PLO 8: Cultivate global competencies with advanced social skills to prepare for entrepreneurial ventures and employment prospects.

C. Thinking Skills

PLO 9: Attain advanced professional knowledge and practical skills in technical and management areas, enabling them to lead and innovate in relevant fields.

PLO 10: Develop research capabilities to critically analyze complex business or social issues for efficient problem-solving and decision-making.

D. Personal Skills

PLO 11: Exhibit social, professional, and ethical values in actions and decisions, encompassing active community engagement to contribute meaningfully to society.

PLO 12: Engage in lifelong learning, encompassing continuous personal and professional development through diverse learning opportunities and adapting to evolving demands in respective fields for ongoing success and fulfilment.

A.16. MAPPING MISSION OF THE UNIVERSITY (UMS) WITH PROGRAM EDUCATIONS OBJECTIVES (PEOS)

PEOs \ UMs	UM1	UM2	UM3
PEO1	3	2	3
PEO2	3	3	3
PEO3	3	2	3
PEO4	3	2	3
PEO5	3	2	3
PEO6	3	3	3

A.17. MAPPING MISSION OF THE PROGRAM OFFERING ENTITY (MS) WITH PROGRAM EDUCATIONS OBJECTIVES (PEOS)

PEOs \ Ms	M1	M2	M3
PEO1	3	2	3
PEO2	3	3	3
PEO3	2	3	3
PEO4	3	3	2
PEO5	2	3	3
PEO6	3	2	2

A.18. MAPPING PROGRAM LEARNING OUTCOMES (PLOS) WITH PROGRAM EDUCATIONAL OBJECTIVES (PEOS)

PLOs \ PEOs	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5	PEO 6
PLO 1	✓					
PLO 2	✓	✓		✓		
PLO 3	✓	✓				✓
PLO 4	✓	✓	✓			
PLO 5			✓	✓	✓	✓
PLO 6	✓	✓		✓		✓
PLO 7		✓		✓	✓	
PLO 8	✓	✓		✓	✓	
PLO 9	✓	✓		✓	✓	
PLO 10		✓		✓	✓	
PLO 11			✓			✓
PLO 12	✓	✓	✓			✓

A.19. MAPPING PROGRAM LEARNING OUTCOMES (PLOS) AND GRADUATE ATTRIBUTES (GAS)

PLOs \ GAs	GA1	GA2	GA3	GA4	GA5	GA6	GA7	GA8	GA9	GA10	GA11	GA12
PLO 1	✓	✓			✓						✓	
PLO 2	✓							✓				
PLO 3			✓	✓						✓		
PLO 4	✓			✓		✓	✓					
PLO 5									✓			
PLO 6		✓				✓		✓	✓	✓		
PLO 7			✓				✓					
PLO 8			✓	✓						✓		✓
PLO 9	✓		✓	✓			✓	✓				✓
PLO 10		✓	✓		✓			✓			✓	✓
PLO 11				✓					✓			
PLO 12		✓			✓	✓		✓			✓	✓

A.20. MAPPING GRADUATE ATTRIBUTES (GAS) AND BNQF LEARNING DOMAINS (LODS)

	BNQF Learning Domains			
GAs \ LOD	Fundamental Domain	Social Domain	Thinking Domain	Personal Domain
GA1	✓		✓	
GA2	✓	✓	✓	✓
GA3	✓	✓	✓	
GA4	✓	✓	✓	✓
GA5	✓		✓	✓
GA6	✓	✓		✓
GA7	✓	✓	✓	
GA8	✓	✓	✓	✓
GA9		✓		✓
GA10	✓	✓		
GA11			✓	✓
GA12		✓	✓	✓

A.21. MAPPING TYPES OF COURSE WITH PROGRAM EDUCATIONALL OBJECTIVES (PEOS)

Types of Courses

PEOs \ TOCs	General Education Courses (GED)	Core Courses	Major Courses	Capstone Courses
PEO 1	✓	✓		✓
PEO 2		✓	✓	✓
PEO 3		✓	✓	✓
PEO 4	✓			✓
PEO 5		✓	✓	✓
PEO 6	✓		✓	

A.22. MAPPING COURSES WITH PROGRAM LEARNING OUTCOMES (PLOS)

Course Code	Course Title	Program Learning Outcomes (PLOs)											
		Fundamental Domain				Social Domain				Thinking Domain		Personal Domain	
		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12
First Year First Semester (1st Semester)													
0041-1101	Introduction to Business	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
0231-1002	English Fundamentals	✓	✓	✓	✓		✓	✓		✓		✓	✓
0414-1103	Principles of Marketing	✓			✓		✓	✓		✓			✓
0311-1104	Micro Economics		✓		✓		✓		✓				
0413-1105	Principles of Management	✓	✓	✓	✓	✓	✓	✓	✓	✓			
0041-1106	Business Communication		✓			✓		✓	✓	✓		✓	✓
First Year Second Semester (2nd Semester)													
0411-1201	Basic Accounting		✓				✓	✓					✓
0542-1202	Basic Statistics		✓		✓					✓	✓		
0611-1003	Computer Fundamentals	✓						✓		✓			
0412-1204	Principles of Finance	✓	✓		✓		✓	✓	✓			✓	
0231-1205	Bangla Language and Literature			✓			✓	✓		✓		✓	
0311-1206	Introduction to Development Studies	✓	✓	✓		✓	✓	✓			✓	✓	
0041-1207	Year ending Viva voce	✓				✓		✓					
Second Year First Semester (3rd Semester)													
0313-2101	Organizational Behavior		✓						✓		✓		
0311-2102	Macro Economics	✓	✓				✓			✓	✓		✓
0411-2103	Principles of Cost and Management Accounting	✓	✓	✓	✓					✓			✓
0421-2104	Legal Environment of Business	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
0613-2105	Science and Technology		✓		✓			✓	✓		✓		

0541-2106	Business Mathematics	✓	✓	✓	✓			✓		✓			✓
Second Year Second Semester (4th Semester)													
0412-2201	Managerial Finance	✓	✓							✓			
0414-2202	Marketing Management	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓
0223-2203	Professional Ethics		✓			✓	✓	✓	✓	✓	✓	✓	✓
0612-2204	Fundamentals of MIS		✓		✓		✓	✓			✓		
0313-2205	Introduction to Social Psychology	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓
0321-2206	Principles of Public Relations	✓	✓		✓	✓		✓		✓	✓	✓	✓
0041-2207	Year ending Viva voce	✓				✓		✓					
Third Year First Semester (5th Semester)													
0222-1001	History of the Emergence of Bangladesh						✓				✓	✓	
0311-3102	Bangladesh Economics		✓				✓			✓		✓	✓
0412-3103	Financial Institutions and Markets	✓	✓		✓		✓			✓			✓
0414-3104	Integrated Marketing Communication	✓	✓		✓		✓	✓	✓			✓	✓
0031-3105	Research Methodology	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓
0521-3106	Globalization, Development and Change	✓	✓	✓	✓	✓		✓	✓	✓			✓
0031-3107	Career Planning and Development	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Third Year Second Semester (6th Semester)													
0413-3201	Human Resource Management	✓	✓	✓	✓	✓		✓		✓		✓	✓
0417-3202	Entrepreneurship Development and SME	✓	✓		✓	✓	✓	✓		✓	✓		
0413-3203	Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
0421-3204	Labor Law		✓			✓	✓					✓	
0412-3205	Bank Management	✓	✓		✓					✓			

0223-3206	Ethics and Social Issues					✓	✓		✓		✓	✓	
0411-3207	Auditing & Taxation	✓	✓	✓	✓					✓	✓	✓	✓
0041-3208	Year ending Viva voce	✓				✓		✓					
Fourth Year First Semester (7th Semester)													
Major: Human Resources Management													
0413-4101	Industrial Relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
0413-4102	Compensation Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
0413-4103	Change Management	✓	✓		✓	✓	✓	✓	✓	✓			
0417-4104	Training and Development		✓	✓				✓	✓		✓		
0413-4105	Conflict Management		✓							✓		✓	✓
0413-4106	Human Resource Planning and Policy	✓	✓					✓		✓			✓
Major: Accounting													
0411-4107	Advanced Accounting I		✓				✓	✓					✓
0411-4108	Managerial Accounting	✓	✓	✓	✓		✓			✓			✓
0411-4109	Accounting Information System	✓	✓		✓		✓		✓		✓		✓
0411-4110	Advanced Accounting II		✓				✓	✓					✓
0411-4111	Financial Reporting Practices	✓	✓		✓		✓			✓	✓	✓	
0411-4112	Budgeting and Budgetary Control	✓	✓	✓	✓		✓	✓		✓	✓		✓
Major: Finance and Banking													
0412-4113	Investment Management	✓	✓	✓	✓	✓	✓		✓	✓	✓		
0412-4114	Capital Expenditure Decision	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
0412-4115	Corporate Finance	✓	✓	✓	✓	✓	✓	✓			✓		
0412-4116	Financial Analysis and Control	✓		✓	✓	✓	✓		✓		✓		
0412-4117	Working Capital Management		✓		✓					✓	✓		

0412-4118	Modern Banking Methods		✓		✓		✓	✓		✓		✓	✓
Major: Marketing													
0414-4119	Service Marketing	✓	✓		✓		✓			✓			✓
0414-4120	E-Marketing		✓		✓		✓			✓			✓
0414-4121	Consumer Behavior	✓	✓			✓	✓		✓	✓	✓	✓	✓
0414-4122	Global Marketing	✓	✓		✓		✓			✓			✓
0416-4123	Supply Chain Management	✓	✓		✓			✓			✓		
0414-4124	Brand Management	✓	✓		✓			✓		✓			✓
Major: Banking and Insurance													
0412-4125	Corporate and Retail Banking	✓	✓		✓		✓	✓	✓	✓			✓
0412-4126	Monetary and Fiscal Policy	✓	✓				✓				✓		✓
0412-4127	Bank Information System & E-Banking	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
0412-4128	SME & Micro Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
0412-4129	Bank Credit Management	✓	✓		✓		✓			✓			
0412-4130	Bank Liquidity Management		✓		✓		✓			✓	✓	✓	
Major: Tourism and Hospitality Management													
0414-4131	Theory & Practice of Culinary Art	✓	✓						✓	✓			✓
0413-4132	Program & Event Management	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
0414-4133	Tourism Destination Management		✓					✓		✓			✓
0414-4134	Tourism and Hospitality Entrepreneurship		✓				✓			✓	✓		
0413-4135	Aviation and flight Management		✓		✓			✓			✓		✓
0314-4136	Tourism in Bangladesh	✓	✓		✓	✓	✓	✓			✓	✓	✓
Fourth Year Second Semester (8th Semester)													
0041-4201	Internship							✓		✓			✓
0041-4202	Year ending Viva voce	✓				✓		✓					

PART B

B.1. STRUCTURE OF THE CURRICULUM

Name of the Program	**Bachelor of Business Administration**	
Admission Requirements	**Applicants having an HSC or equivalent degree will be eligible for admission into this program. Other terms and conditions are set or revised periodically by the appropriate authority.**	
Duration of the Program	**4 Years**	
Number of Semesters/Terms	**08**	
Duration of Per Semester/Term	**6 Months:** **Spring - January to June** **Summer – July to December**	
Allocation of Semester/Term Duration	**Class Weeks**	**15**
	Examination	**4 Weeks (Midterm & Final)**
	Result Processing	**02 Week**
	Scheduled Vacation	**01 Week**
	Preparatory Time	**01 Week**
	Total	**23 Week**
Credits Required For Graduation	**141**	
Total Credits Offering in the Program	**231**	
Minimum CGPA For Graduation	**All required credits of the programs should be earned within the maximum length of period.** **a. Minimum CGPA should be 2.50** **b. Students having 'F' grade(s) in any course(s) will not be eligible for the degree.**	
Number of Classes in a Semester	**28 (14 weeks containing two classes in one week)**	
Class Duration	**1 Hour 30 Minutes**	
Maximum Academic Years of Completion	**07 Years**	
Area-wise Credit Distribution		
Area	**Number of Courses**	**Total Credits**
General Education (GED) Courses	**12**	**36.00**
Core Courses	**26**	**78.00**
Courses from Major: Students will choose any one major from the followings to fulfill required 141 credits (49 courses).		
Accounting	**6**	**18**
Banking and Insurance	**6**	**18**
Finance and Banking	**6**	**18**
Human Resource Management	**6**	**18**
Marketing	**6**	**18**
Tourism and Hospitality Management	**6**	**18**
Capstone Courses	**5**	**9.00**
Total Offering	**79**	**231.00**

B.2. CATEGORY-WISE COURSE LIST FOR THE BACHELOR OF BUSINESS ADMINISTRATION (BBA) PROGRAM

General Education (GED) Courses: General Education (GED) courses are designed to provide students with a broad and diverse educational experience. These courses aim to equip students with a wide range of knowledge and skills essential for personal development, civic engagement, and career prospects, beyond the specialized knowledge of their major field of study.

General Education (GED) Course List:

SL.NO.	Course Code	Course Title	Semester	Credit
1	0231-1002	English Fundamentals	1st	3.00
2	0611-1003	Computer Fundamentals	2nd	3.00
3	0231-1205	Bangla Language and Literature	2nd	3.00
4	0311-1206	Introduction to Development Studies	2nd	3.00
5	0613-2105	Science and Technology	3rd	3.00
6	0223-2203	Professional Ethics	4th	3.00
7	0313-2205	Introduction to Social Psychology	4th	3.00
8	0321-2206	Principles of Public Relations	4th	3.00
9	0222-1001	History of the Emergence of Bangladesh	5th	3.00
10	0521-3106	Globalization, Development, and Change	5th	3.00
11	0031-3107	Career Planning and Development	5th	3.00
12	0223-3206	Ethics and Social Issues	6th	3.00
Total Credits for GED Courses (12x3)				**36.00**
BAC Requirement for GED Courses: Minimum 25% of Total Credits = 141x25% = 35.25, or 36				

Core Courses: Core courses for a Bachelor of Business Administration (BBA) undergraduate program are the fundamental, mandatory courses that provide the foundational knowledge and skills essential to the field of business. These courses are required for all students enrolled in the BBA program, regardless of their chosen major or specialization. Core courses cover a broad range of business disciplines to ensure that graduates understand business principles and practices comprehensively.

Core Course List:

SL.NO.	Course Code	Course Title	Semester	Credit
1	0041-1101	Introduction to Business	1st	3.00
2	0414-1103	Principles of Marketing	1st	3.00
3	0311-1104	Micro Economics	1st	3.00
4	0413-1105	Principles of Management	1st	3.00
5	0041-1106	Business Communication	1st	3.00
6	0411-1201	Basic Accounting	2nd	3.00
7	0542-1202	Basic Statistics	2nd	3.00
8	0412-1204	Principles of Finance	2nd	3.00
9	0313-2101	Organizational Behavior	3rd	3.00

10	0311-2102	Macro Economics	**3rd**	**3.00**
11	0411-2103	Principles of Cost and Management Accounting	**3rd**	**3.00**
12	0421-2104	Legal Environment of Business	**3rd**	**3.00**
13	0541-2106	Business Mathematics	**3rd**	**3.00**
14	0412-2201	Managerial Finance	**4th**	**3.00**
15	0414-2202	Marketing Management	**4th**	**3.00**
16	0612-2204	Fundamentals of MIS	**4th**	**3.00**
17	0311-3102	Bangladesh Economics	**5th**	**3.00**
18	0412-3103	Financial Institutions and Markets	**5th**	**3.00**
19	0414-3104	Integrated Marketing Communication	**5th**	**3.00**
20	0031-3105	Research Methodology	**5th**	**3.00**
21	0413-3201	Human Resource Management	**6th**	**3.00**
22	0417-3202	Entrepreneurship Development and SME	**6th**	**3.00**
23	0413-3203	Strategic Management	**6th**	**3.00**
24	0421-3204	Labor Law	**6th**	**3.00**
25	0412-3205	Bank Management	**6th**	**3.00**
26	0411-3207	Auditing & Taxation	**6th**	**3.00**
		Total Credits for Core Courses (26x3)		**78**

Major Courses: For business undergraduates, major courses are the specialized subjects that focus on a particular area of business education. These courses go beyond the foundational knowledge of core courses and allow students to gain in-depth expertise in a specific business discipline. The major a student selects will typically define their area of specialization within the broader field of business. In outcome-based education, the Bachelor of Business Administration program at Varendra University offers the following majors: Accounting, Banking and Insurance, Finance and Banking, Human Resource Management, Marketing, and Tourism and Hospitality Management.

Major Courses List:

Major: Human Resource Management				
SL.NO.	**Course Code**	**Course Title**	**Semester**	**Credit**
1	0413-4101	Industrial Relations	**7th**	3.00
2	0413-4102	Compensation Management	**7th**	3.00
3	0413-4103	Change Management	**7th**	3.00
4	0417-4104	Training and Development	**7th**	3.00
5	0413-4105	Conflict Management	**7th**	3.00
6	0413-4106	Human Resource Planning and Policy	**7th**	3.00
		Total Credits from Major Courses (6x3)		18.00
Major: Accounting				
1	0411-4107	Advanced Accounting I	**7th**	3.00
2	0411-4108	Managerial Accounting	**7th**	3.00
3	0411-4109	Accounting Information System	**7th**	3.00
4	0411-4110	Advanced Accounting II	**7th**	3.00
5	0411-4111	Financial Reporting Practices	**7th**	3.00
6	0411-4112	Budgeting and Budgetary Control	**7th**	3.00
		Total Credits from Major Courses (6x3)		18.00
Major: Finance & Banking				
1	0412-4113	Investment Management	**7th**	3.00
2	0412-4114	Capital Expenditure Decision	**7th**	3.00

3	0412-4115	Corporate Finance	**7th**	3.00
4	0412-4116	Financial Analysis and Control	**7th**	3.00
5	0412-4117	Working Capital Management	**7th**	3.00
6	0412-4113	Modern Banking Methods	**7th**	3.00
		Total Credits from Major Courses (6x3)		18.00
Major: Marketing				
1	0414-4119	Service Marketing	**7th**	3.00
2	0414-4120	E-Marketing	**7th**	3.00
3	0414-4121	Consumer Behavior	**7th**	3.00
4	0414-4122	Global Marketing	**7th**	3.00
5	0416-4123	Supply Chain Management	**7th**	3.00
6	0414-4124	Brand Management	**7th**	3.00
		Total Credits from Major Courses (6x3)		18.00
Major: Banking and Insurance				
1	0412-4125	Corporate and Retail Banking	**7th**	3.00
2	0412-4126	Monetary and Fiscal Policy	**7th**	3.00
3	0412-4127	Bank Information System & E- Banking	**7th**	3.00
4	0412-4128	SME & Micro Finance	**7th**	3.00
5	0412-4129	Bank Credit Management	**7th**	3.00
6	0412-4130	Bank Liquidity Management	**7th**	3.00
		Total Credits from Major Courses (6x3)		18.00
Major: Tourism and Hospitality Management				
1	0414-4131	Theory & Practice of Culinary Art	**7th**	3.00
2	0413-4132	Program & Event Management	**7th**	3.00
3	0414-4133	Tourism Destination Management	**7th**	3.00
4	0414-4134	Tourism and Hospitality Entrepreneurship	**7th**	3.00
5	0413-4135	Aviation and flight Management	**7th**	3.00
6	0314-4136	Tourism in Bangladesh	**7th**	3.00
		Total Credits from Major Courses (6x3)		18.00

Capstone Courses:

Capstone courses culminate academic endeavors typically undertaken by students at the end of the term or study. They serve as a comprehensive and integrative learning experience that allows students to apply the knowledge and skills they have acquired throughout their academic program to a real-world project or problem. Capstone courses often involve an internship, research, a year-end viva, analysis, project submission, etc.

Capstone Courses List:

SL.NO.	Course Code	Course Title	Semester	Credit
1	0041-1207	1st Year ending Viva voce	**2nd**	0.75
2	0041-2207	2nd Year ending Viva voce	**4th**	0.75
3	0041-3208	3rd Year ending Viva voce	**6th**	0.75
4	0041-4201	Internship	**8th**	6.00
5	0041-4202	4th Year ending Viva voce	**8th**	0.75
		Total Credits from Capstone Courses		**9.00**

B.3. YEAR/SEMESTER-WISE COURSE LIST
PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Course Code	Course Title	Credit	Area	Marks		
First Year First Semester (1st Semester)				**CIE**	**SEE**	**Total**
0041-1101	Introduction to Business	3.00	Core	50	50	100
0231-1002	English Fundamentals	3.00	GED	50	50	100
0414-1103	Principles of Marketing	3.00	Core	50	50	100
0311-1104	Micro Economics	3.00	Core	50	50	100
0413-1105	Principles of Management	3.00	Core	50	50	100
0041-1106	Business Communication	3.00	Core	50	50	100
	Total	**18.00**	**Core: 5; GED: 1**	**300**	**300**	**600**
First Year Second Semester (2nd Semester)						
0411-1201	Basic Accounting	3.00	Core	50	50	100
0542-1202	Basic Statistics	3.00	Core	50	50	100
0611-1003	Computer Fundamentals	3.00	GED	50	50	100
0412-1204	Principles of Finance	3.00	Core	50	50	100
0231-1205	Bangla Language and Literature	3.00	GED	50	50	100
0311-1206	Introduction to Development Studies	3.00	GED	50	50	100
0041-1207	Year ending Viva voce	0.75	Capstone	10	90	100
	Total	**18.75**	**Core: 3; GED: 3; Capstone :1**	**310**	**390**	**700**
Second Year First Semester (3rd Semester)						
0313-2101	Organizational Behavior	3.00	Core	50	50	100
0311-2102	Macro Economics	3.00	Core	50	50	100
0411-2103	Principles of Cost and Management Accounting	3.00	Core	50	50	100
0421-2104	Legal Environment of Business	3.00	Core	50	50	100
0613-2105	Science and Technology	3.00	GED	50	50	100
0541-2106	Business Mathematics	3.00	Core	50	50	100
	Total Credits	**18.00**	**Core: 5; GED: 1;**	**300**	**300**	**600**
Second Year Second Semester (4th Semester)						

0412-2201	Managerial Finance	3.00	Core	50	50	100
0414-2202	Marketing Management	3.00	Core	50	50	100
0223-2203	Professional Ethics	3.00	Core	50	50	100
0612-2204	Fundamentals of MIS	3.00	Core	50	50	100
0313-2205	Introduction to Social Psychology	3.00	GED	50	50	100
0321-2206	Principles of Public Relations	3.00	GED	50	50	100
0041-2207	Year ending Viva voce	0.75	Capstone	10	90	100
	Total Credits	**18.75**	**Core: 4 ; GED: 2; Capstone :1**	**310**	**390**	**700**
Third Year First Semester (5th Semester)						
0222-1001	History of the Emergence of Bangladesh	3.00	GED	50	50	100
0311-3102	Bangladesh Economics	3.00	Core	50	50	100
0412-3103	Financial Institutions and Markets	3.00	Core	50	50	100
0414-3104	Integrated Marketing Communication	3.00	Core	50	50	100
0031-3105	Research Methodology	3.00	Core	50	50	100
0521-3106	Globalization, Development, and Change	3.00	GED	50	50	100
0031-3107	Career Planning and Development	3.00	GED	50	50	100
	Total Credits	**21.00**	**Core: 4 ; GED: 3;**	**350**	**350**	**700**
Third Year Second Semester (6th Semester)						
0413-3201	Human Resource Management	3.00	Core	50	50	100
0417-3202	Entrepreneurship Development and SME	3.00	Core	50	50	100
0413-3203	Strategic Management	3.00	Capstone	50	50	100
0421-3204	Labor Law	3.00	Core	50	50	100
0412-3205	Bank Management	3.00	Core	50	50	100
0223-3206	Ethics and Social Issues	3.00	GED	50	50	100
0411-3207	Auditing & Taxation	3.00	Core	50	50	100
0041-3208	Year ending Viva voce	0.75	Capstone	-	100	100

	Total Credits	**21.75**	**Core: 5; GED: 1; Capstone :2**	**350**	**450**	**800**
Fourth Year First Semester (7th Semester)						
0413-4101	Industrial Relations	3.00	**Major: Human Resource Management**	50	50	100
0413-4102	Compensation Management	3.00		50	50	100
0413-4103	Change Management	3.00		50	50	100
0417-4104	Training and Development	3.00		50	50	100
0413-4105	Conflict Management	3.00		50	50	100
0413-4106	Human Resource Planning and Policy	3.00		50	50	100
	Total Credits	**18.00**		**300**	**300**	**600**
0411-4107	Advanced Accounting I	3.00	**Major: Accounting**	50	50	100
0411-4108	Managerial Accounting	3.00		50	50	100
0411-4109	Accounting Information System	3.00		50	50	100
0411-4110	Advanced Accounting II	3.00		50	50	100
0411-4111	Financial Reporting Practices	3.00		50	50	100
0411-4112	Budgeting and Budgetary Control	3.00		50	50	100
	Total Credits	**18.00**		**300**	**300**	**600**
0412-4113	Investment Management	3.00	**Major: Finance & Banking**	50	50	100
0412-4114	Capital Expenditure Decision	3.00		50	50	100
0412-4115	Corporate Finance	3.00		50	50	100
0412-4116	Financial Analysis and Control	3.00		50	50	100
0412-4117	Working Capital Management	3.00		50	50	100
0412-4118	Modern Banking Methods	3.00		50	50	100
	Total Credits	**18.00**		**300**	**300**	**600**
0414-4119	Service Marketing	3.00	**Major: Marketing**	50	50	100
0414-4120	E-Marketing	3.00		50	50	100
0414-4121	Consumer Behavior	3.00		50	50	100
0414-4122	Global Marketing	3.00		50	50	100
0416-4123	Supply Chain Management	3.00		50	50	100

0414-4124	Brand Management	3.00		50	50	100
	Total Credits	**18.00**		**300**	**300**	**600**
0412-4125	Corporate and Retail Banking	3.00	**Major: Banking and Insurance**	50	50	100
0412-4126	Monetary and Fiscal Policy	3.00		50	50	100
0412-4127	Bank Information System & E-Banking	3.00		50	50	100
0412-4128	SME & Micro Finance	3.00		50	50	100
0412-4129	Bank Credit Management	3.00		50	50	100
0412-4130	Bank Liquidity Management	3.00		50	50	100
	Total Credits	**18.00**		**300**	**300**	**600**
0414-4131	Theory & Practice of Culinary Art	3.00	**Major: Tourism and Hospitality Management**	50	50	100
0413-4132	Program & Event Management	3.00		50	50	100
0414-4133	Tourism Destination Management	3.00		50	50	100
0414-4134	Tourism and Hospitality Entrepreneurship	3.00		50	50	100
0413-4135	Aviation and flight Management	3.00		50	50	100
0314-4136	Tourism in Bangladesh	3.00		50	50	100
	Total Credits	**18.00**		**300**	**300**	**600**
Fourth Year Second Semester (8th Semester)						
0041-4201	Internship	6.00	**Capstone Courses: 2**	-	**100**	**100**
0041-4202	Year ending Viva voce	0.75		-	**100**	**100**
	Total Credits	**6.75**		**-**	**200**	**200**

B.4. RATIONALE/JUSTIFICATION OF ALL THE COURSES

Course Code	Course Title	Rationale or Justification
0041-1101	Introduction to Business	Introduces fundamental concepts and practices in business, laying the groundwork for understanding various business areas.
0231-1002	English Fundamentals	Enhances English proficiency necessary for effective communication in academic, professional, and social contexts.
0414-1103	Principles of Marketing	Provides knowledge of marketing principles and practices, essential for understanding customer needs and promoting products/services.
0311-1104	Micro Economics	Helps in understanding individual and firm behavior, along with socio-economic influences, aiding informed decision-making in business.

0413-1105	Principles of Management	Introduces management theories and practices, fostering leadership abilities and ethical decision-making essential for effective management.
0041-1106	Business Communication	Develops effective communication skills vital for social, academic, and professional purposes, utilizing contemporary tools in modern organizational operations.
0411-1201	Basic Accounting	Equips with fundamental accounting knowledge necessary for understanding financial aspects and making informed business decisions.
0542-1202	Basic Statistics	Provides statistical analysis skills essential for interpreting data and making informed decisions in various business contexts.
0611-1003	Computer Fundamentals	Offers proficiency in computer basics, enabling utilization of modern technological tools and platforms in business operations.
0412-1204	Principles of Finance	Introduces financial principles and ethical financial practices necessary for managing financial resources and making sound investment decisions.
0231-1205	Bangla Language and Literature	Fosters cultural understanding and effective communication in local business contexts through knowledge of Bangla language and literature.
0311-1206	Introduction to Development Studies	Provides insights into socio-economic dynamics and ethical considerations in business practices, fostering a holistic understanding of global development issues.
0313-2101	Organizational Behavior	Understanding organizational behavior helps in developing effective leadership and teamwork skills essential for navigating professional environments.
0311-2102	Macro Economics	Knowledge of macroeconomics enables comprehension of broader economic trends and their impact on business operations and decision-making.
0411-2103	Principles of Cost and Management Accounting	Provides insights into controlling costs, optimizing resources, and making informed financial decisions within organizations.
0421-2104	Legal Environment of Business	Understanding the legal framework surrounding business operations ensures compliance, manages risks, and makes ethically sound decisions.
0613-2105	Science and Technology	Familiarity with science and technology advancements equips students to adapt to technological innovations for business growth and efficiency.
0541-2106	Business Mathematics	Proficiency in business mathematics enables analysis of financial data, making projections, and solving quantitative problems in various business contexts.
0412-2201	Managerial Finance	Managerial finance knowledge helps in managing financial resources efficiently, making investment decisions, and evaluating financial performance.
0414-2202	Marketing Management	Marketing management principles prepare students to develop strategic marketing plans, analyze market trends, and create value for customers.
0223-2203	Professional Ethics	Understanding professional ethics fosters integrity, responsibility, and ethical decision-making, crucial for maintaining trust and credibility in business interactions.
0612-2204	Fundamentals of MIS	Knowledge of Management Information Systems (MIS) enables leveraging technology for efficient data management and organizational effectiveness.
0313-2205	Introduction to Social Psychology	Understanding social psychology principles enhances comprehension of human behavior in organizational settings, improving interpersonal skills and team dynamics.
0321-2206	Principles of Public Relations	Principles of public relations equip students with skills to manage organizational reputation, build positive relationships, and communicate effectively with the public.
0222-1001	History of the Emergence of Bangladesh	Understanding the history of Bangladesh provides context for socio-economic and geopolitical influences, aiding informed decision-making in business within the country.

0311-3102	Bangladesh Economics	Knowledge of Bangladesh economics enables students to understand the economic landscape of the country, facilitating effective business planning and strategy formulation.
0412-3103	Financial Institutions and Markets	Familiarity with financial institutions and markets helps students comprehend the functioning of the financial system, essential for financial decision-making in business.
0414-3104	Integrated Marketing Communication	Integrated marketing communication principles prepare students to develop cohesive marketing strategies, aligning various communication channels for maximum impact.
0031-3105	Research Methodology	Research methodology skills enable students to critically analyze data and conduct research, facilitating evidence-based decision-making and problem-solving in business.
0521-3106	Globalization, Development, and Change	Understanding globalization, development, and change provides insights into global business dynamics and challenges, essential for adapting to evolving market trends.
0031-3107	Career Planning and Development	Career planning and development course equips students with skills and strategies for personal and professional growth, enhancing employability and career advancement.
0413-3201	Human Resource Management	Human resource management course provides knowledge and skills for effectively managing human capital, crucial for organizational success and employee satisfaction.
0417-3202	Entrepreneurship Development and SME	Entrepreneurship development and SME course fosters entrepreneurial mindset and skills necessary for creating and managing small and medium-sized enterprises.
0413-3203	Strategic Management	Strategic management course equips students with tools and frameworks for formulating and implementing business strategies to achieve organizational goals.
0421-3204	Labor Law	Understanding labor law ensures compliance with legal requirements and fosters fair and equitable treatment of employees, essential for maintaining positive labor relations.
0412-3205	Bank Management	Bank management course provides insights into banking operations, risk management, and regulatory compliance, essential for effective management of financial institutions.
0223-3206	Ethics and Social Issues	Ethics and social issues course explores ethical dilemmas and social responsibilities in business, fostering responsible decision-making and corporate citizenship.
0411-3207	Auditing & Taxation	Auditing and taxation course provides knowledge and skills for examining financial records and ensuring compliance with tax laws, crucial for financial transparency and accountability.
Major: Human Resources Management		
0413-4101	Industrial Relations	Industrial relations course focuses on understanding the relationship between employers and employees, as well as relevant laws and practices, crucial for maintaining workplace harmony.
0413-4102	Compensation Management	Compensation management course covers strategies for designing and administering employee compensation packages, essential for attracting and retaining talent in organizations.
0413-4103	Change Management	Change management course provides tools and techniques for effectively managing organizational change, ensuring smooth transitions and adaptation to new circumstances.
0417-4104	Training and Development	Training and development course focuses on designing and implementing programs to enhance employee skills and performance, contributing to organizational growth and success.
0413-4105	Conflict Management	Conflict management course equips students with strategies for resolving conflicts in the workplace constructively, fostering positive working relationships and team collaboration.

0413-4106	Human Resource Planning and Policy	Human resource planning and policy course covers methods for forecasting HR needs and developing policies to ensure optimal utilization of human capital within organizations.
Major: Accounting		
0411-4107	Advanced Accounting I	Advanced accounting course provides in-depth knowledge of complex accounting topics, preparing students for roles in financial reporting, analysis, and auditing.
0411-4108	Managerial Accounting	Managerial accounting course focuses on using accounting information for decision-making within organizations, crucial for managerial roles in planning and control.
0411-4109	Accounting Information System	Accounting information system course covers the design and implementation of systems to process and manage financial data, essential for efficient accounting operations.
0411-4110	Advanced Accounting II	Advanced accounting II delves deeper into advanced accounting topics such as consolidations, partnerships, and international accounting standards.
0411-4111	Financial Reporting Practices	Financial reporting practices course covers the preparation and analysis of financial statements, ensuring compliance with accounting standards and regulations.
0411-4112	Budgeting and Budgetary Control	Budgeting and budgetary control course teaches techniques for developing and monitoring budgets, essential for financial planning and performance management in organizations.
Major: Finance and Banking		
0412-4113	Investment Management	Investment management course focuses on portfolio management techniques and investment analysis, essential for careers in asset management and financial planning.
0412-4114	Capital Expenditure Decision	Capital expenditure decision course covers methods for evaluating and selecting long-term investment projects, crucial for strategic decision-making in organizations.
0412-4115	Corporate Finance	Corporate finance course provides knowledge and skills for managing financial resources and optimizing capital structure, vital for corporate decision-making and value creation.
0412-4116	Financial Analysis and Control	Financial analysis and control course teaches techniques for analyzing financial performance and implementing internal controls, ensuring effective financial management.
0412-4117	Working Capital Management	Working capital management course covers strategies for managing short-term assets and liabilities, ensuring liquidity and operational efficiency in organizations.
0412-4118	Modern Banking Methods	Modern banking methods course explores contemporary banking practices and technologies, preparing students for roles in banking operations and financial services.
Major: Marketing		
0414-4119	Service Marketing	Service marketing is about learning how to promote services effectively, like those offered in industries such as healthcare or hospitality. This course teaches students how to attract customers, build good relationships with them, and make services stand out in a competitive market. It's important for jobs in service-oriented industries and helps students understand how to create value for customers.
0414-4120	E-Marketing	The digital landscape is an integral part of today's business world. E-Marketing, or digital marketing, is essential for reaching and engaging with consumers online. It encompasses a range of strategies and tools, including social media, email marketing, search engine optimization (SEO), and online advertising. Teaching E-Marketing equips students with the skills to develop and implement digital marketing campaigns, analyze their effectiveness, and adapt to the rapidly changing digital environment.
0414-4121	Consumer Behavior	Understanding consumer behavior is crucial for any business to succeed. This course provides insights into how consumers make purchasing decisions and what influences these decisions, such as cultural, social, personal, and

		psychological factors. Knowledge of consumer behavior helps students to design effective marketing strategies, improve customer satisfaction, and drive sales.
0414-4122	Global Marketing	In an increasingly globalized economy, understanding marketing on an international scale is vital. Global Marketing covers the strategies and practices necessary to market products and services in different countries and cultures. It addresses the challenges of cross-cultural communication, international market research, global branding, and adapting marketing mix elements for international audiences.
0416-4123	Supply Chain Management	Efficient supply chain management is key to the success of any business that produces goods or services. This course teaches students about the complexities of supply chains, logistics, inventory management, and the flow of goods and information from suppliers to customers. With the rise of e-commerce and global sourcing, supply chain management skills are in high demand.
0414-4124	Brand Management	Brand Management focuses on building, managing, and evaluating brand equity. Students learn how to develop a brand strategy, position a brand in the market, and create a brand identity. This course is essential for students interested in careers in marketing, advertising, and public relations.
Major: Banking and Insurance		
0412-4125	Corporate and Retail Banking	Corporate and retail banking course covers principles and practices in managing banking operations for corporate and retail clients, essential for roles in banking management.
0412-4126	Monetary and Fiscal Policy	Monetary and fiscal policy course examines government policies' impact on economic activities, crucial for understanding and navigating financial markets and banking operations.
0412-4127	Bank Information System & E-Banking	Bank information system & e-banking course focuses on technological advancements in banking operations, preparing students for roles in digital banking and financial technology.
0412-4128	SME & Micro Finance	SME & microfinance course explores financing options and support mechanisms for small and medium-sized enterprises, vital for promoting entrepreneurship and economic development.
0412-4129	Bank Credit Management	Bank credit management course covers principles and techniques for assessing credit risk and managing loan portfolios, ensuring sound lending practices within financial institutions.
0412-4130	Bank Liquidity Management	Bank liquidity management course addresses strategies for maintaining optimal liquidity levels, essential for ensuring financial stability and meeting regulatory requirements.
Major: Tourism and Hospitality Management		
0414-4131	Theory & Practice of Culinary Art	This course provides students with theoretical knowledge and practical skills in culinary arts, essential for careers in the hospitality industry as chefs or culinary professionals.
0413-4132	Program & Event Management	Program and event management course equips students with skills to plan, organize, and execute various programs and events, preparing them for roles in event management and coordination.
0414-4133	Tourism Destination Management	Tourism destination management course focuses on managing tourist destinations, preparing students for roles such as destination managers, tourism planners, and tourism development officers.
0414-4134	Tourism and Hospitality Entrepreneurship	This course fosters entrepreneurial mindset and skills specific to the tourism and hospitality industry, preparing students to start and manage their own businesses in this sector.
0413-4135	Aviation and flight Management	Aviation and flight management course provides knowledge and skills in managing aviation operations, preparing students for roles in airline management, airport operations, and aviation logistics.
0314-4136	Tourism in Bangladesh	This course explores the tourism industry in Bangladesh, including its potential, challenges, and opportunities, preparing students for careers in promoting and managing tourism within the country.

PART C

C.1. COURSE OUTLINES

Varendra University
Department of Business Administration
Program: Bachelor of Business Administration (BBA)

OBE Course Outline

First Year First Semester (1st Semester)

Course Name: Introduction to Business
Course Code: 0041-1101

Part A- Introduction

1.	Course Code	0041-1101
2.	Course Title	Introduction to Business
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	1st Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	Business is one of the cornerstones for the development of any nation. After going through this course, the students will understand the various aspects of business holistically. This will include the private enterprise system, and the world economic system. The course will also help students to describe the basic differences, advantages and disadvantages among the three most common forms of business ownership; sole proprietorships, partnerships and corporation and to understand the types of ethical concerns and social responsibilities that arise in the business world. It will also acquaint students with the dynamics of technological changes occurring in the domestic and global environment so that their knowledge of the business world will be current and practical

	Course Summary	This course is designed to expose the interested student to many functions of modern business. The course shows the student how these functions exist in a changing society and the decisions that must be made within that environment. The course is also designed to expose the student to the multitude of career fields in the areas of business. The importance of business in the modern society is also stressed throughout the course.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Explain the role and importance of business to success in the modern economy.	Cognitive
CLO2	Identify the different forms of businesses and institutions for promoting business nationally and in global context for making sensible judgments.	Cognitive
CLO3	Develop policies to ensure ethical infrastructure and social responsibility in business for furtherance of trade and commerce.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓										✓	✓			✓
CLO2				✓					✓				✓		✓	
CLO3					✓						✓			✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- A detailed concept of Business along with its importance and features, Barter system, Economic and noneconomic activities of human beings, Scope of Business, types of Industry, Branches of Commerce, and Location of a business plant, Advantages and disadvantages.
- Forms of business organization based on ownership. Sole proprietorship, advantages and disadvantages, reasons of existence. Partnership, Partnership deed, types of partners and partnership, dissolution.
- Join stock company, Formation, Classification, Memorandum of Association Articles of Association Prospectus, Public and private limited company.
- State enterprise, State-owned enterprise in Bangladesh, Classification
- Co-operative society, aims, objectives, classification.
- Foreign trade, Concepts & Barriers of International Trade, Import and export procedure, Terms used in international trade, Multinational Corporations,
- Trade association, functions of trade association, Chamber of commerce, function of chamber of commerce, Export processing zone (EPZ), Export Promotion Bureau (EPB), Trading Corporation of Bangladesh (TCB), Board of Investment (BOL), Privatization Board (EPB) Secretaries & Exchange Commission (SEC), Dhaka Stock Exchange (DSE), Chittagong Stock Exchange (CSE) and other financial and non-financial institutions.
- Ethical and social issues in business.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of the course	-Describe the fundamental concepts of business. - Break down mark distribution phases.	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1
Fundamental Concepts of Business	-Illustrate the importance and features of business -Define barter system -Classify economic and noneconomic activities of human being. -Scope of business	Week 2	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1
Location of a business	-Explain the basic concept of social accounting, - Discuss the selection of a suitable business site -Illustrate the circular-flow diagram of income, - Identify Merits and demerits of rural and urban area	Week 3	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 1
Forms of business organization (Sole proprietor)	-Define the sole proprietor business -Discuss advantages, disadvantages of sole proprietor -Justify the reasons of existence of sole proprietorship	Week 4	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 2
Forms of business organization (Partnership)	-Define Partnership business -Describe Partnership deed, -Illustrate types of partners and partnership - Explain dissolution of the firm	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2

	Forms of business organization (Joint stock company)	-Explain the concept of joint stock company -Discuss the formation, classification, memorandum of Association, articles of association -Explain public and private limited company.	Week 7-8	Lecture discussion with the aid of multimedia -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
	Forms of business organization (State enterprise and co-operative society)	- Discuss about state enterprise, State-owned enterprise in Bangladesh, - Illustrate Co-operative society, aims, objectives and classification.	Week 9-10	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
	Institutions for promoting business in Bangladesh	-Identify trade association -Demonstrate the functions of trade association -Discuss the function of chamber of commerce -Illustrate Export processing zone (EPZ), Export Promotion Bureau (EPB), Trading Corporation of Bangladesh (TCB), Board of investment (BOL), Privatization Board (EPB) Secretaries & Exchange Commission (SEC), Dhaka Stock Exchange (DSE), Chittagong Stock Exchange (CSE) and other financial and non-financial institutions.	Week 11-12	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
	Ethical issues and social responsibilities in business	- Identify factors of questionable unethical business decisions - Categorize the ways to implement ethical business decision - Formulate business code of ethics - Demonstrate The principles of CSR - Recites the arguments for and against Social Responsibility	Week 13	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3

		International Business	- Define foreign trade & International Trade - Discuss the barriers of International Trade -Demonstrate import and export procedure LC) -Define terms used in international trade, Multinational Corporations	Week 14-15	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Text books	Other Resources
Business Organization and Management By M.C. Shukla.	Business organization and Management By C.B. Gupta

Course Name: English Fundamentals
Course Code: 0231-1002

Part A- Introduction

1.	**Course Code**	0231-1002
2.	**Course Title**	English Fundamentals
3.	**Course Type (GED/Core/Major)**	GED Course
4.	**Level/Term and Section**	1st Year 1st Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, English Department
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	This course is designed to help the students explore the fundamentals of English grammar from very basic to advanced. Students can cover everything about English grammar in detail. This course is for all level students who want to improve their English language. This course is divided into many different sections in which students can learn the parts of speech, tenses, use of tenses, and articles and they will keep adding more useful lectures. After completing this course students will have a good grip on English grammar as well as English speaking, and they will have become an expert in the English Language. It also helps students to know about the procedure of evaluating materials and to practice different methods of using materials in the classroom. This course will focus on the identification and knowledge of different types of grammar and writing. This course sheds light on different aspects of two significant components of grammar and materials development. It will help the students heighten their awareness of the correct usage of English grammar in writing and speaking. This is a compulsory course, which requires language practice to have a good command of the English Language. The course deals with the fundamental concepts of the English Language, which will help students to use the language with more confidence and accuracy in their respective fields of study.
	Course Summary	This course helps students to understand the basic elements of English grammar and shows how to apply this grammar when you write or speak. The course aims to develop participants' grammatical accuracy, listening and reading comprehension, and writing ability. The purpose of this course is to introduce students to different types of grammar such as parts of speech, tense, article, subject-verb agreement, and different writing techniques. It considers some of the fundamental considerations of grammatical items such as needs analysis, setting goals, defining objectives, deciding about pedagogic approaches, selecting, grading, and sequencing of items, and recommending testing procedures. The course also focuses on the basic considerations in

		selecting, adopting, and designing materials. Some of the checklists will be consulted for evaluation and a unit of material will be evaluated.

12. **Course Learning Outcomes (CLOs)**

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Demonstrate theoretical and practical knowledge about the fundamentals of English.	Cognitive
CLO2	Develop knowledge in the area of how internal and external factors of grammar influence the students.	Cognitive
CLO3	Evaluate the social and ethical implications of practicing grammar.	Cognitive
CLO4	Aids the reading fluency skills through extensive reading and enlarges their vocabulary by keeping a vocabulary journal.	Affective
CLO5	Master the ability to write academic papers, essays, and summaries using the process approach.	Psychomotor

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs) and BNQF Domain Level (LOD)**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	BNQF			
													FS	SS	TS	PS
CLO1	✓					✓						✓	✓	✓		✓
CLO2		✓							✓				✓		✓	
CLO3			✓			✓					✓		✓	✓		✓
CLO4				✓					✓			✓	✓		✓	✓
CLO 5	✓						✓				✓		✓	✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the course

14. **Course content**

Grammar: Noun and pronoun, adjective (articles and determiners), verb and tense, subject-verb agreement, clause and sentence structure, making questions (WH-Question, yes/no questions, tag questions), conjunction, preposition, active and passive voice.
Reading: Reading Comprehension (scanning and skimming, summarizing, critical reasoning).
Writing: Basics of paragraph and essay writing, CV writing, cover letter, joining and resignation letter.
Public Communication: Formal and informal English, spoken discourse, presentation.

15. **Weekly/ Lesson Plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique(s)	Assessment Strategy(s)	CLO Alignment
Parts of speech: nouns, pronouns, adjectives (articles and determiners), verbs, prepositions, conjunctions and interjections	-Illustrate the concept -Identify the parts of speech -Categorize the words -Use the words accordingly -Modify the words	**Week 1-2**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Tenses: present, past and future	-Describe the concept -Illustrate the rules -Classify the tenses -Apply the grammatical rules in tenses -Compose the sentences properly -Identify the errors in the sentences -Justify the use of words	**Week 3-4**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2
Making questions: WH-questions, yes/no questions, tag questions **Subject-verb agreements**	-Analyze the concept -Demonstrate the rules -Generate proper questions -Use subject-verb agreement properly -Recognize the errors	**Week 5**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2
Clauses **Sentences**	-Define the concept -Illustrate the rules -Classify the clauses and sentences -Use the clauses properly -Modify the sentences based on the classification	**Week 6**	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2

				- White Board Illustration - Collect Feedback & answer -students group work -Library work -Paperwork -Assignment preparation		
	Voice: active and passive	-Demonstrate the concept -Analyze the rules -Classify the voices -Use the voices properly -Modify the voices based on the classification	**Week 7**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2
	Paragraph: descriptive, narrative, definition, classification, example, process analysis, cause and effect, etc.	-Explain the concept -Discuss the parts of a paragraph -Categorize paragraphs -Compose different types of paragraphs	**Week 8-9**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work. -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO5
	Essay writing	-Demonstrate the concept -Discuss the parts of an essay -Compose different types of essays	**Week 10**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO5

Cover letter **CV**	-Illustrate the concept -Compose a cover letter -Build a good CV	**Week 11**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work. -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO5
Joining letter **Resignation letter**	-Illustrate the concept -Compose joining and resignation letters	**Week 12**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO5
Reading comprehension: scanning, skimming, summarizing and critical reasoning	-Understand the text -Justify the title -Choose the correct information -Use scanning/skimming -Answer the questions (short/broad) -Label the statements (true/false/not given) -Summarize the text	**Week 13-14**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -students group work -Library work. -Paperwork -Assignment preparation	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4 CLO5
Presentation **Review of the previous topics:**	-Understand the spoken discourse -Compare the use of formal and informal English in different contexts -Present the given topics in front of an audience	**Week 15**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration - Collect Feedback & answer -Paperwork	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3

Part C- Assessment and Evaluation

16. **Evaluation policy and Marks Distribution**

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. **Exam Make-up:**

There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks

Textbooks

- English Grammar in Use (5th Edition) – Raymond Murphy
- Intermediate English Grammar – Raymond Murphy
- A Handbook of Paragraph Writing – Jahurul Islam
- From Paragraph to Essay – Maurice Imhoof and Herman Hudson

Other Resource

Reference books

- English Grammar and Composition – Houghton Miffin, Anne Cole Brown
- High School English Grammar & Composition – H. Martin and P. C. Wren
- How to Write First Class Business Correspondence L. Sue Baugh, Maridell Fryer and David A. Thomas

Course Name: Principles of Marketing
Course Code: 0414-1103

Part A- Introduction

1.	**Course Code**	**0414-1103**
2.	**Course Title**	Principles of Marketing
3.	**Course Type (GED/Core/Major)**	Core Course
4.	**Level/Term and Section**	1st Year 1st Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	Marketing is a dynamic and ever-evolving discipline that integrates a wide range of strategic and creative activities. In today's digital and globalized economy, individuals, businesses, and organizations of all types actively engage in marketing to build value and drive growth. Success in this field requires not only innovative thinking but also the effective management of marketing activities across the entire value chain. This course is designed to equip participants with a foundational understanding of modern marketing principles, including the strategic role marketing plays in value creation, brand positioning, and customer engagement. Learners will explore how marketing operates within its broader environmental context—both internal and external—and how firms use segmentation, targeting, and positioning (STP) to gain competitive advantage. A key focus will be on mastering the Marketing Mix—commonly known as the 4Ps (Product, Price, Place, Promotion)—and understanding how these elements are applied in integrated, customer-centric strategies to create meaningful market impact.
	Course Summary	Marketing is a dynamic and continuously evolving field, shaped by the forces of globalization, digital transformation, and rapid technological innovation. These changes have significantly influenced both marketing theory and practice, making a strong foundation in marketing principles essential for today’s managers.

		This course is designed to equip students with the knowledge and skills needed to apply key marketing tools—including product strategy, pricing, promotion, distribution, sales management, customer segmentation, and retention—in real-world business contexts.Through this course, students will gain the ability to use core marketing concepts to critically evaluate diverse marketing situations, analyze complex challenges, and design effective, data-informed marketing strategies. A central focus will be on the strategic application of the marketing mix (Product, Price, Place, and Promotion) to support organizational goals. Additionally, students will explore global marketing dynamics, the ethical dimensions of marketing, and the role of social responsibility in creating long-term value for businesses and society. Upon completion, students will be equipped to contribute meaningfully to the marketing function within any organization.

12. **Course Learning Outcomes (CLOs)**

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Understand the concepts and terminology of marketing, and its role within the organization and society.	Cognitive
CLO2	Develop a framework for analyzing marketing mix (4P's), segmentation, target market, positioning, branding, customers, and competition.	Cognitive
CLO3	Evaluate business decisions in the context of ethics, sustainability goals, and global environmental, social, and economic needs that influence today's global economy.	Cognitive
CLO4	Assists in personal and Professional development that allows continuous learning and adaptation to the dynamic competitive environment and changing technological landscape.	Affective
CLO5	Apply key marketing theories, frameworks, and tools to solve the marketing problem of new and existing business.	Cognitive

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level**

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2		✓							✓						✓	
CLO3						✓								✓		
CLO4				✓								✓				✓

	CLO5		✓													✓	
	(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).																

Part B- Content of the Course

14. **Course Contents:**

- **Marketing:** Definition - Nature - Objective - Scope and importance - Marketing Concepts - Approaches to Study of Marketing - Role of Marketing - Marketing in Various Economic Systems.
- **Marketing Functions:** Exchange Functions- Physical Distribution Functions - Ancillary Functions.
- **Market and Buyer's Behavior:** Classification of Market - Market Segmentation - Targeting and Positioning - Psychological Influences on Buyer's Behavior.
- **Marketing Environment:** Macro and Micro Environment - Organization's Internal Environment - Marketing Mix
- **Product:** Basic Concept - Classification - Characteristics and Marketing Considerations of Different types of Consumer Goods, Industrial Goods and Services - Product Life Cycle - Product Line Simplification - Diversification.
- **Price:** Importance - Objectives - Influencing Factors for Price Determination - Pricing Methods - Price Policy and Strategy.
- **Channel of Distribution:** Types and Functions of Channels - Utility of Channel - Channel Objectives and Options - Selection of Channel of Distribution.
- **Promotion:** Objectives and Importance- Promotional Tools- Promotional Mix- Promotional Budget.

15. **Weekly/ Lesson Plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy(s)	CLO Alignment
Overview of Marketing Concept	-Reviewed course outline, assessed marks distribution, and explored fundamental Marketing concepts and marketplace dynamics.	**Week 1**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1
Basic terms to understand Marketing Activities	-Define key marketing terms, understand marketing mix, and examine nature, scope, and importance of Marketing.	**Week 2-3**	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1

	Marketing process &Functions:	-Explain Marketing Process, functions, and approaches; analyze role of Marketing in different economic systems.	**Week 4**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1
	Marketing Environment	Explore Marketing Environment: Macro, Micro, and analyze organization's Internal Environment.	**Week 5**	Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO3
	Classification of Market-	Identify and analyze characteristics of consumer markets and business markets.	**Week 6**	Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1
	Customer driven marketing strategy	Explain Market Segmentation, Targeting, Positioning, and analyze psychological	**Week 7-8**	Interactive discussion -Lecture discussion with the aid of multimedia	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO2 CLO4

		influences on buyer behavior		-Students group work		
	Product	-Classify consumer and industrial goods, analyze marketing strategies, Product Life Cycle, and diversification.	**Week 9-10**	Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO5 CLO4
	Price	-Evaluate importance, objectives, factors, methods, and strategies for price determination and pricing policy.	**Week 11-12**	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO5
	Channel of Distribution:	-Describe types and functions of channels; analyze objectives, options, and selection of distribution channels.	**Week 13**	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1 CLO4
	Promotion:	-Explain objectives and importance of promotional activities in marketing strategy.	**Week 14**	-Lecture discussion with the aid of multimedia -students group work	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO4 CLO5

				-Collect Feedback & answer.		
	Promotion:	-Identify promotional tools, analyze promotional mix components, and evaluate promotional budgeting strategies.	**Week 15**	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO4 CLO5

Part C- Assessment and Evaluation

16. **Evaluation Policy & Marks Distribution:**

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				

	Affective Domain	**A1** Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	**Make-up Procedure:** There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	**Other Resources**
• Principles of Marketing, Philip Kotler, 19th edition.	• Fundamentals of Marketing, William J. Stanton Michael J. Etzel& Bruce J. Walker, 9th edition.

Course Name: Micro Economics
Course Code: 0311-1104

Part A- Introduction

1.	Course Code	0311-1104
2.	Course Title	Micro Economics
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	1st year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of this course are to provide an understanding of the basic principles of microeconomics and their applications. It informs how the economy performs and expands its scope at the micro-level according to the demands of society.
	Course Summary	The course is designed to provide a strong foundation of microeconomic principles. This course discusses the terminology, concepts, theory, methodology, and limitations of current microeconomic analysis. The course covers scarcity and choices, basic demand and supply analysis, theory of consumer choice, elasticity of demand and supply, short- and long-run cost curves, price determination, and output determination under different market structures. It complements courses in the Bachelor of Business Administration program by highlighting the various market mechanisms that influence managerial decision-making.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Discuss the fundamental concepts and problems of microeconomics.	Cognitive
CLO2	Describe the concept of supply and demand, utility maximization, and its significance to individual behavior.	Cognitive
CLO3	Illustrate the concept of profit maximization and its importance to firm behavior.	Cognitive
CLO4	Explain market price and output under various forms of market structure, including Perfect competition, Monopoly, and Oligopoly.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2		✓											✓			
CLO3						✓								✓		
CLO4				✓				✓					✓	✓		

	(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Nature and Scope of Economics: The concept and definition of Economics, differences between Business and Economics, differences between Economy and Economics, introduction to the two branches of Economics, the concept of Microeconomics, significance, and importance of Microeconomics, Positive Economics, and Normative Economics, the basic concept of Wealth and Welfare, problems of an Economy, the definition and examples of scarcity, want, opportunity cost, utility, products, commodity, and consumption, factors of Production.
- Demand Analysis: The concept of Demand, Determinants of Demand, Demand Schedule and Demand Curves, Movement along and shifts in demand curve, Mathematical Examples of Shift in demand curves.
- Supply Analysis: The concept of supply, Supply curves, Exceptional supply curves, The Elasticity of Supply and its measurement, Market Equilibrium.
- Consumers, Producers and the Efficiency of Markets: The concept of consumption and consumer, Consumer Surplus, Producer Surplus, Market Efficiency and its influence on market equilibrium.
- Consumer Choice: Utility and its functions, Cardinal Measurement of Utility, Ordinal Measurement of Utility, Indifference curves, Budget constraints, budget line, Utility maximization, the law of diminishing marginal utility, equi-marginal utility, consumer's surplus, limitations of the law of equi-marginal utility, and consumer's equilibrium.
- Cost and Production: Firm's Objective and Constraints, Fixed and Variable Resources, Production Function, Law of Diminishing Marginal Returns, Costs in the Short Run and Long Run, Shapes of the Cost Curves, Technological change and returns to scale with specification to short run and long run.
- Perfect Competition: Characteristics of a Competitive Market, Profit Maximization (Both diagrammatic and mathematical approach), The Firm's Short Run and Long Run Decisions to entry and exit.
- Monopoly, Monopolistic Competition and Oligopoly: Characteristic of a Monopoly Market, Profit Maximization of a Monopoly Firm, Welfare cost/loss of monopoly, Characteristics of a Monopolistic Market, Product Differentiation, Short Run and Long Run Equilibrium, Excess Capacity and Markup, Characteristics of an Oligopoly Market, Choosing a Strategy in Oligopoly, Quantity and Price Leadership in Oligopoly.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Microeconomics	Understand the course outline, the structure of mark distribution phases, and an introduction to the fundamental concepts of Microeconomics.	Week 1	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1

					-Case study.		
		Nature and Scope of Economics	- Understand the concept and definition of economics, distinguish between business and economics, and differentiate between the economy and economics. - Understand the two branches of Economics, along with the definition, significance, and importance of Microeconomics. - Understand the concepts of Positive and Normative Economics, the basic ideas of Wealth and Welfare, and the fundamental problems of an economy. -Understand the definitions and examples of scarcity, want, opportunity cost, utility, products, commodities, and consumption, as well as the definition and characteristics of the factors of production.	Week 2-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1

	Demand Analysis	Understand the concept of demand, its determinants, demand schedules and demand curves, movements along and shifts in the demand curve, and mathematical examples illustrating shifts in demand curves.	Week 5	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2
	Supply Analysis	Understand the concept of supply, supply curves including exceptional cases, the elasticity of supply and its measurement, and the concept of market equilibrium.	Week 6	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2
	Consumers, Producers and the Efficiency of Markets	Understand the concepts of consumption and consumer, consumer surplus, producer surplus, market efficiency, and its influence on market equilibrium.	Week 7	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2
	Consumer Choice	Understand the definition and functions of utility, cardinal and ordinal measurements of utility, indifference curves, budget constraints and the budget line, utility maximization, the law of diminishing marginal utility, the law of equi-marginal utility, consumer's surplus, limitations of the	Week 8	-Lecture discussion with the aid of multimedia -Students group work - Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

		law of equi-marginal utility, and the concept of consumer's equilibrium.				
	Cost and Production	Understand the firm's objectives and constraints, fixed and variable resources, the production function, the law of diminishing marginal returns, short-run and long-run costs, the shapes of cost curves, and the impact of technological change and returns to scale in both the short run and long run.	Week 9-10	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Perfect Competition	Understand the characteristics of a competitive market, profit maximization using both diagrammatic and mathematical approaches, and the firm's short-run and long-run decisions regarding entry and exit.	Week 11	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4
	Monopoly, Monopolistic Competition and Oligopoly	-Understand the characteristics of monopoly and monopolistic markets, profit maximization and welfare loss in monopoly, product differentiation, short-run and long-run equilibrium, excess capacity and markup, characteristics of oligopoly markets, strategic choices	Week 12-15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4

		in oligopoly, and quantity and price leadership in oligopoly.				

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks

- Modern Economic Theory
  Dr. K.K.Dewett, M.H.Navalur
  Edition 2010.

Other Resources

- Principles of Microeconomics
  N. Gregory Mankiw. 8th Edition
- Microeconomics Pindyck, R. S., &Rubinfeld, D. L. (2019). (9th edition). Pearson.
- Microeconomics: theory and applications
  Salvatore, D. (2003). 4th Edition. Oxford University Press.

Course Name: Principles of Management
Course Code: 0413-1105

Part A- Introduction

1.	Course Code	0413-1105
2.	Course Title	Principles of Management
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	1st Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This is the introductory management course. The course is designed to give students an overview of management functions and their role in organizations and society. The course aims to provide students with the basic managerial knowledge necessary for Business students. The course provides students with analytical, developmental, organizational, and technical skills related to managerial positions in organizations.
	Course Summary	In Principles of Management, we cover management as the process of planning, organizing, leading, and controlling resources. Students explore managerial roles, skills, and the influence of the organizational environment on decision-making. Key topics include planning (types, steps, and guidelines), organizing structures and resources, and leadership theories and styles. We delve into motivation theory, examining psychological drivers such as Maslow's hierarchy and Herzberg's two-factor theory. Control mechanisms, including feed forward, concurrent, and feedback control, are explored to ensure performance alignment. By understanding these fundamentals, students gain essential knowledge and skills to navigate complex organizational environments successfully.
12.	Course Learning Outcomes (CLOs)	

SL.No	Description	Bloom's Taxonomy Domain
CLO1	Explain fundamental concepts and principles of management including managerial roles, process, levels, skills and its core functions.	Cognitive
CLO2	Describe the nature of the organizational environment.	Cognitive
CLO3	Identify the types of planning and decision making and different steps of the planning and decision-making process.	Cognitive
CLO4	Design the nature of the individual-organization relationship.	Cognitive
CLO5	Analyze leadership, motivation and controlling in contemporary organizations.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓		✓					✓				✓		✓	
CLO2				✓				✓					✓	✓		
CLO3		✓					✓	✓					✓	✓		
CLO4		✓		✓			✓	✓	✓				✓	✓	✓	
CLO5		✓											✓			

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Summarize Management: Introduction to Management, efficiency vs. effectiveness, The management process, Kinds of Managers, Basic managerial roles and skills
- The environmental context of management: Organization's environment, external environment: task and general environment, internal environment
- Planning and decision making: planning process; kinds of plans by organization, operation, and timeframe
- Decision-making process, types of decisions, decision-making conditions
- Organization Design: Meaning, Nature, Purpose, Types of Organization, Organizational Structure, Span of Management, Departmentation, Delegation of Authority, Centralization and Decentralization, Coordination
- Leading and Motivating: definition of leadership, leadership styles, definition of motivation, theories of motivation
- Controlling: -definition of controlling, types of control, The Control Process, Prerequisite for successful controlling

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Principles of Management	-Understand the mission and vision of the university and the department as a whole -Discuss about the general idea of the course	Week 1	- Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1

		Managing and the manager's job	-Analyze the basic concept of management, its purpose, nature -Describe the different types of managers - Illustrate their roles, functions, and responsibilities -Identify how management is related to science and its significance -Determine the management process -Formulate the difference between efficiency and effectiveness - Explain the management roles	Week 2-3	- Lecture with the aid of multimedia. -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1	
		Organizational Environment	Environment: -Identify the internal and external environment of the organization - Discuss Management environment and its components Task Environment - Define task environment and its components. General Environment - Define general environment and its components. Internal Environment -Define internal environment and its components	Week 4-5	- Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2	
		Fundamentals of Planning	-Determine the Steps of planning - Describe the Limitations of Planning - Design to make Planning Effective	Week 6	- Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3	

Management by Objectives	-Understand the basic concepts of objectives -Evaluate the nature of Objectives - Describe the advantages & limitations Of objectives. -Design to make MBO effective	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3	
Decision Making	-Understand the basic concepts of decision making -Illustrate the types & problems faced in decisions. -Evaluate the decision-making conditions.	Week 9-10	Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3	
Organization and Structure	-Discuss the basic concepts of organization and its structure. -Analyze the Nature, Purpose & Types of Organizational Structure.	Week 11	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4	
Leadership	- Analyze the basic concept of leadership. -Illustrate leadership styles	Week 12	Lecture with the aid of multimedia. -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4 CLO5	
Motivation	- Define motivation in management. -Evaluate the different theories of motivation.	Week 13	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4 CLO5	
Controlling	-Define controlling. -Describe the types and Process of control.	Week 14-15	-Interactive discussion -Lecture discussion with the aid	- CT/ Assignment/ Mid-term/ Final/	CLO4 CLO5	

		-Design the Prerequisite for successful controlling. -justify the Span of Management		of multimedia -Students group work	Presentation/ Viva/ Others	

Part C- Assessment and Evaluation

16. Evaluation Policy & Mark Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Griffin, R. W., & India, C. (2013). Management Principles and Practices 11th. *Canada*.	• Griffin, R. W. (2022). *Fundamentals of management*. Cengage Learning, Inc..

Course Name: Business Communication
Course Code: 0041-1106

Part A- Introduction

1.	Course Code	0041-1106
2.	Course Title	Business Communication
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	1st year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objective of this course is to provide students with training to become effective business communicators. Additionally, they will gain a clear understanding of how proper business communication functions in our rapidly changing world. By the end of the course, students will be able to comprehend various aspects of business communication, including the role of communication in business, the writing process, report writing, and the technology used in communication. They will acquire practical knowledge on how to communicate effectively within a business environment.
	Course Summary	This business communication course covers essential methods (verbal, non-verbal, electronic) and perspectives (downward, upward, internal, external, formal, informal, etc.) of communication. It examines the communication process, models, networks, and organizational tools (memos, letters, and CVs). The course also explores effective meeting management (agendas, minutes) and report writing. After completing this course, students will gain a comprehensive understanding of personal communication, emphasizing the effective presentation of one in professional and organizational contexts. Additionally, they will develop practical skills in business writing and delivery of presentations.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Explain the basic perspectives, concepts, scope, principles, and importance of communication, the communication process, feedback, and critical thinking that are important in the real-time business world.	Cognitive
CLO2	Build the ability of interpretation, reading, writing, speaking, and other interpersonal skills required for official communication.	Psychomotor
CLO3	Apply communication strategies, business theories, and models that are effective in different business situations.	Cognitive
CLO4	Assist in identifying and overcoming barriers and making business decisions by considering ethics, culture, and global issues.	Affective

CLO5	Compose and evaluate various written communication tools (memo, agenda, minutes, report writing, etc.).	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2							✓					✓		✓		✓
CLO3		✓					✓						✓	✓		
CLO4					✓						✓			✓		✓
CLO5									✓	✓					✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Communication: Nature, Scope, Principles of Communication; Business and Social Communication; Barriers to Communication.
- Different Methods of Communication: Verbal, Non-Verbal, and Electronic Communication ·
- Different Perspectives of Communication: Downward, Upward, Horizontal, Diagonal, External, Internal, Formal, Informal/Grapevine, Intrapersonal, Interpersonal, Personal, Organizational, Mass, Group, and Public Communication.
- The Communication Process: Essential Elements, One-Way vs. Two-Way Communication, Different Models of the Communication Process.
- Communication Networks: Types of Communication Networks, Selection of Networks.
- Organizational Communication: Intra- and Inter-organizational Communication. Tools of Internal Communication—Memorandums, Office Orders, Circulars; Inter-organizational Communication—Business & Job Letters, Writing an Application Letter, Preparing a CV/Resume.
- Meetings: Types of Meetings, Writing Notice, Agenda and Minutes, Convening and Conducting Meetings, Points of Information, Points of Order, Motions.
- Report Writings: Planning Business Reports, Preparatory Steps to Writing Reports, Writing the Final Reports, and Documenting Reports.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

	Overview of Business Communication	- Describe the fundamental concepts of business communication.	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1
	Introduction to business communication	-Discuss the key aspects of communication, including its nature, scope, and principles. - Compare business communication and social communication. - Break down common barriers to effective communication. - Evaluate strategies to overcome communication barriers.	Week 2-3	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO4
	Different Methods of Communication	-Understand the Verbal, Non-Verbal, and Electronic Communication	Week 4	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 3
	Different Perspectives of Communication	- Describe vertical (downward, upward),horizontal, and diagonal communication in an organizational setting. - Compare the effectiveness of formal vs. grapevine communication.	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 3

		- Summarize the key characteristics of internal and external communication. - Analyze public, group and mass communication		- Paperwork.		
	The Communication Process	- Describe the essential elements of effective communication. - Explain the concept of one-way vs. two-way communication. - Analyze different models of the communication process.	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Communication Networks	-Explain how different communication networks. - Evaluate the strengths and weaknesses of various communication networks. - Determine the best network for a given scenario.	Week 9	-Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Organizational Communication	- Describe the tools used for intra- and inter-organizational communication. - Explain the purpose of memorandums, office orders, and circulars in internal communication. - Design a memorandum for internal communication.	Week 10	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO5
	Business & Job letters	- Illustrate the proper format of a business letter. - Break down the key components of a well-structured CV/resume. -Apply standard business letter format to write	Week 11-12	Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO5

		when drafting a business letter. - Create a professional CV using appropriate formatting guideline.				
	Meeting	-Classify the different types of meetings. - Explain how to write a notice, agenda, and minutes. - Demonstrate the process of drafting a notice, agenda, and minutes. - Describe the steps for convening and conducting a meeting. - Compare points of order and points of information. - Classify motions based on their purpose and priority	Week 13	Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2 CLO 5
	Report Writings	-Describe the key steps in planning a business report. - Analyze the essential preparatory steps before writing a report. - Compose a well-structured final report. - Evaluate different methods of documenting reports.	Week 14-15	Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2 CLO 5

Part C- Assessment and Evaluation

16. Evaluation Policy Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:	CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
C1 Remembering				

	Cognitive Domain	C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				

17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Ali, M. Omar (2007).Business Communication-Theory and Application (3rd edition).Brothers Publication.	• Rentz, K., & Lentz, P. (2015). Lesikar's business communication: Connecting in a digital world (13th ed.). McGraw-Hill.

First Year Second Semester (2nd Semester)

Course Name: Basic Accounting
Course Code: 0411-1201

Part A- Introduction

1.	Course Code	0411-1201
2.	Course Title	Basic Accounting
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	1st year 2nd semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course aims to develop students' understanding of the accounting process and appreciation of conceptual framework for the same, to create their abilities to apply such concepts and principles in preparing accounts and relevant financial statements.
	Course Summary	This course introduces general accounting and then covers the basics of financial accounting through the accounting cycle for service and merchandising business. The course prepares the student to be capable of performing the different steps of the accounting cycle for service and merchandising businesses.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Explain the building block of accounting, the accounting equation, and the effects of business transactions on the accounting equation.	Cognitive
CLO2	Illustrate the recording process of accounting and the accounting cycle.	Cognitive
CLO3	Apply theoretical and practical knowledge about preparing financial statements.	Cognitive
CLO4	Use accounting information as a tool for intelligent interpretation of financial performance, and use financial statements in managing and analyzing business operations.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2							✓							✓		
CLO3						✓								✓		
CLO4												✓				✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction: Concept of accounting, Activities, Users, and Branches, Accounting Equation, Business transactions, GAAP.
- Recording Process: Concepts of Accounts, Types of Account, Double Entry Accounting System, Steps in Recording Process (Journal, Ledger & Trial Balance).
- Adjusting the Accounts: Concept of Adjustments, Types of Adjustment, Reasons of Adjustments, Adjusting Entries, Adjusted Trial Balance.
- Financial Statements: Income Statements, Owner's Equity Statements, Cash flow Statements, Balance Sheet, Financial Notes.
- Completing the Accounting Cycle: Worksheet, Adjusting Entries and Financial Statements from a Worksheet, Closing Entries, Post-Closing Trial Balance, Reversing Entries—an Optional Step.
- Accounting for Merchandising Operations: Merchandising Operations, Operating Cycle, Recording Process of Merchandising Operations, Periodic & Perpetual Inventory System, Determining Cost of Goods Sold.
- Accounting of Plant Assets: Concepts and Nature of Plant Assets, Depreciation, Factors in Computing Depreciation, Methods of Depreciation.
- Accounting Information System: Principles of Accounting Information System, Developing an Accounting System, Subsidiary Ledger, Special Journals.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction - Concept of accounting -Activities, Users, and Branches -Accounting Equation - Business transactions - GAAP	-Understand accounting equations and principles	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1 CLO5
Recording Process -Concepts of Accounts -Types of Account - Double Entry Accounting System - Steps in Recording Process (Journal,	-Recognize different types of accounts, and how to record transactions starting from the journal to the trial balance.	Week 2-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2 CLO4

	Ledger & Trial Balance)					
	Adjusting the Accounts -Concept of Adjustments -Types of Adjustment -Reasons of Adjustments -Adjusting Entries -Adjusted Trial Balance	-Demonstrate different types of adjusting entries and the reasons behind them.	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 1 CLO 2
	Financial Statements -Income Statements -Owner's Equity Statements -Cash flow Statements -Balance Sheet -Financial Notes	- Illustratethe income statement, owner's equity statement - Interpretthe balance sheet as well as the classified balance sheet	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -students' group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 3 CLO 4
	Completing the Accounting Cycle -Worksheet -Adjusting Entries and Financial Statements from a Worksheet -Closing Entries -Post-Closing Trial Balance -Reversing Entries—an Optional Step	- Perform worksheet, closing entry, and reversing entry.	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4
	Accounting for Merchandising Operations - Merchandising Operations	- Classify how merchandising operations are recorded under the periodic and perpetual	Week 11-12	-Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO 5

	- Operating Cycle -Recording Process of Merchandising Operations -Periodic & Perpetual Inventory System -Determining Cost of Goods Sold	inventory systems.		-Students' group work -Assignment preparation.		
	Accounting of Plant Assets -Concepts and Nature of Plant Assets -Depreciation -Factors in Computing Depreciation -Methods of Depreciation.	- Calculate depreciation under different methods.	Week 13-14	Lecture discussion with the aid of multimedia -students' group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4
	Accounting Information System Principles of Accounting Information Systems -Developing an Accounting System -Subsidiary Ledger -Special Journals	- Explainthe accounting information system and how it's developed. - Presentthe subsidiary ledger, special journals.	Week 15	Lecture discussion with the aid of multimedia -students' group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				

	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Weygandt, J., Kieso, D., & Kimmel, P. (2015). Accounting principles. John Wiley & Sons, Inc. • Libby, R., Libby, P., and Hodge, F. (2016). Financial Accounting. 9th Edition. McGraw-Hill Education.	• Belverd E. Needles, Jr., Marian Powers, and Susan V. Crosson. (2012). Principles of Accounting. Houghton Mifflin Company. • ICAB. Financial Accounting Study Manual. Professional Stage-Knowledge Level.

Course Name: Basic Statistics
Course Code: 0542-1202

Part A- Introduction

1.	Course Code	0542-1202
2.	Course Title	Basic Statistics
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	1st year 2nd Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of this course are to equip students with a comprehensive understanding of numerical information, statistical data analysis, probability theory, and sampling distribution, enabling them to effectively apply these concepts in business decision-making and research.

	Course Summary	This course introduces basic statistical principles and techniques. Topics covered in the course include basic measurements of central tendency and variability, graphical presentations, descriptive simple linear regression, elementary probability, normal and t-distributions, confidence intervals, and hypothesis testing.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Discuss the basic concepts of statistics, including central tendency, dispersion, probability, regression, and correlation.	Cognitive
CLO2	Apply various statistical tools for data analysis.	Cognitive
CLO3	Apply techniques for testing various statistical hypotheses concerning population parameters.	Cognitive
CLO4	Analyze research questions based on statistical data for drawing relevant conclusions.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2				✓									✓			
CLO3									✓	✓					✓	
CLO4										✓					✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Statistics: the definition and classification of Statistics, Functions of Statistics, Scope of Statistics, Limitations of Statistics, Ethics in Statistics.
- Data Collection and Presentation: Collection of statistical data, Classification of statistical data, Tabulation of statistical data, Frequency distribution of data, Graphical representation of data.
- Measures of Central Tendency: Definition, characteristics, merits, and demerits of Mean, Median, and Mode, Calculation and interpretation of the Mean, Median, and Mode.
- Measures of Dispersion: Absolute and relative measures of Dispersion: Definition, characteristics, merits, and demerits of Range, Variance, and Standard Deviation, Calculation and interpretation of the Range, Variance, and Standard Deviation.
- Skewness, Moments and Kurtosis: Moments from arbitrary value, Moments from mean, Relation between moments, Measures of skewness & kurtosis and their uses.
- Probability and Sampling: Definition and approaches to probability; Experiment, event, outcomes, mutually exclusive and exhaustive; Dependent and independent Events; Calculation of probabilities using addition and multiplication rules; Sampling and census, Advantages and disadvantages of sampling, types of sampling. -Social surveys, planning of surveys, methods of securing information, Schedule, Questionnaire.

- Test of Hypothesis: The terms of the test of hypothesis, level of significance, type I error and type II error etc. The steps of hypothesis testing procedure; a test of hypothesis about a population mean for large and small samples.
- Simple Correlation and Regression: Drawing a scatter diagram. Calculation and interpretation of the coefficient of correlation and the coefficient of determination, Calculation of the least squares regression line, Calculation and interpretation of the standard error of estimate.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction To Statistics	- Discuss the course outline, the structure of mark distribution phases, and an introduction to the fundamental concepts of Statistics. - Discuss the definition and classification of Statistics, Functions of Statistics, Scope of Statistics, Limitations of Statistics, and Ethics in Statistics, Level of measurement, Types of Variables.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1
Data Collection and Presentation	- Interpret the collection of statistical data, Classification of statistical data, Tabulation of statistical data, Frequency distribution of data, and Graphical representation of data.	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO2 CLO 4
Measures of Central Tendency	- Discuss the definition, characteristics, merits, demerits and calculation method of Mean, Median, and Mode,	Week 5-6	- Interactive discussion -Lecture discussion with the aid of multimedia - Problem Practice -Home task -Collect Feedback & answer - Class test -Assessment of LOs	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 1 CLO 2
Measures of Dispersion	- Discuss the absolute and relative measures of Dispersion: Definition, characteristics, merits, and demerits of Range,	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 2 CLO 4

	Variance, and Standard Deviation. - Calculate and Interpret the Range, Variance, Standard Deviation, and Quartile Deviation.		-students group work -Paperwork.		
Skewness, Moments and Kurtosis	- Discuss Moments from arbitrary value, Moments from mean, Relation between moments, Measures of skewness & kurtosis and their uses.	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
Theory of Probability and Sampling	- Discuss the definition and approaches to probability, permutation and combination. - Interpret Sampling, advantages and disadvantages of sampling, types of sampling; Different methods of securing information, Survey & Questionnaire.	Week 11-12	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 3
Test of Hypothesis	- Discuss the terms of the test of hypothesis, level of significance, type I error and type II error, etc. - Discuss the steps of hypothesis testing procedure.	Week 13-14	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3 CLO4
Simple Correlation and Regression	- Discuss how to draw a scatter diagram; Histogram, Pie Chart. -Calculate and interpret the coefficient of correlation, the least squares regression line, standard error of estimate.	Week 15	-Discussion about the subject contents with the students -Recap main points - Group Presentation on Report	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO4

Part C- Assessment and Evaluation

16.	Evaluation Policy & Marks Distribution: The final grade for this class will be based on the points achieved in the following areas:

	CIE (40%)			

			Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Bloom's Taxonomy Domain:					
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Statistical techniques in business & economics Lind, Douglas A., Marchal, William G., Wathen, Samuel A. (2015). (16th ed. international ed.). New York: McGraw-Hill Education.	• Business Statistics. Gupta, S. P., & Gupta, M. P. 2007 (14th edition). New Delhi: Sultan Chand & Sons. • Introductory Statistics (2024) A.H.M. Rahmatullah Imon • Statistics for Management. Richard I. Levin, Masood Husain Siddiqui, Sanjay Rastogi and David S. Rubin (2017). (8th Edition.) Pearson Education.

Course Name: Computer Fundamentals
Course Code: 0611-1003

Part A- Introduction

1.	**Course Code**	0611-1003
2.	**Course Title**	Computer Fundamentals
3.	**Course Type (GED/Core/Major)**	GED Course
4.	**Level/Term and Section**	1st Year 2nd Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Computer Science and Engineering.
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3

9.	**Class Hour**	1 Hour 25 Minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	i) Understand the key concepts of computer hardware, software, operating systems, and networking. ii) Apply knowledge and skills gained in the lab to effectively use MS Word, MS PowerPoint, and MS Excel. iii) Apply proper etiquette and techniques to use the internet, email, etc.
	Course Summary	This course deals with the basic knowledge of Computers, hardware, input and output devices, databases, networking, and the Internet. Students will be taught the basics of software as well as they will practice application software - MS Word, MS Excel, and MS PowerPoint in the lab and at home. They will also gain hands-on knowledge about the Internet and Email.

12. Course Learning Outcomes (CLOs)

SL. No.	Description	Bloom's Taxonomy Domain
CLO1	Describe the basic knowledge of computer development history and identify key components of a computer system	Cognitive
CLO2	Explain the types of software and their applications.	Cognitive
CLO3	Create a presentation with PowerPoint slides.	Psychomotor
CLO4	Demonstrate the knowledge of Word processing software and spreadsheet analysis software.	Psychomotor

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2	✓												✓			
CLO3							✓		✓					✓	✓	
CLO4							✓		✓					✓	✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

Hardware and software: Hardware Units of Computer (Input, Output, Memory, Arithmetic Logic Unit, Control Unit), Software and its types, Operating Systems, Types of Computers, Computer Networking, Database Concepts, Programming Concepts, Number Systems, and e-commerce.

Word Processing: Creating a new document, Document alignment, Font selection, Super Script, Subscript, Paragraph Indentation, Character Spacing, Line Spacing, Editing using cut, copy, and paste, Inserting Symbol, Bullet & Numbering, Header & Footer, Border and shading, Page setup, Printing a document, Working with picture and drawing, Auto correction, Finding & Replace, Using a spell checker, Using Bengali font, Tables and Columns.

Spreadsheet Analysis: Row and column numbering; Inserting and deleting row and column; Changing row

height and column width; Freezing & Unfreezing pane; Paste Special; Auto fill; Working with formulas; Conditional formatting; Cell formatting; Page setup; Sorting; Data Filtering; Chart and graphs

Presentation Software: Creating slide; Inserting new slides; Viewing slides; Applying design; Slide transition; Animation; Slide Show

Internet & Email: The use of the internet, Searching for information, Downloading appropriate software, basics of email.

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique(s)	Assessment strategy(s)	Alignment to CLO
History and development of Computer.	-Discuss about the Invention of computers, -Compare different computers of different times.	**Week 1-2**	-Formal interaction with the students and know about the proceedings of the subject matter - Lecture with the aid of multimedia -Collect Feedback & answer	CT/ Mid-term/ Final	CLO1
Basic Computer components.	-Categorize computer components, -Discuss details knowledge about each of the components	**Week 3-4**	-Interactive discussion -Lecture discussion with the aid of multimedia -Assessment of LOs	CT/ Mid-term/ Final	CLO1
Number System Conversion:	-Understand the different number systems and conversion of numbers in different number systems.	**Week 5-7**	-Interactive discussion -Lecture discussion with the aid of multimedia-Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final	
Types of software and its application.	-Discuss details about software, - -Understand system software, and application software.	**Week 8-9**	-Interactive discussion -Lecture discussion with the aid of multimedia-Collect Feedback & answer.	CT/ Mid-term/ Final	CLO2
Word Processing Software:	-Create documents, tables, columns, -Insert images, formatting writing, writing applications, and CV	**Week 10-11**	-Interactive discussion -Lecture discussion with the aid of multimedia-Collect Feedback & answer. -Assignment	CT/ Mid-term/ Final/ Presentation/ Viva	CLO4

	Spreadsheet Analysis:	Row and column numbering; -Insert and delete row and column -Change row height and column width -Freeze & Unfreeze pane; Paste Special; Auto fill; Working with formulas; Conditional formatting; Cell formatting; Page setup; Sorting; Data Filtering; Chart and graphs	**Week 12-13**	-Interactive discussion -Lecture discussion with the aid of multimedia-Collect Feedback & answer. -Assignment	CT/ Mid-term/ Final/ Presentation/ Viva	CLO4
	Presentation Slides:	-Create slides; Insert new slides; View slides; Apply design; Slide transition; Animation; Slide Show	**Week 14-15**	-Interactive discussion -Lecture discussion with the aid of multimedia -Group Presentation	CT/ Mid-term/ Final/ Presentation/ Viva	CLO3

Part C- Assessment and Evaluation

16. **Evaluation Policy & Marks Distribution:**

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME)** **(20%)**	**Semester Final Examination (SFE)** **(30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				

		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				

17.	**Exam Make-up:** There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	**Other Resources**
Textbooks • Dr. M. Lutfar Rahman and Dr. M. Alamgir Hossain: Computer Fundamentals, Systech Publication Ltd. • William S. Davis: Introduction to Computers, McGraw-Hill Publishers	• Mahbubur Rahman MS Word, Systech Publication Ltd. • Mahbubur Rahman, Ms Excel, Systech Publication Ltd. • Bappi Ashraf, Mastering MS PowerPoint, Gyankosh Prokashani • Articles on Computer Fundamentals.

Course Name: Principles of Finance
Course Code: 0412-1204

Part A- Introduction

1.	Course Code	0412-1204
2.	Course Title	Principles of Finance
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	1st year 2nd Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 hour 25 minutes (Per Class)

10.	Total Marks	100
11.	Course Objective	The course objective is to introduce students to the main elements, methods, and principles of finance. It will provide basic knowledge and skills applicable to personal and managerial finance. Course starts with the general overview of finance, and introduces financial concepts, instruments, and techniques used in financial decision-making. The first part of the course focuses on basic financial concepts and the time value of money, risk and return, and interest rates. The second part of the course deals with capital expenditure decisions, leasing, and some other terms related to finance.
	Course Summary	This is an introductory course in finance. This course introduces principles of finance in general and looks at the way assets are valued in financial markets. The course was formulated to provide the students with the basic knowledge of finance and to form the background for further related studies.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Discuss basic knowledge, skills, and financial concepts to evaluate relevant business decisions.	Cognitive
CLO2	Demonstrate how to assess the risk and return of an investment to make sound financing decisions by using the concept of valuation of money.	Cognitive
CLO3	Analyze how a financial manager makes capital expenditure decisions using various financial tools.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓					✓				✓		✓	✓		✓
CLO2				✓		✓		✓					✓	✓		
CLO3				✓		✓		✓					✓	✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills)

Part B- Content of the Course

14. Course Content

- Overview of Finance and Discussion about basic contents. Definition of Finance, who is the financial Manager, Activities of Financial Manager, and Types of Finance. The Importance of Finance in Non-Finance Areas, Short Conversation on Money Market, Capital Market, Primary Market and Secondary Market.
- Goals of a Firm, Wealth Maximization, and Profit Maximization, what should be the ultimate goal of a business firm? Limitations of Profit Maximization, Window Dressing and Net Profit, Corporate Social Responsibilities, and Wealth Maximization. If a firm attempts to maximize its stock price, is this good or bad for society? Will profit maximization also result in stock price maximization?

	• Three Major Decisions of Managerial Finance, Financing Decisions /Capital Structure Decisions, Investment Decisions /Capital Budgeting Decisions, Dividend Decisions, Retained Earnings. • What is an Agency problem, How to Solve the Agency Problem? Market Forces and Agency Costs, Incentive Plans and Performance Plans, Difference between Capital Gains and Dividend Income. • Definition of Time Value of Money, Basic Concept of Time Value of Money, Future Value versus Present Value, Compounding versus Discounting, Basic Patterns of Cash Flow, Single Amount, Annuity, and Mixed Stream. Future Value of a Single Amount and Problems Exercise, Present Value of a Single Amount and Problems Exercise. • Definition of Annuity, Types of Annuities, Finding the Future Value of an Ordinary Annuity and Problems Exercise, Finding the Present Value of an Ordinary Annuity and Problems Exercise. • Finding the Future Value of an Annuity Due and Problems Exercise, Finding the Present Value of an Annuity Due and Problems Exercise. • Definition of Mixed Streams, Finding the Future Value of a Mixed Stream and Problems Exercise, Finding the Present Value of a Mixed Stream and Problems Exercise. • Definition of Risk, Types of Risk in Finance, Classification of Risks, Systematic Risk/ Non-Diversifiable Risk/ Market Risk, Unsystematic Risk /Diversifiable Risk, Graphical Representation of Total Risk. • Popular Sources of Risk Affecting Financial Managers and Shareholders, Firm-Specific Risks, Business Risks, Financial Risks, Shareholder-Specific Risks, Interest Rate Risks, Price Risks, Re-Investment Risks, Liquidity Risk, Market Risk, Firm and Shareholder Risks, Exchange Rate Risk, Purchasing-Power Risk, Tax risk. • Risk Preference of Investors, Types of Investors, Risk-Indifferent Investors, Risk-Averse Investors, Risk-Seeking Investors, Definition of Return, what is Expected Return, Risk Measurement, Standard Deviation and Coefficient of Variance. • Definition of Portfolio, Risk of a Portfolio, Efficient Portfolio, Portfolio Variance, Return on a Portfolio, Problems on Portfolio Analysis. Problems with Portfolio Return and Standard Deviation and Solutions. • Overview of Capital Expenditure Decisions, Overview of Capital Budgeting Techniques, Important Terminology Regarding Capital Expenditure Decisions, Independent versus Mutually Exclusive Projects, Unlimited Funds versus Capital Rationing, Conventional versus Nonconventional Cash Flow Patterns, accept–Reject versus Ranking Approaches. • Definition of Payback Period, It's Accept-Reject Decision, Problems Exercise. Definition of Discounted Payback Period, Problems Exercise. • Definition of Average Rate of Return or Accounting Rate Return, It's Accept-Reject Decision, Problems Exercise. • Definition of Net Present Value (NPV), It's Accept-Reject Decision, Problems Exercise. • Definition of Internal Rate of Return (IRR), It's Accept-Reject Decision, Problems Exercise. • Definition of Leasing, Types of Leases, Operating Lease, Financial (or Capital) Leases, Lease Arrangement, Direct Lease, Sale-Leaseback Arrangement, Leveraged Leases, Lease-versus-Purchase Decision. Problems Exercise and Solutions (Leasing).

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique(s)	Assessment Strategy(s)	CLO Alignment
Overview of Finance	-Understand the course outline, mark distribution phases, the course introduction, and fundamental concepts of finance.	Week 1	-Interactive discussion about the subject content. - Lecture with the aid of multimedia -Collect Feedback & answer	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO1
Types of Finance; Importance of Finance; Financial Markets	-Describe basic terms to understand finance and types of finance. -Interpret who the financial manager is and the activities of the financial manager. -Discuss the importance of finance in non-finance areas, short conversation on money market, capital market, primary market, and secondary market. Goals of a firm, wealth maximization and profit maximization, what should be the ultimate goal of a business firm?	Week 2	-Interactive discussion -Lecture with the aid of multimedia -Whiteboard illustration - Collect Feedback & answer -Assessment of LOs	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO1
Goals of Financial Manager; Managerial Decisions	-Discuss limitations of profit maximization, window dressing, net profit, corporate social responsibilities, and wealth maximization. -Discuss whether profit maximization also results in stock price maximization. -Interpret three (3) major decisions of managerial finance.	Week 3	-Interactive discussion -Lecture discussion with the aid of multimedia -Students' group work -Collect Feedback & answer.	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO1
Agency Problem	-Discuss agency problem, how to solve the Agency Problem, market forces and agency costs, incentive plans and performance plans, difference between capital gains and dividend income.	Week 4	-Interactive discussion -Lecture with the aid of multimedia -Students' group work	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO1

	Time Value of Money	-Define time value of money with example. -Present the basic concept of time value of money, future value versus present value, compounding versus discounting, basic patterns of cash flow, single amount, annuity, and mixed stream. -Calculate the future value of a single amount and problems exercise, present value of a single amount and problems exercise.	Week 5	-Interactive discussion -Lecture with the aid of multimedia -Students' group work - Whiteboard illustration	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO1 CLO2
	Annuity	-Define annuity. -Illustrate types of annuities -Calculate the future value of an ordinary annuity, and problems exercise, the present value of an ordinary annuity, and problems exercise. -Determine the future value of an annuity due, and problems exercise -Determine the present value of an annuity due, and problems exercise.	Week 6-7	-Interactive discussion -Lecture discussion with the aid of multimedia -Presentation. -Collect Feedback & answer -Assessment of LOs	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO1 CLO2
	Mixed Stream Cash Flow Problems	-Define mixed streams -Calculate the future value of a mixed stream, and problems exercise -Determine the present value of a mixed stream and problems exercise.	Week 8	-Interactive discussion -Lecture discussion with the aid of multimedia -Case study. -Assessment of LOs	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO1 CLO2
	Risk and Return	-Define Risk -Present various types of risk in finance, classification of risks, systematic risk/ non-diversifiable risk/ market risk, unsystematic risk /diversifiable Risk, and graphical representation of total risk. - Illustrate some popular sources of risk affecting financial managers and shareholders (firm-specific risks, business risk, financial risk, shareholder-specific risks, interest rate risk,	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -Case study -Collect Feedback & answer. -Assessment of LOs	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO2

	price risk, re-investment risk, liquidity risk, market risk, firm and shareholder risks, exchange rate risk, purchasing-power risk, tax risk) - Present kinds of risk preference of investors and types of investors, such as risk-indifferent investors, risk-averse investors, and risk-seeking investors. -Define return, expected return - Illustrate risk measurement, standard deviation, and coefficient of variance.				
Portfolio	-Define portfolio, efficient portfolio -Calculate the risk of a portfolio, portfolio variance, return on a portfolio, and problems on portfolio analysis.	Week 11	-Interactive discussion -Lecture discussion with the aid of multimedia -Whiteboard illustration -Students' group work -Collect Feedback & answer.	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO2
Capital Expenditure Decision	-Illustrate the overview of capital expenditure decisions, capital budgeting techniques -Simplify some important terminologies regarding capital expenditure decisions, such as independent versus mutually exclusive projects, unlimited funds versus capital rationing, conventional versus nonconventional cash flow patterns, accept–reject versus ranking approaches. -Define payback period and illustrate its accept-reject decision, and problems exercise. -Define discounted payback period, and problems exercise.	Week 12-13	-Interactive discussion -Lecture discussion with the aid of multimedia -Student group presentation. -Collect Feedback & answer.	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 3

			- Define average rate of return or accounting rate of return and illustrate its accept-reject decision, and problems exercise.				
		NPV and IRR; Leasing	-Define net present value (NPV) and illustrate its accept-reject decision, and problems exercise. -Define internal rate of return (IRR) and its accept-reject decision, and problems exercise. -Define Leasing -Simplify different types of leases such as operating lease, financial (or Capital) leases, lease arrangement, direct lease, sale-leaseback arrangement, and leveraged leases -Illustrate lease-versus-purchase decision.	Week 14-15	-Interactive discussion -Lecture discussion with the aid of multimedia - Whiteboard illustration -Student group presentation.	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 3

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
	P1 Imitation				

	Psychomotor Domain	P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Principles of Managerial Finance by Lawrence J. Gitman	• Introduction to Financial Management by Schall & Heley. • Managerial Finance by Weston and Brigham.

Course Name: Bangla Language and Literature
Course Code: 0231-1205

Part A- Introduction

1.	**Course Code**	**0231-1205**
2.	**Course Title**	Bangla Language and Literature
3.	**Course Type (GED/Core/Major)**	GED Course
4.	**Level/Term and Section**	1st Year 2nd Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	The objectives of the Bangla Language and Literature course for BBA program are: a) To provide students with the opportunity to practice Bengali language, literature, and culture.

		b) To enable students to research the history and traditions of the nation while continuously practicing and refining their language skills. c) To equip students with the ability to analyze the overall outline of Bengali language and literature through their study. d) To cultivate humane and moral thinking in students, empowering them to contribute to the welfare of the country and society.
	Course Summary	This course delves into the rich cultural heritage and literary traditions of Bangladesh through the study of Bangla language and literature. Students explore the historical significance of Bangla, including its role in national movements and the liberation war, gaining insights into the social and political landscape of the country. Through literary texts, students analyze societal norms, values, and perspectives, fostering empathy, critical thinking, and communication skills essential for success in business and management. Emphasis is placed on developing proficiency in Bangla language to effectively engage with local stakeholders, customers, and communities, enhancing students' ability to navigate diverse environments and build strong relationships as global citizens and leaders. Overall, this course enriches students' understanding of their heritage and society while equipping them with valuable skills and perspectives for professional and personal growth.

12. **Course Learning Outcomes (CLOs)**

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Describe the fundamental concepts of ancient, medieval, and modern Bengali language and literature, including significant literary works, authors, and themes across different periods and genres.	Cognitive
CLO2	Interpret and understand the nuances of Bengali texts, including their historical and cultural contexts.	Cognitive
CLO3	Relate Bangla language proficiency to effectively communicate and engage with local stakeholders, customers, and communities in business contexts.	Affective
CLO4	Analyze the interplay between language, culture, and business practices in Bangladesh, and evaluate the implications for cross-cultural communication and negotiation.	Cognitive

	CLO5	Evaluate the relevance and applicability of Bangla language and literature skills in contemporary business environments, weighing their contribution to professional success and cultural competence.	Cognitive

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level**

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1						✓								✓		
CLO2			✓										✓			
CLO3							✓							✓		
CLO4									✓						✓	
CLO5											✓					✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. **কোর্স উপাদানসমূহ (Course Contents)**

#সাহিত্য:

- বাংলা সাহিত্যের যুগবিভাগ;
- প্রাচীনযুগঃ চর্যাপদ;
- মধ্যযুগ: শ্রীকৃষ্ণকীর্তন, বৈষ্ণব পদাবলী, মঙ্গলকাব্য (মনসামঙ্গল, চণ্ডীমঙ্গল, অন্নদামঙ্গল, ধর্মমঙ্গল), রোমান্টিক প্রণয়োপ্যাখ্যান;
- আধুনিকযুগ: বাংলা গদ্যের বিকাশ এবং ফোর্ট উইলিয়াম কলেজ;
  কবিতা: দু:সময়-রবীন্দ্রনাথ ঠাকুর; আজ সৃষ্টি সুখের উল্লাসে-কাজী নজরুল ইসলাম;
  ছোটগল্প: পোস্টমাস্টার-রবীন্দ্রনাথ ঠাকুর;
  উপন্যাস: চিলেকোঠার সেপাই-আখতারুজ্জামান ইলিয়াস।

#ভাষা:

বাংলা ভাষার প্রয়োগ-অপপ্রয়োগ, সাধু ও চলিত (প্রমিত) ভাষা, বাংলা ধ্বনি ও বর্ণ, স্বর ও ব্যঞ্জন, বাংলা স্বরধ্বনি ও স্বরবর্ণ, বাংলা ব্যঞ্জনধ্বনি ও ব্যঞ্জনবর্ণের উচ্চারণ, সংযুক্ত ব্যঞ্জনর্ণ, বাংলা বানানের নিয়ম, বানান ও বাক্য শুদ্ধি, যতি চিহ্ন, বাগধারা, বঙ্গানুবাদ।

15. **Weekly/ Lesson Plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy(s)	CLO Alignment

		A Brief Overview of the Course: Bangla Language and Literature	Students were informed about the course framework, the implementation of various phases of mark distribution, the course introduction, and the key concepts of Bangla Language and Literature.	**Week** 1	-Students will provide brief introductions about themselves. -The course outline and subject matter will be discussed thoroughly.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
		বাংলা সাহিত্যের যুগবিভাগ	বাংলা সাহিত্যের যুগবিভাগের প্রাথমিক উদ্দেশ্য হলো বাংলা সাহিত্যের ইতিহাস ও বিকাশ প্রক্রিয়ায় বিভিন্ন কালের সাংস্কৃতিক, ঐতিহাসিক, রাজনৈতিক, অর্থনৈতিক, ধর্মীয়, সামাজিক ও চেতনা প্রভাবকে উল্লেখ করা। এর মাধ্যমে বাংলা সাহিত্যের বিভিন্ন কালের বৈচিত্র্য ও বিকাশের বোধ দেওয়া হয়। এছাড়াও, প্রতিটি যুগের সাহিত্যিক শৈলী, ধারা, ও প্রবৃত্তির অধ্যয়ন এবং সমীক্ষা করা হয়। এটি সাহিত্যের উন্নতি ও পরিষ্কারতা সাধনে গুরুত্বপূর্ণ একটি উপায়।	**Week 2**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO2
		চর্যাপদ	ব্যবসায় প্রশাসনের ক্ষেত্রে, 'চর্যাপদ' অধ্যয়নের মূল উদ্দেশ্য হলো:	**Week 3**	-Interactive discussion -Lecture discussion with the aid	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1

			১) ব্যবসার সম্পূর্ণ বৈচিত্র্যের উন্নত বিশ্লেষণ করা। ২) ব্যবসা প্রতিষ্ঠানের সম্পর্কে আচরণ, মানব সম্পদ, ও প্রবেশদ্বার উন্নতির দিকে নজর রাখা। ৩) ব্যবসায়িক সাহিত্যের প্রাচীন ও বর্তমান ধারণাগুলির অনুসন্ধান ও পর্যবেক্ষণ করা।		of multimedia -Students group work		
		শ্রীকৃষ্ণকীর্তন	'শ্রীকৃষ্ণকীর্তন' একটি ক্লাসিকাল বাঙালি সাহিত্যের মধ্যযুগীয় কাব্য। 'শ্রীকৃষ্ণকীর্তন' কল্পনাশীল একটি কাব্য যেখানে প্রেম, ভক্তি, এবং ধর্মের বিভিন্ন দিক প্রতিফলিত হয়। এই কাব্যটি ব্যবসায় শিক্ষার পরিবেশে ব্যবহৃত হতে পারে যেন শিক্ষার্থীরা সৃজনশীল মনের ধারা নিতে পারে, ভাবনাগুলি প্রকাশ করতে পারে, এবং ধর্মীয় দৃষ্টিকোণ এবং মানবতার মৌলিক মূল্যায়নে তাদের সহায়তা করতে পারে। এছাড়াও, এই পাঠ্যসূচিতে অন্তর্ভুক্ত করা হতে পারে যেন ছাত্ররা কাব্যের সাহিত্যিক মান, শৈলী, এবং প্রভাব সম্পর্কে আগ্রহী হয় এবং তাদের সাহিত্যিক স্বপ্নগুলি উন্নত করতে পারে।	**Week 4**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4
		বৈষ্ণব পদাবলী	'বৈষ্ণব পদাবলি' হল বাংলা সাহিত্যের মধ্যযুগের অন্যতম গুরুত্বপূর্ণ সাহিত্যকর্ম।	**Week 5**	Lecture discussion with the aid	- CT/ Assignment/ Mid-term/ Final/	CLO3 CLO4

			এটি ছিল বৈষ্ণব ধর্মের ধার্মিক ও সাহিত্যিক বিষয়বস্তুকে সংক্ষেপে বর্ণনা করা একটি গ্রন্থ। ব্যবসায় শিক্ষা বিভাগের পাঠ্যসূচিতে 'বৈষ্ণব পদাবলি' অন্তর্ভুক্ত করার উদ্দেশ্য সংস্কৃতির বিভিন্ন বিষয়ে ছাত্রদের প্রশিক্ষণ দেওয়া, তাদের ধর্ম, সাহিত্য ও ঐতিহ্যের সংজ্ঞা করার মাধ্যমে তাদের বিপণি বা ব্যবসায়িক সাহিত্যকে সুনির্দিষ্ট সংস্কৃতি বা সমাজের সাথে সমন্বয় করা। এটি ব্যবসা ও সমাজের প্রথাগত ও ঐতিহ্যবহুল অংশ নিয়ে চিত্রশৃঙ্খলা স্থাপন করে, যা ছাত্রদের সমাজে উচ্চ মর্যাদা ও নৈতিক মূল্যের সাথে ব্যবসা বা ব্যবসায়িক কার্যক্রমে সহায়ক হতে পারে।		of multimedia -students group work -Collect Feedback & answer.	Presentation/ Viva/ Others		
		মঙ্গলকাব্য • মনসামঙ্গল • চণ্ডীমঙ্গল • অন্নদামঙ্গল • ধর্মমঙ্গল	মঙ্গলকাব্য বাংলা সাহিত্যের মধ্যযুগে লেখা হয়েছিল এবং এটি একটি প্রসিদ্ধ কাব্য। মঙ্গলকাব্যের মূল উদ্দেশ্য ছিল পবিত্র এবং সৌভাগ্যময় ঘটনা বা বিষয়ে আলোকপাত করা। ব্যবসায় শিক্ষার ধারাবাহিকতা ও নীতিমালা উন্নীত করা যায় এই প্রাচীন লেখায় উল্লেখিত ব্যবহারিক উপায়ে। এছাড়াও, ব্যবসা প্রতিষ্ঠানের সঙ্গে সংস্কৃতির এবং সামাজিক আদর্শের সম্পর্কে জ্ঞান	**Week 6**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	**CLO3** **CLO5**	

			আর্জনে এর প্রযুক্তিগত অন্তর্ভুক্তির ভূমিকা রয়েছে। এটি ছাত্রদের ব্যবসায়িক মৌলিক মূল্যবোধ ও ব্যবসায়িক মর্যাদা নির্ধারণে সাহায্য করতে পারে।				
		রোমান্টিক প্রণয়োপ্যাখ্যান	'রোমান্টিক প্রণয়োপ্যাখ্যান' বাংলা সাহিত্যের মধ্যযুগের বিভিন্ন সাহিত্যকর্ম যেগুলোকে উল্লেখ করে ব্যবসায় শিক্ষা বিভাগের পাঠ্যসূচিতে অন্তর্ভুক্ত করা হয়েছে, সেগুলোতে মূলত প্রেম এবং রোমান্টিক সন্ধানের কাহিনীগুলো রয়েছে। এই পাঠ্যসূচিতে এই গল্পগুলো অন্তর্ভুক্ত করা হয়েছে যাতে ছাত্রছাত্রীদের মধ্যে ভাবনায় প্রেম ও সম্পর্কের প্রতি উদাসীনতা না থাকে এবং তাদের চিন্তা ও আচরণে মানবিক দক্ষতা ও সম্মান উন্নত হয়।	**Week 7**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4
		বাংলা গদ্যের বিকাশ এবং ফোর্ট উইলিয়াম কলেজ	'ফোর্ট উইলিয়াম কলেজ' বাংলাদেশের শিক্ষার মান ও মর্যাদার উন্নয়নে একটি গুরুত্বপূর্ণ প্রতিষ্ঠান। এটি ব্যবসা ও শিক্ষা সম্প্রসারণের দিকে একটি মূলস্থান। বাংলা সাহিত্যের বিকাশের অন্যত্র অন্তর্ভুক্তি ব্যাপক সম্প্রসারণের জন্য পাঠ্যসূচিতে অন্তর্ভুক্ত হয়েছে। এটি ছাত্রছাত্রীদের প্রথম থেকেই তাদের	**Week 8**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO4

			সাহিত্যিক স্বার্থপরতা এবং সাহিত্যের সামাজিক, ঐতিহ্যিক এবং রাজনৈতিক পরিস্থিতি সম্পর্কে ধারণা করার সুযোগ প্রদান করে।				
		ভাষা ও বাংলা ভাষার শুদ্ধ প্রয়োগ • বাংলা ভাষার প্রয়োগ-অপপ্রয়োগ, • সাধু ও চলিত (প্রমিত) ভাষা, • বাংলা ধ্বনি ও বর্ণ, • স্বর ও ব্যঞ্জন, • বাংলা স্বরধ্বনি ও স্বরবর্ণ, • বাংলা ব্যঞ্জনধ্বনি ও ব্যঞ্জনবর্ণের উচ্চারণ, • সংযুক্ত ব্যঞ্জনর্ণ, • বাংলা বানানের নিয়ম, • বানান ও বাক্য শুদ্ধি, • যতি চিহ্ন, • বাগধারা, • বঙ্গানুবাদ।	এই টপিকটি ব্যবসা শিক্ষার পাঠ্যসূচিতে অন্তর্ভুক্ত করার সুনির্দিষ্ট উদ্দেশ্য হলো ছাত্রদের পরিপূর্ণ বাংলা ভাষা জ্ঞানের সাথে ব্যবসা প্রস্তুতি ও ব্যবহারের দিকে প্রশিক্ষণ দেওয়া। ব্যবসা ও বাণিজ্যিক ক্ষেত্রে সঠিক ও প্রভাবশালী ভাষার ব্যবহার গুরুত্বপূর্ণ হয়ে উঠে। অতএব, ব্যবসা শিক্ষার পাঠ্যসূচিতে 'বাংলা ভাষার শুদ্ধ প্রয়োগ' বিষয়টি অন্তর্ভুক্ত করা হয়েছে যাতে ছাত্ররা ব্যবসা প্রস্তুতি ও প্রশিক্ষণের প্রতিষ্ঠান বা ব্যবসা প্রতিষ্ঠানে বিভিন্ন ভাষার দোষ সম্পর্কে সচেতন হতে পারে এবং ব্যবসায় কোন ভাষার ব্যবহারে কোন প্রতিষেধক আছে তা জানতে পারে। এটি তাদেরকে ভাষার সঠিক ব্যবহারে দক্ষ ও ব্যবসায়িক যোগাযোগে দক্ষ করার জন্য সাহায্য করে।	**Week 9-11**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3
		কবিতাঃ দুঃসময়। **__রবীন্দ্রনাথ ঠাকুর।**	# রবীন্দ্রনাথ ঠাকুরের দুঃসময় কবিতা ব্যবসায় শিক্ষা বিভাগের	**Week 12**	Lecture discussion with the aid	- CT/ Assignment/ Mid-term/ Final/	CLO4 CLO5

			পাঠ্যসূচিতে অন্তর্ভুক্ত করা হলো ব্যবসা ও বিনিয়োগের প্রস্তুতি করতে ছাত্রদের উদ্দিপনা দেওয়া। এই কবিতা ব্যবসা প্রতিষ্ঠানের পাঠ্যসূচিতে অন্তর্ভুক্ত করা হলো কারণ তা ব্যবসায় সাফল্যের কৌশল ও মনোভাবের গুরুত্ব বেশি দেখা যায়। এই কবিতা ছাত্রদের জীবনের বিভিন্ন দুঃসময়ে উদ্দীপনা দেয়, যেমন অসহায়তা, বিপর্যয়, কঠিন সময়ে অবলম্বনের ক্ষমতা ইত্যাদি। এই কবিতা পড়ে ছাত্ররা ব্যবসা ও বিনিয়োগের মানচিত্র তৈরি করতে পারে এবং দুঃসময়ের সম্মুখীন হতে পারেন।		of multimedia -students group work -Collect Feedback & answer.	Presentation/ Viva/ Others		
		কবিতাঃ আজ সৃষ্টি সুখের উল্লাসে। **-কাজী নজরুল ইসলাম।**	#কাজী নজরুল ইসলামের কবিতা "আজ সৃষ্টি সুখের উল্লাসে" তার দীর্ঘ ক্যারিয়ারে তার বিভিন্ন মৌলিক ধারার একটি উদাহরণ। এই কবিতার মূল আবেগ মানবিক উন্নতি, সমাজের উন্নতি ও সুখের অতীত ও ভবিষ্যতের বিষয়ে আলোচনা করা। এই কবিতার মধ্যে উল্লিখিত বিভিন্ন বিষয় যেমন সুখ, মানবিক প্রেম, ক্ষুধা নিয়ন্ত্রণ, সমাজ ও জীবনের উদারতা ইত্যাদি ক্ষেত্রে কিছু মূল ধারার ধারণা	**Week 13**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others		

			এবং মূল্যবান শিক্ষার অংশ হতে পারে।					
		উপন্যাসঃ চিলেকোঠার সেপাই _আখতারুজ্জামান ইলিয়াস	আখতারুজ্জামান ইলিয়াসের 'চিলেকোঠার সেপাই' উপন্যাসটি ব্যবসায় শিক্ষা বিভাগের পাঠ্যসূচিতে অন্তর্ভুক্ত করা হতে পারে কারণ এটি একটি উপন্যাস যা বিভিন্ন সামাজিক ও ঐতিহাসিক মৌলিক সাহিত্য এবং ইতিহাস উপস্থাপন করে। এই উপন্যাসটির মাধ্যমে পাঠকদের অধিকাংশিক নকশা এবং অনুভূতি পাওয়া যায়, যা তাদের জন্য ঐতিহাসিক বিষয়গুলির সম্মিলিত ধারাবাহিক শেখার জন্য অত্যন্ত গুরুত্বপূর্ণ হতে পারে। এছাড়াও, এই উপন্যাসে ব্যবসা ও রাজনীতির মধ্যে সম্পর্ক নিয়ে ধারাবাহিক আলোচনা রয়েছে, যা ব্যবসায় শিক্ষার প্রাইওরিটির মধ্যে অন্তর্ভুক্ত হতে পারে।	**Week 14**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4	
		ছোটগল্পঃ পোস্টমাস্টার __রবীন্দ্রনাথ ঠাকুর।	রবীন্দ্রনাথ ঠাকুরের ছোটগল্প "পোস্টমাস্টার" ব্যবসায় শিক্ষা বিভাগের পাঠ্যসূচিতে অন্তর্ভুক্ত করা হয়েছে তাদের অধ্যয়নের উদ্দেশ্য বিভিন্ন সাধারণ বিষয়ের মধ্যে ব্যবসা ও কৃষির জন্য দারুন সাহায্যকারী হতে এমন সৎ চরিত্র প্রতিষ্ঠান করা। এটি	**Week 15**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4	

			শিক্ষার্থীদের ধারণা করা উচিত যে, ব্যবসা ও কৃষির ক্ষেত্রে সাফল্য অর্জনের জন্য সঠিক সংগঠন ও নৈতিকতা গুরুত্বপূর্ণ। "পোস্টমাস্টার" ছোটগল্পটির মাধ্যমে তারা নৈতিক মৌল্য, সত্যের মূল্য, দয়া, সহানুভূতি ইত্যাদি মৌলিক মূল্যের গুরুত্বপূর্ণতা সম্পর্কে ধারণা পেতে পারেন। এছাড়াও, গল্পটি ব্যবসা ও কৃষি বিষয়ে প্রায়শই উল্লেখিত হয়েছে, যা শিক্ষার্থীদের উত্তরদাতার দৃষ্টিভঙ্গি মূল্যায়নে সাহায্য করতে পারে।					

Part C- Assessment and Evaluation

16. **Evaluation Policy & Marks Distribution:**

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				

		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	**A1** Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	**Make-up Procedure:** There will be no makeup of any exam. The extreme situation will be an exception as per the faculty's decision. Faculty may skip this if students bring written permission from the Dean/ Chairman/Coordinator, of the BBA Program. It is worth mentioning that questions of make-up exams are always harder.					

Part D- Learning Resources

প্রধান গ্রন্থসমুহ:	**সহায়ক গ্রন্থসমুহ:**
• ভাষা ও সাহিত্য জিজ্ঞাসা - ড. সৌমিত্র বাংলা শেখর।	• বাঙ্গালা সাহিত্যের ইতিহাস (১ম ও ২য় খন্ড) - ড. সুকুমার সেন। • বাংলা ভাষার ইতিবৃত্ত - ড. মুহম্মদ শহীদুল্লাহ। • ভাষা-প্রকাশ বাঙ্গালা ব্যাকরণ - ড. সুনীতিকুমার চট্টোপাধ্যায়। • বাংলা ভাষার প্রয়োগ ও অপপ্রয়োগ - বাংলা একাডেমি কর্তৃক প্রকাশিত। • হাজার বছরের পুরান বাংলা ভাষায় বৌদ্ধ গান ও দোহা – ড. হরপ্রসাদ শাস্ত্রী সম্পাদিত • লাল নীল দীপাবলি - হুমায়ুন আজাদ। • বাংলা ভাষার ব্যাকরণ - মুনীর চৌধুরী ও অন্যান্য।

Course Name: Introduction to Development Studies
Course Code: 0311-1206

Part A- Introduction

1.	Course Code	0311-1206
2.	Course Title	Introduction to Development Studies
3.	Course Type (GED/Core/Major)	GED Course

4.	Level/Term and Section	2nd
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of this course are to provide a significant understanding of the history and application of fundamental theoretical approaches to international development. The students will be able to assess the consequences of many theoretical views for development policy in practice, particularly the nature and purpose of aid. This course will assist in developing critical thinking skills on the interactions between political, social, environmental, and economic factors concerning development.
	Course Summary	The significance of development studies stems from the necessity to examine and resolve economic, social, and political issues that affect daily life. The multidisciplinary field of development studies is thoroughly introduced in this course. The course introduces students to development theory debates, development policy and practice history, and multilateral, bilateral, and NGO development organizations. The course invites students to critically consider what development is, how it is carried out, and, most significantly, what it can accomplish.

12. Course Learning Outcomes (CLOs)

SL No.	Description	Bloom's Taxonomy Domain
CLO1	Understand the basic perspectives, concepts, debates, and theories of development.	Cognitive
CLO2	Evaluate the historical consequences and application of fundamental theoretical approaches to international development.	Cognitive
CLO3	Apply different theoretical views and models to analyze the consequences of development policies.	Cognitive
CLO4	Analyze economic, environmental, social, and political elements that impact development.	Cognitive
CLO5	Evaluate societal and economics betterment with a plan and commitment.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2		✓	✓			✓							✓	✓		
CLO3	✓		✓													✓
CLO4							✓			✓				✓	✓	
CLO5					✓						✓			✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Understanding Development: Introduction to Development; Definitions and Interpretations of Development; Various Dimensions, Key Actors and Institution of Development, Development as Freedom, Knowledge as a Critical Dimension of Development, Milestones in Developmental Thinking;
- Colonialism and Its Impact on Developing Countries;
- Common Characteristics of Developing Countries
- Measuring Development: The Challenge, Development Indicators and their Compatibility; The Human Development Index; Some Structural Characteristics of LDCs and DCs.
- Introduction to Development Studies: Origin, Evolution, Nature, Focus, Utility, and Trends, the Future of Development Studies (Global Development Studies); Towards Ethical Development Studies.
- Growth and Challenges for 'Development Studies' as a Discipline: Theoretical Impasse; Fifty Years of Development Thinking; Critique of Contemporary Development Models
- Major Theories of Development:
- Introduction to Growth Theories (1945-1973): Rostow's Stages of Growth Theory, The Trickle-down Theory and Western Capitalism, Radical Interpretation of Underdevelopment (Marxist Theory, Dependency, and World System Theory), Disenchantment with Trickle-down Theory, Participatory Approach to Development, The Basic Needs Approach
- The Latest State of the Art: Economic Development Theorizing since 1980: Alternative Development, Feminist Theories of Development, Institutional Theory, Neoliberalism, and Post Development.
- Development Studies as a Discipline: -Agriculture and Rural Development, Gender and Development, Labor and Migration, NGOs and Development Management.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique(s)	Assessment strategy(s)	Alignment to CLO
Overview of Development Studies	- Understand the course outline, the conduction of different mark distribution phases, the course introduction, and fundamental concepts of development studies. - Describe a general overview of the course and its significance for business students	Week 1-2	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents Case Study -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1, CLO2.

	Development studies- past, present, and future, World War 1. Facts from World War I to the end of World War II	- Describe the basic terms of development studies: Economics, GDP, GNP, GNI, Per Capita Income, Communism, Socialism, and Capitalism. - Break down the main causes and effects of World War 1& 2, facts from World War I to the end of World War II. -Demonstrate the Great Depression of 1929, New Superpowers, the start of Decolonization, and the Colonial Empire.	Week 3-4	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2, CLO4.
	UN, UNDP, SDG.	-Understand the history and origin of the United Nations, roles and other activities of the UN. -Describe the roles of UNDP, details discussion of Sustainable Development Goals (SDGs).	Week 5-6	-Discussion about the subject contents with the students -Recap main points -Forward plan.	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3, CLO4.
	Development studies and the society, Core values of the development.	-Evaluate the core values of development. - Understanding how sustenance, self-esteem, and freedom relate to society's development.	Week 7-8	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3, CLO5,
	Dimensions of Development. Country classification	-Analyze the perspectives and thematic narrations of economic development, social development, human development, sustainable development, territorial development, inclusive development, developed and developing countries, common indicators of measuring development. -Understanding the human development index; some structural characteristics of LDCs and DCs.	Week 9-10	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1, CLO3, .
	Theories of Development.	-Understand major theories of development, the growth, and challenges for development.	Week 11-12	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations -Recap main points	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 2, CLO 4.

				-Forward plan		
	Development Studies as a Discipline	-Presents the factors for agriculture and rural development, gender and development, labor, and migration, NGOs, and development management.	Week 13	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations -Group Study -Recap main points.	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 5.
	Financial Development	-Demonstrate different financial theory related with financial dimension. -Discusses the basic concept of monetary policy, fiscal policy and credit policy	Week 14-15	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				

	Psychomotor Domain	**P1** Imitation							
		P2 Manipulation							
		P3 Precision							
		P4 Articulation							
		P5 Naturalization							
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.								

Part D- Learning Resources

Required Textbooks	Other Resources
• Theories and Practices of Development, Katie Willis, 2005, Routledge.	• The least developed countries report 2020, Productive capacities for the new decade, Geneva, 2020, United Nations. • Scholarly articles on development studies.

Second Year First Semester (3rd Semester)

Course Name: Organizational Behavior
Course Code: 0313-2101

Part A- Introduction

1.	Course Code	0313-2101
2.	Course Title	Organizational Behavior
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	2nd year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objective of this course is to provide an understanding of the theories and concepts of individual and group behavior, organizational structure, decision-making, communication, organizational change and development, motivation, leadership, rewarding behavior, conflict, power, and politics. Students will learn how organizations can be managed more effectively, as

		well as how to improve the quality of work life for employees.
	Course Summary	The course imparts an evidence-based understanding of how people behave and make decisions inside businesses. The subjects covered in this course are specifically chosen to enhance students' understanding of ideas and practices informed by theories on motivation, work satisfaction, human performance, organizational teams, group decision-making, and leadership. This course will provide a foundational theoretical understanding of human behavior in the workplace, which may be used to address most workplace concerns.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Describe various theories and models that contribute to the overall understanding of organizational behavior.	Cognitive
CLO2	Analyze various factors and issues that contribute to individual and group behavior in organizations.	Cognitive
CLO3	Apply various theories and concepts of organizational behavior to case-based scenarios or current workplace issues.	Cognitive
CLO4	Explain organizational culture and its impact on organizational behavior.	Cognitive
CLO5	Compare different leadership philosophies and the part leaders play in ethical issues and decision-making processes in organizations.	Affective
CLO6	Evaluate the procedures for fostering communication and managing conflict in organizations.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2			✓										✓			
CLO3										✓		✓			✓	✓
CLO4						✓		✓						✓		
CLO5					✓						✓			✓		✓
CLO6							✓							✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Understanding Organizational Behavior (OB): Definition of OB; Why is OB for everyone? Key Levels of analysis in OB, Goals of OB, Key forces affecting OB, Relationships among the key forces, Effects of the key forces on OB.
- Fundamental Concepts of OB: Fundamental Concepts of OB, Positive Characteristics, Strength of Organizational Behavior field; Limitation of Organizational Behavior; Continuing Challenges of Organizational Behavior.
- The Historical Development of Organizational Behavior Theories: Definition of "theories and concepts" with examples, Scientific Management Theory, Bureaucratic Theory, Henri Fayol's Principles of Management, Hawthorne Experiment: Human Relation Theory.
- OB Models: Different Types of OB Models, such as the Autocratic model, Custodial Model, Supportive Model, Collegial Model, System Model.
- Managerial Roles in Organization: Who is the manager? Levels of Managers, Primary and Secondary Managerial Skills, and Mintzberg's Managerial Roles.
- Communication in Organization: the essential elements of the Communication Process, the significance of workplace communication, Barriers to effective communication; ways to overcome the communication barriers.
- Personality and Values: Definition of Personality, Myers-Briggs type Indicator, The Big Five Model of Personality Dimensions, Major Personality Attributes, Holland's Personality Job-Fit Theory, Definition and Types of Values, Emotional Intelligence (EI), OB Application of Understanding Emotions.
- Perception and Individual Decision Making: Definition of Perception, Attribution Theory, Errors and Biases in Attribution, reducing errors, frequently used shortcuts while judging others, link between perception and individual decision making, how to improve decision making
- Attitudes and Job Satisfaction: Definition and Types of Attitudes, Job Satisfaction, Use of Existing Job Satisfaction Information, Job Involvement, Employee Engagement, Organizational Commitment, and Expression of Employee Dissatisfaction.
- Organizational Culture: Organizational Culture and its Characteristics and Functions, How Cultures Begin in Organizations, How Employees Learn Culture, and Socialization Process.
- Motivations and Reward Systems: Definition and Elements of Work Motivation, A model of motivation, Maslow's Hierarchy of Needs theory of motivation, Theory X and Theory Y, Hertzberg's two-factor theory of motivation, Guidelines for OB Modification, Consequences of OB Modification, and Expectancy Theory.
- Leadership and Ethics: Management & Leadership, Traits of Effective Leaders, Different Types of Leaders, Ethics and Ethical Leadership, and Principles of Ethical Leadership.
- Group Dynamics: Meaning of Group, Types of Groups, Organizational Citizenship.
- Power and Conflict: Different Types of Power, Organizational Politics, Whistleblower, Nature of Conflicts in Organizations, Levels of Conflict, Sources of Conflict, Effects of Conflict.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

	Understanding Organizational Behavior and Fundamental Concepts of OB	-Describe the definition of OB. - Explain the levels of analysis in OB. - Summarize the goals of OB. - Discuss the key forces affecting OB. - Interpret the fundamental concepts of OB. - Describe positive characteristics of the organizational behavior field. - Contrast the strengths and limitations of the Organizational Behavior field.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1
	The Historical Development of Organizational Behavior Theories	- Analyze Scientific Management Theory. - Explain bureaucratic theory. - Summarize Henri Fayol's Principles of Management. - Interpret the Hawthorne Experiment: Human Relation Theory	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO3
	OB Models and Managerial Roles in Organization	- Describe the different types of OB models. - Explain who the manager is in an organizational context. - Break down primary and secondary managerial skills. - Analyze Mintzberg's	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 1 CLO 3

		Managerial Roles.				
	Personality and Values	- Describe personality. - Explain the Myers-Briggs Type Indicator. - Contrast the Big Five Model of Personality Dimensions. - Discuss major personality attributes. - Explain Holland's Personality-Job Fit Theory. - Analyze the definition and types of values. - Evaluate Emotional Intelligence (EI). - Demonstrate OB application of understanding emotions.	Week 7	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 3 CLO 4
	Communication in Organization	- Explain the essential elements of the communication process. - Discuss the significance of workplace communication. - Analyze barriers to effective communication. - Analyze ways to overcome communication barriers.	Week 8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
	Perception and Individual Decision Making	- Explain the definition of perception. -Interpret Attribution Theory.	Week 9	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4

		-Analyze Errors and Biases in Attribution. -Demonstrate variousways to reduce bias. - Illustrate frequently used shortcuts while judging others. - Relate the link between perception and individual decision-making. - Develop strategies to improve decision-making.		-Students group work		
	Attitudes and Job Satisfaction	- Describe the definition and types of attitudes. - Explain job satisfaction, job involvement, employee engagement, and organizational commitment. - Analyze ways employees express dissatisfaction.	Week 10	-Lecture discussion with the aid of multimedia -Students group work - Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO 3
	Organizational Culture	- Describe the characteristics and functions of organizational culture. - Explain how cultures begin in organizations. - Discuss how employees learn about culture. - Summarize the socialization process in organizations.	Week 11	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4
	Motivations and Reward Systems	- Explain the definition and elements of work motivation.	Week 12	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2 CLO3

		- Summarize a model of motivation. - Interpret Maslow's Hierarchy of Needs theory of motivation. - Contrast Theory X and Theory Y - Analyze Hertzberg's two-factor theory of motivation and Expectancy theory - Describe the guidelines for OB Modification. - Classify the consequences of OB Modification		- Collect Feedback & answer		
	Leadership and Ethics	- Analyze the key differences between management and leadership. - Describe the essential traits of effective leaders. - Compare different leadership styles - Discuss the role of ethics in leadership decision-making - Summarize the core principles of ethical leadership	Week 13	-Interactive discussion -Lecture discussion with the aid of multimedia - Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO5
	Group Dynamics & Power and Conflict	- Explain the meaning of Group. -Classify the types of Groups. - Discuss Organizational Citizenship.	Week 14-15	-Interactive discussion -Lecture discussion with the aid of multimedia - Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO6

		- Classify the different types of power. - Analyze organizational politics. - Evaluate the impact of a whistleblower. - Explain the nature, levels, sources, and effects of conflict in organizations.				

Part C- Assessment and Evaluation

16. Evaluation Policy& Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources

• Organizational Behavior Robbins, S.P. and Judge, T.A. (2013). 15th edition, Pearson, Boston.	• Organizational Behavior- Human Behavior at Work. John W Newstrom, 14th edition McGraw-Hill Higher Education. • Organizational behavior and management Ivancevich, John M., Konopaske, Robert, Matteson, Michael T. (2011). 10th edition. New York: McGraw-Hill Education.

Course Name: Macro Economics
Course Code: 0311-2102

Part A- Introduction

1.	Course Code	0311-2102
2.	Course Title	Macro Economics
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	2nd year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objective of this course is to recognize and investigate the connections between the various macroeconomic variables. This course will prepare students to research the relationships between macroeconomic variables comprehensively and assist policymakers in developing appropriate macroeconomic policies consistent with a given economy's economic conditions.
	Course Summary	This course is designed to provide students with an introduction to the fundamentals of macroeconomics. This course introduces fundamental macroeconomic concepts, techniques, and contemporary economic challenges. The study of macroeconomics involves the examination of the aggregate economy, including booms and recessions, the overall production of goods and services by the economy, economic growth and unemployment, money supply and interest rates, fiscal and monetary policy, and foreign currency markets. The application of fundamental financial theory to problems and challenges in the real world will be emphasized throughout this course. This introductory macroeconomics course is designed to assist students in analyzing critical problems using proper techniques.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Understand the fundamental principles and methodologies of macroeconomics.	Cognitive
CLO2	Apply the theoretical model to explain the economy's behavior.	Cognitive
CLO3	Analyze the impact of monetary and fiscal policies on changes in the level of prices and overall output.	Cognitive
CLO4	Evaluate the justification of macroeconomic policies and the corresponding outcomes.	Cognitive
CLO5	Respond to various global macroeconomic concerns to foster more global thinking.	Affective

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2		✓											✓			
CLO3						✓				✓				✓	✓	
CLO4									✓						✓	
CLO5										✓		✓			✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Fundamental Concepts of Macro Economics: Macroeconomics and origin of macroeconomics, Topic discussed in macroeconomics, Aggregate Income, Consumption, Savings and Investment, Stock and Flow Variables Statics and Dynamics.
- National Income Accounting: Concepts and Measurement of GNP, NNP, and GDP - Nominal and Real National Income.
- Classical Theory of Output, Income and Employment: Simple Graphical and Analytical Exposition of the Theory. Attainment of full Employment.
- The Keynesian Theory of Income and Employment: A Simple Exposition of Keynesian Structure - Obstacles to Attainment of full Employment- Inflationary and Deflationary Gaps.
- Simple Concept of Consumption and Savings Functions: Marginal Propensity to Consume - Derivation of the Multiplier, Aggregate Demand and Supply.
- Simple Concept of Investment Functions: The Interest Rate, The Rate of Return on Investment, and the level of Investment.
- Money and Inflation: Function of Money, Theory of Money, Inflation, Types of Inflation, Policy to control inflation.
- Monetary Policy and Fiscal Policy: Detailed discussion of Monetary Policy and Fiscal Policy.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Economics	-Understand the fundamental concepts of economics. - Analyze the major trade-offs among the macroeconomic objectives. -Demonstrate the major economic problems.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO1 CLO5
Fundamental Concepts of Macro Economics	-Understand the concepts of Micro and Macroeconomics. -Acquire knowledge about the origin, scope, and importance of macroeconomics, -Analyze Stock and Flow Variables, Statics, and Dynamics.	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO4
National Income	-Understand the basic concept of social accounting, -Evaluate the application of social accounts in a closed economy and an open economy, -Illustrate the circular-flow diagram of income, -Understand the basic concepts of GDP, GNP, national income, net national product, national income or national income @factor cost, personal income, and disposable income.	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 1 CLO 2
Theory of Employment	-Understand the classical theory of employment, Say's	Week 7-8	-Interactive discussion -Lecture discussion with the aid	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 3 CLO 4

		Law,Pigou's Modification. -Evaluate the criticism of classical theory &Say's law. -Justify the Keynesian Theory of Employment, -Evaluate unemployment and full employment. -Analyze policy for full employment.		of multimedia -students group work -Library work. -Paperwork.		
	Consumption Function & Multiplier	-Evaluate the application of the consumption function. -Understand Keynes' law of consumption, investment & types of investment. -Analyze Multiplier, Employment Multiplier Income, or Investment Multiplier.	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -Students' group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2 CLO4
	Money	-Understand the function of Money, the "Federal Reserve System",Open market operation, the money circulation process by the bank, and the quantity theory of money.	Week 11-12	-Lecture discussion with the aid of multimedia -Students' group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO 5
	Inflation	-Understand the concept and types of Inflation. -Analyze The Process of Measuring Inflation -Analyze the causes of Inflation. -Understand the policy to control inflation.	Week 13-15	Lecture discussion with the aid of multimedia -students' group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Modern Economic Theory Dr. K.K.Dewett, M.H.Navalur Edition 2010.	• Principles of Macro Economics (4th edition) N. Gregory Mankiw • Macroeconomics Theory and Policy Dr. H.L.Ahuja • The Psychology of Money Morgan Housel

Course Name: Principles of Cost and Management Accounting
Course Code: 0411-2103

Part A- Introduction

1.	Course Code	0411-2103
2.	Course Title	Principles of Cost and Management Accounting
3.	Course Type (GED/Core/Major)	Core Course

4.	Level/Term and Section	2nd year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course is designed to equip students with a comprehensive understanding of cost and management accounting, with an emphasis on its application in business operations. Upon completion of the course, students will possess the critical skills necessary to conduct in-depth cost analysis, perform accurate cost computations, and engage in effective planning and control processes. Additionally, knowledge of this course will enable students to apply various accounting methodologies and techniques in making managerial decisions in a wide range of business organizations.
	Course Summary	The Principles of Cost and Management Accounting course provides students with a comprehensive understanding of cost analysis and managerial accounting essential for effective decision-making in business operations. Students will gain proficiency in key areas such as cost behaviour, cost-volume-profit analysis, and cost control techniques, equipping them with the tools needed for accurate financial data interpretation and analysis. The course emphasizes applications of various costing methods, including job, contract, batch, and process costing. By the end of the course, students will have developed the critical skills necessary for cost analysis, planning, and control, enabling them to apply their knowledge in diverse organizational settings.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Explain the fundamental concepts of cost and management accounting.	Cognitive
CLO2	Determine cost sheet, including the various elements of cost sheet to facilitate effective managerial functions.	Cognitive
CLO3	Apply various costing methods to ascertain the cost of production within business organizations.	Cognitive
CLO4	Apply different management accounting tools to support key managerial functions and optimize organizational performance.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓		✓					✓	✓			✓		✓	
CLO2		✓	✓	✓			✓						✓	✓		
CLO3				✓					✓	✓			✓		✓	
CLO4			✓	✓					✓				✓		✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction: Definition, Objectives, Scope, Importance, Limitations, Relationship between Cost & Management Accounting
- Cost Concepts and Classification of Cost: Cost vs. Expense, Types of Costs, Cost Behavior, Fixed and Variable Costs Mixed Cost, Segregation Methods of Mixed Cost.
- Cost Sheet and Elements of Cost: Preparation of Cost Sheet, Advantages, Elements of Cost, Material Control, Wages System, Overhead Rate.
- Costing Methods: Job, Contract, and Batch Costing, Process Costing, Procedure to determine production cost under different methods.
- Cost Volume Profit Relationship: CVP, Assumptions of CVP, Contribution margin, CM Ratio, Break-even point, Impacts on Profit due to change in various factors
- Absorption Costing and Variable Costing: Overview, Income Comparison, Impact on the manager, Application of absorption and variable costing.
- Differential Analysis: Differential Cost and Revenue, Sunk costs, opportunity costs, and relevant costs, Special order decisions, product discontinuation, and make or buy decision.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction	-Describe the definition, objectives, scope, importance and limitations of cost and management accounting. -Discuss inter-relationships and dissimilarities of cost and management accounting.	Week 1-2	-Lecture with the aid of multimedia. -Interactive Discussion. --Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva/Others	CLO1
Cost Concepts and Classification of Cost	-Explain the concept of cost and expense, -Discuss various types of costs -Interpret the concept of cost behavior, -Describe fixed and variable & mixed Cost, -Illustrate segregation methods of mixed Cost.	Week 3-4	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1

	Cost Sheet and Elements of Cost	-Present the preparation of cost Sheet -Describe the advantages - Discuss the elements of cost -Explain material control, wages system,and overhead rate.	Week 5-7	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
	Costing Methods	-Discuss job costing -Present the preparation of job cost sheet -Describe contract costing -Explain the profit determination in contract and batch costing – Discuss process costing	Week 8-9	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3
	Cost Volume Profit Relationship	-Explain the concept CVP, - Describe the assumptions of CVP -Explain contribution margin, CM ratio and their application -Discuss break-even point -Explain the impacts on profit due to change in various factors	Week 10-11	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4
	Absorption Costing and Variable Costing	-Describe the absorption and variable costing technique - Explain the application of absorption and variable costing -Illustrate the income comparison under both methods	Week 12-13	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4

		-Explain the impact on the manager				
	Differential Analysis	-Discuss differential cost and revenue -Explain Sunk costs, opportunity costs, and relevant costs, -Discuss how to make special order decisions, product discontinuation, and make or buy decision.	Week 14-15	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Lal, J., & Srivastava, S. *Cost Accounting.* McGraw-Hill Education. 6th Edition.	• Garrison, R., Brewer, P., & Noreen, E. Managerial Accounting. McGraw-Hill. 9th Edition. • Horngren, C. T., Datar, S. M., &Rajan, M. V. Cost Accounting: A Managerial Emphasis. Pearson. Edition 2017. • Shukla, M., Grewal, T. S., & Gupta, S. C. Cost Accounting: Text and Problems. S. Chand Publishing. Edition 2007.

Course Name: Legal Environment of Business
Course Code: 0421-2104

Part A- Introduction

1.	Course Code	0421-2104
2.	Course Title	Legal Environment of Business
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	2nd year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	Completing this course, the students will be able to appreciate and understand the application of the Legal Environment of Business. This course will help the students in applying the commercial and industrial laws in the various business situations.
	Course Summary	This course introduces basic legal terminology and concepts. Also, the course provides information on how to evaluate issues of legal significance in business transactions. It is designed to compare and apply various legal theories.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Interpret the basic legal terminology and concepts.	Cognitive
CLO2	Evaluate the legal significanceissues in business transactions.	Cognitive
CLO3	Apply legal reasoning to situations and form legal conclusions.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS

CLO1	✓												✓			
CLO2		✓			✓									✓	✓	
CLO3							✓					✓		✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Law of Contract: Definition - Essential elements of a contract - classification of contracts - offer and acceptance - consideration - the capacity to contract - free consent, a contract made through agents- remedies for breach of contracts.
- Partnership Act: Definition of partnership, essential elements of partnership - formation of partnership - relation of partners and their powers, rights, and duties - the dissolution of partnership and its consequence.
- Sale of Goods Act: Definition - essential elements of contract for the sale of goods - stipulation of sale - transfer of ownership.
- Negotiable Instrument Act: Definition and nature of negotiable instrument - Types of negotiable instruments - rights and liabilities of different parties of negotiable instruments - dishonor of negotiable instruments.
- Carriage of Goods Act: Carriage of goods by land, sea, and air - laws relating to goods by land, sea, and air.
- Insolvency Act: Insolvency and its nature - effects of insolvency and discharge of liability.
- Companies Act: Definition, features, and classification of company's formation, memorandum, and articles of association - commencement of business - management and winding up of company.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Law of Contract	- General idea about the course - Analyze various elements of contract - Differentiate between various contracts - Discuss offer and acceptance - consideration - Capacity to contract - free consent - Discuss contract made through agents - Demonstrate remedies for breach of contracts.	Week 1-2	-Lecture with the aid of multimedia -Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva/Others	CLO1 CLO3

	Partnership Act	- Analyze various elements of partnership - Process of forming Partnership Business - Discuss relation of partners and their powers - Discuss Partner's rights and duties - Way of dissolution of firm.	Week 3-4	- Lecture with the aid of multimedia -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO3
	Sale of Goods Act	- Earnest money -Purchase Agreement -Rights of Buyers Goods -Essential elements of contract for the sale of goods - Stipulation of sale - transfer of ownership -Buyer, seller and Goods. Sales and agreement to sales.	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 1 CLO 2
	Negotiable Instrument Act	- Definition and nature of the negotiable instrument -Types of negotiable instruments -Cheque -Promissory note. -Bill of exchange --Essential elements of Bill of exchange - Rights and liabilities of different parties of Negotiable instruments - Dishonor of negotiable instruments	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. - Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO2

	Carriage of Goods Act	-Duties of common carrier -Rights of common carrier -Liability of common carrier - Carriage of goods by Land -Charter party - Bill of lading -Difference between Charter party and Bill of lading - Laws relating to goods by land, sea, and air. - Documents that are needed in terms of carriage by air.	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2 CLO1
	Insolvency Act	-Insolvent and its nature -Effects of insolvency and discharge of liability -Insolvency Legislation - The object of Insolvency Legislation -When can a person be declared Insolvent.	Week 11-12	-Lecture discussion with the aid of multimedia -Students group work - Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO 1
	Companies Act	Definition - Features - Classification of companies' formation - Memorandum and articles of association - Commencement of business - Management and winding up of the company.	Week 13-14	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO2
	Review Class	Overall discussion of course.	Week 15	-Interactive discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO2

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

- There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Commercial Law and Industrial Law(24th edition) Arun Kumar Sen and Jitendra Kumar Mitra	• Principles of Commercial Law Mofizul Islam Edition: 2010

Course Name: Science and Technology
Course Code: 0613-2105

Part A- Introduction

1.	Course Code	0613-2105
2.	Course Title	Science and Technology
3.	Course Type (GED/Core/Major)	GED Course
4.	Level/Term and Section	2nd Year 1st Semester
5.	Academic Session	Spring/Summer

6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of this course are to provide a significant strategic approach to fulfill the need of technological adaptations of businesses. The students will know the ways a business can accommodate technological advancements into their businesses. All the recent phenomena in the tech business world will be introduced and explained to students.
	Course Summary	The course "Science and Technology" explores the dynamic relationship between science, technology, and business within the context of contemporary society. It delves into the impact of technological advancements on businesses, strategies for integrating technology into business models, the role of innovation, data science and business intelligence, entrepreneurship in science and technology, and regulatory and ethical considerations. Through a combination of theoretical concepts, case studies, and practical applications, students will gain a comprehensive understanding of how science and technology influence modern business practices.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Interpret the role of innovation and technology management in business decision-making for competitive advantage.	Cognitive
CLO2	Illustrate how businesses can adapt to and thrive in changing technological landscapes, including automation and AI in global perspective.	Cognitive
CLO3	Analyze diverse business and technological sources to make data-driven strategic decisions.	Cognitive
CLO4	Evaluate e-commerce opportunities locally and internationally, designing tailored strategies based on market factors.	Cognitive
CLO5	Demonstrate effective communication and decision-making skills in navigating the complexities of the science and technology business environment.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1				✓									✓			
CLO2								✓						✓		
CLO3										✓					✓	
CLO4		✓											✓			
CLO5							✓							✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14.	Course Content

- Foundations of Science and Technology in Business: Introduction, importance, historical perspectives.
- Business Information Technology and ICT: Information sources, ICT introduction, business software overview.
- Innovation and Technology Management: Definitions, significance, management strategies.
- Impact of Technology on Business Operations: Analysis, negative impacts, consumer behavior influence.
- Strategic Integration of Technology: Planning, alignment with goals, SWOT analysis.
- Data Science, Business Intelligence, and Entrepreneurship: Principles, entrepreneurship role, case studies.
- Regulatory and Ethical Considerations: Frameworks, IP protection, business implications.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy	CLO Alignment
Foundations of Science and Technology in Business	- identify the Role of Science and Technology in Business - Summarize the Importance of Science and Technology in Business Operations - Evaluate the Advantages of Integrating Science and Technology in Business - Analyze the Limitations and Challenges of Technological Applications in Business - Examine the Historical Evolution of Science and Technology in Business Contexts	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Business Information Technology and ICT	- Identify Sources and Types of Information Used in Business - Assess the Uses and Strategic Value of Information in Business Decision-Making - Introduce Information and Communication Technology (ICT) and Examine Its Benefits and Costs	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3

		- Explore Common Business Software and Their Applications				
	Innovation and Technology Management	- Define Innovation and Technology Management Concepts - Explain the Significance of Technology in Driving Innovation - Develop Strategies for Managing Technological Change	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
	Impact of Technology on Business Operations	-Analyze the Impact of Technology on Business Operations -Evaluate the Negative Impacts of Technology and Propose Mitigation Strategies -Examine the Influence of Technology on Consumer Behavior	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Strategic Integration of Technology	-Evaluate existing technology infrastructure and capabilities -Define clear integration objectives and success metrics -Establish a phased implementation timeline -Identify internal Strengths (e.g., robust skills, reliable systems) -Detect internal Weaknesses (e.g., outdated infrastructure, skill gaps) -Discover external Opportunities (e.g., new tools, market trends) -Anticipate external Threats	Week 9-10	-Discussion about the subject contents with the students -Recap main points -Forward plan .	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1

		-Synthesize findings into actionable insights				
	Data Science, Business Intelligence, and Entrepreneurship	-Demonstrate data collection, integration, cleansing, and visualization techniques -Apply analytics frameworks to generate actionable business insights -Evaluate educational and regional entrepreneurship initiatives that leverage scientific and tech skillsets -Identify real-world success stories where BI and data science informed strategic moves	Week 11-12	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.		CLO3 CLO5
	Emerging Trends in Science and Technology in Business	-Explore Trends Shaping Science & Technology in Business -Analyze Disruptive Technologies & Their Industry Impact -Interpret AI, blockchain, IoT, and biotech systems to enhance operations and decision-making -Build Business Models Through Digital Transformation	Week 13-14	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain the case study and discuss the case study. -Assessment of LOs	CLO2 CLO5
	Regulatory and Ethical Considerations	- Establish Regulatory & Ethical Frameworks - Use Intellectual Property Strategically - Integrate IP & Ethics into Business Strategy - Formulate Business Strategy via Regulatory & IP Insight	Week 15	- Lecture with the aid of multimedia. -Collect Feedback & answer.	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students -Collect Feedback & answer.	CLO4

					-Assessment of LOs	

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources:
Use of Science and Technology in Business by Hakan Hakansson, Alexandra Waluszewski, Frans Prenkert , Enrico Baraldi .	• The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies by Erik Brynjolfsson and Andrew McAfee. • Data-Driven: Creating a Data Culture by Hilary Mason and DJ Patil. • The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail by Clayton M. Christensen.

Course Name: Business Mathematics
Course Code: 0541-2106

Part A- Introduction

1.	Course Code	0541-2106
2.	Course Title	Business Mathematics
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	2nd year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	After completing this course, the students will be able to formulate business problems in quantitative forms, to solve mathematically formulated business problems, and be equipped with mathematical techniques necessary for other advanced courses in business administration.
	Course Summary	This course focuses on an integrated treatment of mathematics and covers five major topics such as algebra, matrices and simultaneous equations, differential calculus, multivariate functions, Integral calculus, and modelling techniques with an emphasis on application in commerce. This paper is a pre-requisite for some higher-level finance papers. This course assumes a minimal background in mathematics and aims to give the students an introduction to each topic. This paper is based on four weekly lectures and additional drop-in sessions to help the students with weekly assignments and lecture notes.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Understand the simultaneous linear equations, inequalities, and their business applications in financial statements from the viewpoints of investors, creditors, and management, along with other related reports of companies.	Cognitive
CLO2	Understand the process of generating accounting numbers and its implications, as well as the financing, investing, and operating strategies of a company.	Cognitive
CLO3	Apply different tools and techniques for assessing a company's performance, such as financial ratios, cash flow analysis and forecasting techniques.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓							✓				✓		✓	
CLO2			✓										✓			
CLO3				✓			✓						✓	✓		✓

	(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Number System and Basic Concepts: Introduction, Number, Digit, History of Numbers, Number Representation, Cardinal Number, Ordinal Number, Fractional Number, Decimal Number, Natural Number, Whole Number, Integer, Rational Number, Irrational Number, Real Number, Even Numbers and Odd Numbers.
- Number System and Basic Concepts: Prime Number, Composite Number, Co-Prime Number, prove that "Every Prime Number is Co-Prime to Each Other", Prove that "Any two successive Numbers are always Co-Prime", Prove that "The sum of any two Co-Prime Numbers is always Co-Prime with their product", Face Value and Place Value of Number.
- Number System: Math Problems and Solutions.
- Equation Form: Math Problems and Solutions.
- Partnership Business: Math Problems and Solutions.
- Profit and Loss: Math Problems and Solutions.
- Simple Interest: Math Problems and Solutions.
- Compound Interest: Math Problems and Solutions.
- Break Even Point, Break Even Interpretation: Math Problems and Solutions.
- Mathematics of Finance: Yield on the Common Stock of a Company, Bank Interest, Effective Interest Rate, Math Problems and Solutions.
- Mathematics of Finance: Present Value, Future Value, Ordinary Annuity, Annuity Due, Math Problems and Solutions.
- Progression: Sequence & Series, Arithmetic Progression, Geometric Progression, Business Application on Progression & Its Exercise. Arithmetic Progression Geometric Progression: Math Problems and Solutions.
- Permutation and Combination: Probability, - Permutation: Fundamental Principles of Permutation, Permutation of Things All Different, Permutation of Things Not All Different, Circular Permutations.
- Theory of Sets: Definition, - Finite Sets, - Null Set, - Unit Set, - Equal & Equivalent Set, Subset, - Power Set, - Union & Intersection of Sets, - Universal Set, Complement & Difference of Sets, - Set Operation & its Application to Business Problems.
- Eliminatory Calculus: (a) Differentiation: Definition – Basic Rules of Differentiation - Successive & Partial Differentiation Rules Theorem - Application to Elasticity of Demand, Marginal Cost, Revenue Functions, Conditions for Profit & Output Maximization & Cost Minimization. Integration: Definition-Basic Rules of integration-methods of substitution & integration by parts-idea of definite integrate-application.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

	Number System	-Understand Number System and Basic Concepts: Introduction, Number, Digit, and History of Numbers, Number Representation, Cardinal Number, Ordinal Number, Fractional Number, Decimal Number, Natural Number, Whole Number, Integer, Rational Number, Irrational Number, Real Number, Even Numbers and Odd Numbers.	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Number System	-Understand Number System and Basic Concepts: Prime Number, Composite Number, Co-Prime Number, prove that "Every Prime Number is Co-Prime to Each Other", Prove that "Any two successive Numbers are always Co-Prime", Prove that "The sum of any two Co-Prime Numbers is always Co-Prime with their product", Face Value and Place Value of Number. – Solve Number System: Math Problems.	Week 2	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Equation Form	- Solve Equation Form: Math Problems. - Solve Partnership Business: Math Problems.	Week 3-4	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Profit and Loss Calculation	- Solve Profit and Loss: Math Problems.	Week 5	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
	Interest Calculation	- Solve Simple Interest: Math Problems. - Solve Compound Interest: Math Problems.	Week 6	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

				-Students group work		
	Break Even Point	-Understand Break Even Point, Break Even Interpretation. - Solve Math Problems.	Week 7	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Mathematics of Finance	-Understand Mathematics of Finance: Yield on the Common Stock of a Company, Bank Interest, And Effective Interest Rate. - Solve Math Problems and Solutions. - Understand Mathematics of Finance: Present Value, Future Value, Ordinary Annuity, and Annuity Due. – Solve Math Problems and Solutions.	Week 8-9	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Progression	- Understand Progression: Sequence & Series, Arithmetic Progression, Geometric Progression, Business Application on Progression & Its Exercise. Arithmetic Progression Geometric Progression. - Solve Math Problems.	Week 10	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Probability; Permutation and Combination	- Understand Permutation and Combination: Probability, - Permutation: Fundamental Principles of Permutation, Permutation of Things All Different, and Permutation of Things Not All Different, Circular Permutations.	Week 11	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Theory of Set	- Understand Theory of Sets: Definition, Finite Sets, - Null Set, Unit Set, - Equal & Equivalent Set, Subset, Power Set, Union & Intersection of Sets, Universal Set, Complement & Difference of Sets, Set Operation & its Application to Business Problems.	Week 12-13	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Calculus	- Understand Eliminatory Calculus: Differentiation: Definition, Basic Rules of Differentiation - Successive & Partial Differentiation Rules Theorem, Application	Week 14-15	Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

			to Elasticity of Demand, Marginal Cost, Revenue Functions, Conditions for Profit & Output Maximization & Cost Minimization. Integration: Definition-Basic Rules of integration-methods of substitution & integration by parts-idea of definite integrate-application.		-Collect Feedback & answer.		

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Business Mathematics by D. C. Sancheti & V. K. Kapoor	• Business Mathematics by Zamiruddin & Khanna • Mathematics: With Application in Management & Economics by Bowen. • Mathematics for Management by M. Raghavacharia.

Second Year Second Semester (4th Semester)

Course Name: Managerial Finance
Course Code: 0412-2201

Part A- Introduction

1.	Course Code	0412-2201
2.	Course Title	Managerial Finance
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	2nd Year 2nd Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	0412-1204
8.	Credit Value	3
9.	Class Hours	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course helps the students to develop skills related to the major financial decisions of a manager to achieve the firm's goals. This course provides students to understand various finance functions such as financing, investment, and dividend decisions. Understanding these functions will enable students to make judicious and correct decisions in the finance area.
	Course Summary	With the emergence of liberation and globalization, new technology and innovations have profoundly impacted financial practices and markets. Managers are concerned with acquiring, financing, and managing the business assets under these changes. Thus, knowledge of managerial finance is essential for managers to perform their financial duties. This course deals with the principles of corporate finance. It will provide students with the language and the tools of finance and give them the capacity to understand the theory and apply, in real-world situations, the techniques developed in corporate finance. The course discusses the three main principles that guide corporate managers in maximizing firm value: (1) the investment principle, (2) the financing principle, and (3) the dividend principle. The major topics of the course include the role of corporations and financial managers, sources of financing, cost of capital, leverage, risk and return, capital structure, and dividend policy. While focused on the corporate setting, this course will also help the learners to make better decisions in their financial matters and it will familiarize them with how financial markets work.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Understand the environment and role of managerial finance in the business organization.	Cognitive
CLO2	Analyze the major financial decisions—financing, investment, and dividend decision.	Cognitive

CLO3	Apply judicious financial decision-making techniques within the firm.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1				✓									✓			
CLO2		✓										✓	✓			✓
CLO3									✓						✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Environment and Role of Managerial Finance: Managerial finance –Areas of financial services, managerial finance, roles of financial managers, legal forms of business organizations, goals of a business firm, the role of managerial finance in business organization, agency theory
- Risk and Return: Risks, returns, types of risks, risk preferences of managers, the concept of the portfolio, risk of a portfolio, correlation, diversification, the capital asset pricing model (CAPM)
- Sources of Financing: Short term medium term and long term financing, Equity capital, debt capital, Internal and external sources of financing
- Cost of Capital : Cost of capital – basic concept, specific source of capital, cost of long-term debt, cost of preferred stock, cost of common stock, cost of retaining earnings, finding growth rate, cost of the new issue of common stock, cost of retained earnings, weighted average cost of capital (WACC), the marginal cost of capital (MCC)
- Leverage : Leverage—what, why, types of leverage—operating leverage and financial leverage, total leverage, degree of operating leverage, degree of financial leverage, degree of total leverage, leverage, break-even point and profitability, Margin of safety.
- Capital Structure : Basics of capital structure, sources of funds, optimal capital structure, factors influencing capital structure
- Dividend Policy : Dividend fundamentals, relevant dates, types of dividend policies, stock splits, stock repurchases, theories of dividends
- Concept of Bond Valuation: Bond, characteristics of bonds, types of bonds, yield to maturity (YTM), yield to call (YTC), legal aspects of corporate bonds, bond indenture, bond pricing behavior, and market interest rates

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
	-Understand the fundamental concepts of managerial finance -Differentiate among Managerial	Week 1-2	Lecture with multi-media representations, interactive discussion	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO 1 CLO 2

	Environment and Role of Managerial Finance:	finance and corporate finance - Recite the functions of Financial Management -Discuss on the classification of finance -Demonstrate the theories of Financial Management - Outline thegoal or objectives of the financial management -Discuss on agency problem				
	Risk and Return	-Describe the fundamental concept of risks and returns, - Classify risks -Demonstrate risk preferences behavior of managers - Discuss on portfolio, correlation, diversification and capital asset pricing model (CAPM)	Week 3-5	White board illustration. corrective feedback, and visual demonstrations in-class posed problem-solving	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO 3
	Sources of financing	-Discuss on Short term, medium term and long term financing -Categorize Equity capital and debt capital -Contrast Internal and external sources of financing	Week 6-7	Lecture with multi-media representations, interactive discussion, corrective feedback	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO 2

	Cost of Capital	-Describe cost of capital – basic concept -Demonstrate specific source of capital, cost of long-term debt, cost of preferred stock, cost of common stock, cost of retaining earnings, cost of the new issue of common stock, -Analyze weighted average cost of capital (WACC) and the marginal cost of capital (MCC)	Week 8-10	Lecture with multi-media representations, interactive discussion, solving mathematical problems from the textbook, corrective feedback, in-class posed problem-solving	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO 2 CLO 3
	Leverage	-Discuss Leverage and types of leverage -Identify degree of operating leverage, degree of financial leverage, and degree of total leverage -Present the relationship between leverage and profitability	Week 11-12	Lecture with multi-media representations, in-class posed problem-solving	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO 3
	Capital structure	-Quote the basics of capital structure -Recites the theories of capital structure -Explain forms of capital structure and optimal capital structure	Week 13-14	-Discussion about the subject contents with the students -Recap main points -Forward plan in-class posed problem-solving	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO 2 CLO 3

		-Demonstrate the factors influencing capital structure - Discuss on the Risk-Return trade-off of equity, debt and hybrid financing				
	Conclude the syllabus for semester final examination	-Solve students problem regarding whole syllabus	Week 15	-Discussion about the subject contents with the students -Recap main points		CLO1 CLO2 CLO3

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources

• Principles of Managerial Finance, Lawrence J. Gitman, Chad J. Zutter, (13th Edition)	• Essentials of managerial finance_ Besley and Brigham (14th Edition)

Course Name: Marketing Management
Course Code: 0414-2202

Part A- Introduction

1.	Course Code	0414-2202
2.	Course Title	Marketing Management
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	2nd year 2nd Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	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. In addition, the students will also learn the marketing in global context, ethics in marketing, and social responsibility of marketing.
	Course Summary	This course will enable the students to develop knowledge about how to apply basic marketing tools such as product policy, pricing, promotion, distribution, sales management, and customer segmentation and retention. The objectives of the course are to provide students with the ideas about using core marketing concepts to evaluate different marketing scenario, analyzing and assessing complex marketing challenges, and developing a comprehensive marketing plan.
12.	Course Learning Outcomes (CLOs)	

CLO1	Design company's marketing strategy for 4p's, segmentation, targeting, positioning, and changing market situation.	Cognitive
CLO2	Understand the basic terminology of marketing management and the role of marketing managers within the firm and society.	Cognitive
CLO3	Explain how ethical, legal, political, regulatory, social, global, environmental, and technological issues influence business decisions.	Cognitive
CLO4	Create a detailed marketing plan that is associated with value, satisfaction, demand management, solving marketing problems, etc.	Cognitive
CLO5	Apply marketing theories and practices and manage them to achieve company objectives.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓		✓	
CLO2		✓											✓	✓		
CLO3				✓		✓							✓	✓		
CLO4									✓	✓			✓		✓	
CLO5		✓											✓	✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Marketing Management: Meaning nature and scope of marketing management – objectives and responsibilities of marketing management – Building customer satisfaction, value, and retention.
- Demand Measurement: Analyzing the state of demand- Forecasting and measuring demand.
- Analyzing marketing opportunities: Scanning the marketing environment- Analyzing consumer market and business market- Analyzing Competitors-Market segmentation, targeting, and positioning.
- Managing product: Nature and types of Product-Product Innovation-Diffusion of innovation-Managing product life cycle.
- Developing pricing strategies: Setting the price – Experience curve pricing – Cost-based pricing – New product pricing – Pricing over product life cycle – Pricing for export marketing – adapting price – Initiating and responding to price changes - Legal aspects of pricing-price promotion.
- Managing marketing channels: Channel design decisions-Management decisions-Channel dynamics.
- Managing Marketing Communication: Designing, managing, and coordinating integrated marketing communication.
- Managing Sales Force: Designing sales force – Recruiting, Training, Motivating and evaluating sales representatives.
- Organizing, Implementing, and Controlling Marketing Programs: Marketing Organization-Marketing Implementation-Analyzing marketing performance- Marketing Control-Annual plan control-Profitability control-Efficiency control-Marketing audit.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Suggested Activities	Teaching & Assessment strategy(s)	Alignment to CLO
Overview of marketing management	-Understanding the course outline, the conduction of different marks distribution phases, the course introduction, and fundamental concepts of marketing management.	Week 1	- Introductions with the students about themselves -Discussion about the Course outline in details and subject contents	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

	Basic terms to understand marketing management	- Define basic terms to understand marketing management (Core Marketing concepts: Marketplace, market-space and meta market)	Week 2	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
	Marketing Management	-Defining Marketing for the 21st Century: Defining Marketing and Marketing Management, Meaning nature and scope of marketing management – objectives and responsibilities of marketing management	Week 3-4	-Discussion about the subject contents with the students -Recap main points -Forward plan -class test	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
	Customer Value and Satisfaction:	-Understanding Definition, Customers' perceived value, Total customers satisfaction, Tools for tracking & measuring customers' satisfaction, The nature of high-performance business, Customer Relationship Management, Customers profitability, Company Profitability and TQM	Week 5	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4
	Marketing Environment:	-Analyzing Micro environment, Economic environment, Technological, Socio-Cultural environment, Reasons for studying marketing environment, Identifying & responding the major macro environmental forces.	Week 6	-Discussion about the subject contents with the students -Recap main points -Forward plan.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Demand Measurement:	-Analyzing state of demand- Forecasting and measuring demand. Types of demand in Marketing.	Week 7	-Discussion about the subject contents with the students - Group study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4

	Analyzing marketing opportunities:	- Analyze marketing opportunities, Competitors-Market segmentation, targeting and positioning. Designing the competitive strategies, Balancing customers & competitor's orientation.	Week 8	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Managing product	-Understand Nature and types of products-Product Innovation-Diffusion of innovation-Managing product life cycle	Week 9	-Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO5
	Developing pricing strategies	-Understand about the pricing strategies: Setting the price – Experience curve pricing – Cost based pricing – New product pricing – Pricing over product life cycle – Pricing for export marketing – adapting price – Initiating and responding to price changes - Legal aspects of pricing-price promotion.	Week 10	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO5
	Managing marketing channels:	-Analyze Channel Design Decisions-Management Decisions-Channel dynamics .	Week 11	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2 CLO 4
	Managing Marketing Communication:	-Designing, managing and coordinating integrated Marketing communication	Week 12	Discussion about the subject contents with the students -Group Study -Recap main points.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Managing Sales Force	-Designing sales force – Recruiting, Training, Motivating and evaluating sales representatives.	Week 13	Discussion about the subject contents with the students -Group Study	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1

				-Recap main points		
	Organizing, Implementing and Controlling Marketing Programs	-Analyzing marketing performance-Marketing Control-Annual plan control-Profitability Control-Efficiency Control-Marketing audit	Week 14-15	Discussion about the subject contents with the students -Group Study -Recap main points	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Marketing Management, Philip Kotler, 15th edition.	• Marketing Management, Kenneth R. Davis 3rd edition.

Course Name: Professional Ethics
Course Code: 0223-2203

Part A- Introduction

1.	Course Code	0223-2203
2.	Course Title	Professional Ethics
3.	Course Type (GED/Core/Major)	GED Course
4.	Level/Term and Section	2nd year 2nd semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The Professional Ethics course aims to instill in students a deep understanding of ethical principles and foster the development of ethical reasoning skills essential for responsible and principled decision-making within their chosen professional domains.
	Course Summary	The Professional Ethics course provides a comprehensive exploration of ethical principles and considerations in various professional fields. The course is designed to equip students with the knowledge and skills necessary to navigate complex ethical dilemmas and make informed, responsible decisions in their respective professions. Through a combination of theoretical frameworks, case studies, and practical exercises, students will delve into the foundations of professional ethics, examining issues such as integrity, accountability, confidentiality, and social responsibility. The course will foster critical thinking and ethical reasoning, encouraging students to develop a heightened awareness of the ethical implications of their actions in the professional realm.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Develop knowledge of basic ethical theories and principles for ethical decision-making.	Cognitive
CLO2	Identify moral situations and issues encountered by a wide range of different professionals.	Cognitive
CLO3	Apply ethical theories and principles to specific moral challenges and dilemmas faced by professionals.	Cognitive
CLO4	Develop skills essential in analysing and resolving ethical problems and conflicts in professional settings through the use and application of ethical theories.	Cognitive
CLO5	Support personal integrity, exhibit accountability, and integrate social responsibility into professional practices.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO 1		✓			✓						✓		✓	✓		✓

CLO 2						✓	✓			✓					✓	✓	
CLO 3		✓				✓		✓	✓		✓		✓	✓	✓	✓	✓
CLO 4									✓	✓	✓	✓			✓	✓	
CLO 5						✓	✓					✓		✓		✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Professional Ethics: Perspectives on ethics, Branches of ethics, Justice vs care, Ethics and morality, The Fundamental principle and framework, ACCA's fundamental principles, IFAC's five fundamental principles, The 4-step process, An ethical dilemma.
- Brief discussion of ethical theories, Introduction, major ethical theories, Ethical Egoism, Utilitarianism, Universalism, Kant's Theory, and Relativism.
- Workplace ethics, benefits of having strong workplace ethics, unethical workplace behavior, ethical principles for a business executive, confidentiality and ethical culture
- Understanding Conflict of Interest, Types, Whistleblowing; Ethical considerations and legal Implications, Ethics in Artificial intelligence and data privacy, innovation ethics, Ethical issues in Healthcare, Law, Engineering, Professional responsibilities
- Different types of human values, value system, different types of attitude, components of attitude, corporate social responsibilities
- Corporate code, maintaining a commitment to high ethical standards, Characteristics of a professional code, Development of codes, Implementation of codes, Limitation of codes.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of professional ethics	Overview of the course: -to comprehend the mission and vision of the university and the department as a whole - To gather a general idea about the course	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Ethics and professionalism	- Explain fundamental terms such as ethics, morals, and professionalism. -Contrast between personal and professional ethics -Identify the characteristics of professionals -Explain terms like ethics vs. morality, justice vs. care	Week 2-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2

	-Analyze the branches of ethics -Explain the five principles of ACCA's -Ethical dilemma of different profession -Recognize ethics in changing domain in research				
Ethical Theories	-Discuss consequentialism theory of ethics -Explain utilitarianism, Ethical egoism, Altruism -Interpret Deontology, Universalism -Explain Virtue Ethics and Relativism	Week 5-7	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO3
Workplace Ethics	-Discuss workplace ethics -Identify benefits of having strong workplace ethics -Determine some unethical workplace behavior -Identify ethical principles for a business executive -Explain confidentiality and ethical culture	Week 8-9	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4 CLO5
Ethical Issues and Professional Responsibilities	-Describe conflict of interest -Identify different kinds of conflict of interest -Describe importance and reasons for whistleblowing -Identify risks of whistleblowing -Recognize some issues in business	Week 10-11	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4 CLO5
Human values and Attitudes	-Identify different types of human values -Describe value system -Explain different types of attitude -Identify components of attitude - Explain corporate social responsibilities	Week 12-13	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4

	Ethical Codes	-Corporate code -Maintaining a commitment to high ethical standard -Characteristics of a professional code -Development of codes -Implementation of codes -Limitation of codes	Week 14-15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4 CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• "Professional Ethics Includes human Values" by R. SUBRAMANIAN • Reference: Subramanian R. (Ed. 2nd). (2013). An Introduction to Professional Ethics: A Duty-Based Approach. Open Access Textbooks. Printed in India by Magic International (p) Ltd, Greater India Noida. ISBN: 9780199475070 (Oxford Academic).	•"Business Ethics" (First Edition) by Dr. A R Khan. •"Professional Ethics and Human Values" Nagarasan. R.S, New Age International Publications, 2006

Course Name: Fundamentals of MIS
Course Code: 0612-2204

Part A- Introduction

1.	Course Code	0612-2204
2.	Course Title	Fundamentals of MIS
3.	Course Type (GED/Core/Major)	Core
4.	Level/Term and Section	2nd Year 2nd Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of this course are to provide a significant strategic approach to fulfill the need for technological adaptations of businesses. The students will know the ways a business can accommodate technological advancements into their businesses. All the recent phenomena in the tech business world will be introduced and explained to students.
	Course Summary	Information systems have become a pivotal feature in contemporary business. Understanding the management practices associated with informational technology can make one an instant commodity for innovative companies. Studying management information systems can provide a student with the essential knowledge to ensure that his employing company manages information systems with the highest level of efficiency. It also gives flexibility, to be employed in different industries such as administrative companies, insurance and financial firms, government entities, schools, telecommunications, and healthcare organizations.
12.	Course Learning Outcomes (CLOs)	

CLO1	Explain the fundamental concepts of information systems, their roles in business, and the differences between data and information.	Cognitive
CLO2	Analyze the components, resources, and organizational impacts of information systems, including their classifications and potential risks.	Cognitive
CLO3	Evaluate the processes involved in developing information systems, including the system development life cycle (SDLC) and problem-solving approaches.	Cognitive
CLO4	Compare telecommunications networks, internet-based business models, and database management systems in terms of their functions and business value.	Cognitive
CLO5	Discuss the strategies for leveraging management support systems, security measures, and enterprise systems to achieve competitive advantage.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2										✓					✓	
CLO3									✓						✓	
CLO4							✓							✓		
CLO5												✓				✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Information Systems in Business: Concept of information system, why do we study information systems, what managerial end users need to know, Roles of information systems in business, Benefits of using network computers.
- Data and information: Data and Information, Difference between Data and Information, Qualities of a Good Information, the process of Converting Data into Information.
- Fundamentals of Information Systems: System Concept, Information Systems, Information Technology, Activities of Information Systems, Resources of Information Systems, Information Systems and Organizational Structure, Classifications of Information Systems, Why Organizations Need Information Systems? Potential Risks of Information Systems.
- Developing Information Systems: A System Approach to Problem Solving, Developing Information Systems (SDLC).
- Telecommunication and Networks: Definition of Telecommunication, Information Superhighway, Components of a Telecommunications Network, Functions of a Telecommunications System, Network Protocol, Types of Telecommunications Signals, Communication Channel/Media, Communication Channel Characteristics, Types of Telecommunication Network, Business Value of Telecommunications.
- Internet and E-Business: Internet, Types of Internet, Business Use of the Internet, E-Business and E-Commerce, The process of purchasing a product electronically, Types of E-Business, Functions related to creating and displaying an electronic business site, Information that should be provided in websites.
- Database Design and Management: Concept of Database, Data Hierarchy, Methods of Organizing Data in Files, Database Management Systems, Components of a Database Management System, Models of Database.
- Management Support Systems: Concept of Management Information System (MIS), Characteristics of Management Information Systems, Limitations of MIS, MIS Services, Types of MIS, Decision Support Systems (DSS), Management Reporting Vs. Decision Making Support, Different Types of Business Problems.
- Security Systems: Computer Security, Reasons for Computer Systems Vulnerability, Types of Computer Security Breaches, Security Control.
- Information System for Strategic Advantage: How Information Systems impact organizations and business firms, economic impacts, organizational and behavioral impacts, implications for the design and understanding of Information Systems, using Information Systems to achieve competitive

advantage, Porter's Competitive Forces Model, Information System strategies for dealing with competitive forces, the internet's impact on competitive advantage.

- Enterprise Business Systems: Enterprise Systems, What Are Enterprise Systems? Enterprise Software, Business Value of Enterprise Systems, Enterprise Applications: New Opportunities and Challenges, Enterprise Application Challenges, Next-Generation Enterprise Applications

15. Weekly/ Lesson plan

Topics	Specific Outcome (s)	Time Frame	Teaching Learning Technique	Assessment strategy	Alignment to CLO
Introduction to Information Systems in Business	-Explain the Concept of information systems, why we study information systems, what managerial end users need to know. - Discuss the Roles of information systems in business and the benefits of using network computers.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
Data and information	- Define Data and Information - Differentiate between Data and Information, Qualities of a Good Information, the process of Converting Data into Information	Week 3	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
Fundamentals of Information Systems	- Describe System Concept, Information Systems, Information Technology - Analyze activities of Information Systems, Resources of Information Systems, Information Systems and Organizational Structure, Classifications of Information Systems. - Discuss why Organizations Need Information Systems. Potential Risks of Information Systems.	Week 4-5	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2

	Developing Information Systems	- Evaluate a System Approach to Problem Solving, Developing Information Systems (SDLC).	Week 6	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3
	Telecommunication and Networks	- Describe the term Telecommunication, Information Superhighway, Components of a Telecommunications Network, Functions of a Telecommunications System, Network Protocol, Types of Telecommunications Signals, Communication Channel/Media, and Communication Channel Characteristics. - Compare the types of Telecommunication Networks, Business Value of Telecommunications	Week 7-8	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4
	Internet and E-Business	- Explain what Internet is, Types of Internet, Business Use of the Internet, E-Business and E-Commerce, the process of purchasing a product electronically. - Compare the types of E-Business, Functions related to creating and displaying an electronic business site, and Information that should be provided in websites.	Week 9	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4
	Database Design and Management	- Explain the Concept of Database, Data Hierarchy, Methods of Organizing Data in Files, Database Management Systems, - Compare the Components of a	Week 10	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4

		Database Management System, Models of Database.				
	Management Support Systems	- Discuss the Concept of Management Information System (MIS), Characteristics of Management Information Systems, - Describe Limitations of MIS, MIS Services, Types of MIS, Decision Support Systems (DSS), - Explain the Management Reporting Vs. Decision Making Support, Different Types of Business Problems.	Week 11-12	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5
	Security Systems	- Discuss Computer Security, Reasons for Computer Systems Vulnerability, Types of Computer Security Breaches, Security Control.	Week 13	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5
	Information System for Strategic Advantage	- Analyze how Information Systems impact organizations and business firms, economic impacts, and organizational and behavioral impacts. - Discuss the implications for the design and understanding of Information Systems, using Information Systems to achieve competitive advantage, Porter's Competitive Forces Model, Information System strategies for dealing with competitive	Week 14	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2

		forces, and the internet's impact on competitive advantage.				
	Enterprise Business Systems	- Analyze Enterprise Systems: What Are Enterprise Systems? Enterprise Software, Business Value of Enterprise Systems, Enterprise Applications: New Opportunities and Challenges, - Describe the Enterprise Application Challenges, Next-Generation Enterprise Applications.	Week 15	- Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Reference Book:
• Laudon, K. C., and Laudon, J. P., Management Information Systems, Managing the Digital Firm, 16th Edition, 2020, Pearson Publications	• O'Brien, J. A., and Maracas, G. M., Management Info. Systems, 11th edition, McGraw-Hill Education. • Turban, E., Pollard, C. and Wood, G., Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance, 10th Edition, 2017, Wiley Publications.

Course Name: Introduction to Social Psychology
Course Code: 0313-2205

Part A- Introduction

1.	Course Code	0313-2205
2.	Course Title	Introduction to Social Psychology
3.	Course Type (GED/Core/Major)	GED Course
4.	Level/Term and Section	2nd Year 2nd Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	Students who complete the course will be able to understand and appreciate the science of psychology, as well as the techniques utilized in psychological research. The objective of Introduction to Social Psychology is to provide students with a foundational understanding of how individuals think, feel, and behave in social contexts. This course explores the influence of social environments on human behavior, including topics such as attitudes, conformity, group dynamics, social perception, prejudice, and interpersonal relationships. Students will learn to critically evaluate psychological theories and research methods used in the study of social behavior and apply these concepts to real-world situations.
	Course Summary	This course is intended to provide as a thorough overview of social psychology theory and research. This course aims to clarify how the real, perceived, or suggested presence of other people affects our feelings, ideas, and actions. Self-perception, social cognition and information processing, attitudes and persuasion, prejudice, stereotyping and discrimination, social influence and group behavior, romantic relationships, aggressive behavior, helpful behavior, and applied social psychology are some of the topics to be studied. You will be prompted to consider how social

		psychology research might improve human existence and provide light on current events both globally and in your own life during the course.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Identify basic concepts that characterize psychology as a field of scientific inquiry.	Cognitive
CLO2	Describe an understanding of the central questions/issues in contemporary psychology as well as a historical perspective of psychological theories.	Cognitive
CLO3	Apply research methods used in psychological research, become proficient in basic concepts of statistical analyses.	Cognitive
CLO4	Illustrate, articulate, and communicate, both orally and in written form, a testable hypothesis, or an argument drawing from an existing body of literature.	Cognitive
CLO5	Evaluate psychological principles to an everyday problem, or take an everyday problem and identify the relevant psychological mechanisms/issues.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1									✓				✓		✓	
CLO2	✓							✓					✓		✓	
CLO3		✓		✓		✓								✓		✓
CLO4	✓									✓				✓	✓	
CLO5							✓				✓	✓			✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Business Psychology: Overview of psychological approaches, scope and fields of contemporary psychology, introduction to research methods, and psychological measurement.
- Biological and Developmental Processes: Understanding the biological basis of behavior, organization of the nervous system, psychological development, and factors affecting development.
- Perception and Consciousness: Exploration of sensory processes, the role of perception in our interpretation of the world, the influence of attention on perception, and insights into extrasensory perception.
- Motivation and Emotion: Examination of the theories of motivation and emotion, emotional responses, and the adaptive and disruptive roles of emotions.
- Learning: Introduction to classical and operant conditioning, principles of reinforcement, and theories of multiple response learning.
- Personality: Analysis of personality traits, the shaping of personality, different approaches to personality, and the assessment of personality.

- Conflict and Adjustment: Understanding the concepts of frustration, reactions to frustration, anxiety, defense mechanisms, and their implications for adjustment.

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy	CLO Alignment
Introduction to Business Psychology	Students who complete the course will be able to understand: -The basic concept of Psychology. -The psychological approaches. -The scope and fields of contemporary psychology. -The research methods. -Psychological measurement.	Week 1-3	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	-To have a formal interaction with the students and know about the proceedings of the subject matter - Lecture -Collect Feedback & answer	CLO1, CLO3
Biological and Developmental Processes	-The biological basis of behavior. -Explain the organization of the nervous system. - Explain the impact of hormones in human behavior. -Describe psychological development. -The factors affecting development	Week 4-6	-Discussion about the subject contents with the students	-Interactive discussion -Lecture	CLO2
Perception and Consciousness	-Explore sensory processes. -The role of perception in our interpretation of the world. -Describe the influence of attention on perception and insights into extrasensory perception.	Week 7-9	-Discussion about the subject contents with the students	-Interactive discussion -Lecture	CLO4
Motivation and Emotion	-The theories of motivation and emotion. -The emotional responses. -The adaptive and disruptive roles of emotions.	Week 10-11	-Discussion about the subject contents with the students -Recap main points -Forward plan	-Interactive discussion -Lecture -Collect Feedback & answer -Quiz -Assessment of LOs	CLO3, CLO4
Learning	-Classical and operant conditioning. -The principles of reinforcement. -The theories of multiple response learning.	Week 12	-Discussion about the subject contents with the students -Recap main points -Forward plan	-Interactive discussion -Lecture -Collect Feedback & answer -Case Study	CLO1, CLO2

					-Assessment of LOs	
	Personality:	-Analyzing personality traits. -Shaping personality. -The different approaches to personality - Describe the assessment of personality.	Week 13	-Discussion about the subject contents with the students - Final term -Recap main points -Forward plan	-Interactive discussion -Lecture -Assessment of LOs	CLO2, CLO3
	Conflict and Adjustment	-Meaning of frustration. -The reactions to frustration, anxiety, defense mechanisms. -Describe the implications for adjustment.	Week 14-15	-Discussion about the subject contents with the students - Final term -Recap main points -Forward plan	-Interactive discussion -Lecture -Assessment of LOs	CLO1, CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Make-up Procedure:
There will be no makeup of any exam. The extreme situation will be an exception as per the faculty's decision. Faculty may skip this if students bring written permission from the Dean/ Chairman/Coordinator, of the BBA Program. It is worth mentioning that questions of make-up exams are always harder

Part D- Learning Resources

Required Textbooks	Reference Book:
• Gilovich, T., Keltner, D., Chen, S., & Nisbett, R. E. (2019). Social psychology, Fifth Edition, Norton. • Introduction to Psychology, Ernest R. Hilgard, Rita L, Atkinson, Richard C. Atkinson.	• "Work in the 21st Century: An Introduction to Industrial and Organizational Psychology" by Frank J. Landy and Jeffrey M. Conte. • "Psychology and Work Today: An Introduction to Industrial and Organizational Psychology" by Frank J. Landy and Jeffrey M. Conte. • "Psychology and Work Today: An Introduction to Industrial and Organizational Psychology" by Duane P. Schultz and Sydney Ellen Schultz. • Introduction to Psychology, Morgan, T. Clifford and Richard A. King, McGrow-Hill Publishing Co. Ltd. "Introduction to Industrial/Organizational Psychology" by Ronald E. Riggio. • "Industrial/Organizational Psychology: An Applied Approach" by Michael G. Aamodt. • "The Psychology of Work: Theoretically Based Empirical Research" by Jean E. Wallace and Jerry L. Maynard.

Course Name: Principles of Public Relations
Course Code: 0321-2206

Part A- Introduction

1.	Course Code	0321-2206
2.	Course Title	Principles of Public Relations
3.	Course Type (GED/Core/Major)	GED Course
4.	Level/Term and Section	2nd Year 2nd Semester
5.	Academic Session	Summer/Spring
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The course aims at empowering every beginner in the field of public relations with a rudimentary knowledge of the vast nature of public relations, its publics, media, and tools of public relations. In addition, it will expose the student to the process, complexities, and functions of public relations as a subset of mass communication. Through this course, students will gain a basic understanding of public relations as a persuasive communication tool that plays an important role in human society of business and governance.
	Course Summary	The course is designed to introduce the field of public relations to undergraduate majors and non-majors. For those majoring in public relations, this course serves as the foundation of the public relations curriculum. For those planning careers in other areas, the course provides an overview of public relations practice and will address the consistent use and value of public relations in influencing business decision-making daily in a variety

		of for-profit and not-for-profit organizations and situations.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Explain the role and functions of public relations in an industrialized society.	Cognitive
CLO2	Illustrate the basic process of public relations—research, planning, communication.	Cognitive
CLO3	Describe the public relations activities in firms, corporations, social agencies, trade organizations, government, education, not-for-profits, sports, and entertainment.	Cognitive
CLO4	Develop good listening skills and increase problem-solving abilities.	Cognitive
CLO5	Build professional verbal and written communication capabilities.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓			✓								✓	✓		
CLO2		✓					✓			✓			✓	✓	✓	
CLO3	✓	✓		✓								✓	✓			✓
CLO4					✓		✓		✓	✓				✓	✓	
CLO5				✓							✓	✓	✓			✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to public relations: Basic concept of public relations, Purpose, Nature, The Evolution and History of Public Relations, Public Relations Process, importance, and role of PR in organizations.
- The theoretical foundation: the theories and models in public relations, The relationship between PR and other communication disciplines.
- Strategic planning in PR: role of research in PR, conducting effective research for pr campaigns.
- Media relations: Media landscape, crafting effective press releases, Media pitching and building relationships with journalists, Crisis communication in the media.
- Introduction to social media platforms: Social media strategy for PR, monitoring and managing online reputation, case studies on successful social media PR campaigns.
- Communication Concepts and Practice in Public Relations: The Goals of Communication, Receiving the Message, Paying Attention to the Message, Understanding, Believing, Remembering and Acting on the Message

- Internal communication strategies: Building and maintaining organizational culture, Employee communication, and engagement.
- Event management: Planning and executing events, event promotion, and media coverage.
- Conflict Management and Crisis Communication: The Role of Public Relations in Managing Conflict, The Conflict Management Life Cycle
- Public relations writing: Post-event evaluation and analysis, writing for different platforms (press releases, speeches, blogs), crafting persuasive messages.
- Stakeholders' relation: Building positive relationships and Managing conflicts with stakeholders.
- Government and public affairs: Role of government relations in PR, Navigating regulatory environments.
- Campaign evaluation and future trends: Measuring pr effectiveness, evaluation metrics and tools, and emerging trends in public relations.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Principles of Public Relations	Overview of the course: -Understand the mission and vision of the university and the department as a whole - Describe a general idea about the course and importance of the course for business students.	Week 1	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1
Overview of Public Relations (PR)	Introduction to Public Relations: - Illustrate the basic concept of public relation, its purpose, nature - Present the Historical development of PR - Illustrate the Importance and role of PR in organizations - Demonstrate the Public Relations Process	Week 2-3	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2
Public Relations Planning and Research:	The Theoretical Foundation -Describe the Theories and models in public relations - Discuss the Relationship between PR and other communication disciplines - Develop the Strategic planning in PR - Derive the Role of research in PR	Week 4-5	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO2 CLO5

		- Develop idea for Conducting effective research for PR campaigns - Generate the idea about Media Relations, media landscape - Generate the idea about Crafting effective press releases - Generate the idea about Media pitching and building relationships with journalists - Develop how to manage or conduct crisis communication in the media				
	Social media in PR & Communication Concepts and Practice in Public Relations	- Develop the basic idea about social media platforms - Design the Social media strategy for PR -Describe how to Monitor and manage online reputation - Analyze case studies on successful social media PR campaigns -Build and maintain organizational culture - Illustrate the Goals of Communication, Receiving the Message, - Paying Attention to the Message, Understanding, Believing, Remembering and Acting on the Message: - Explain how to make corporate communication effective	Week 6-7	-Lecture with multi-media representation -Interactive discussion - Case Study -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2 CLO4
	Event Management & Public Relations Writing:	- Describe the plan the strategic aspects of event organization including goals, audience, and logistics - Determine how to execute events efficiently through coordination and real-time management - Explain how to promote events using traditional and digital communication tools - Develop the idea about how to ensure media	Week 8-9	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3 CLO5

		coverage through effective press engagement and media relations - Evaluate event success through feedback, metrics, and post-event analysis - Design the idea about how to write professional content for various platforms such as press releases, speeches, and blogs - Generate the approach of how to edit and proofread PR materials to maintain clarity, accuracy, and brand voice				
	Stakeholder Relations & Conflict Management and Crisis Communication	- Generate the idea about identifying and analyzing stakeholders -Build positive relationships with stakeholders -Determine how to Manage conflicts with stakeholders -Illustrate the role of Public Relations in Managing Conflict -Design the Conflict Management Life Cycle	Week 10-11	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3 CLO4
	Government and Public Affairs	-Discuss the role of government relations in PR - Explain how to navigate regulatory environments	Week 12-13	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3 CLO5
	Campaign Evaluation and Future Trends:	-Determine the PR effectiveness - Evaluation metrics and tools - Generate the emerging trends in public relations	Week 14-15	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO5

Part C- Assessment and Evaluation

16.	Evaluation Policy & Marks Distribution: The final grade for this class will be based on the points achieved in the following areas:

	Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• "Public Relations: Strategies and Tactics" Authors: Dennis L. Wilcox, Glen T. Cameron, Bryan H. Reber, Jae-Hwa Shin Publisher: Pearson Edition: 11th Edition (or the latest edition available)	• Article from different sources • Other study material may be provided by the course teacher if required

Third Year First Semester (5th Semester)

Course Name: History of the Emergence of Bangladesh
Course Code: 0222-1001

Part A- Introduction

1.	Course Code	0222-1001
2.	Course Title	History of the Emergence of Bangladesh
3.	Course Type (GED/Core/Major)	GED
4.	Level/Term and Section	3rd Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of the course are: • Disperse in-depth knowledge about the struggle of liberation war; • Demonstrate understanding of the philosophies of the creation of this state; • Introducing the chronological history till the liberation war; • Introducing the dream of our freedom fighters for which they sacrificed their life.
	Course Summary	History of the Emergence of Bangladesh is the study of the historical facts up to the time of the Bangladeshi War of Independence. To understand the rise of Bengali Nationalism and the self-determination movement in what was then East Pakistan from 1947 to 1971, the Course introduces the history of the struggle of the Bengali. The course also introduces various self-righteous movements that happened since 1947 and finally helped to achieve independence. The course will enhance the scope of the students to understand the philosophical bases on which the People's Republic of Bangladesh was created.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Discuss about the creation of Pakistan and the Language Movement.	Cognitive
CLO2	Analyze the discrimination of West Pakistan against East Pakistan and the various movements and struggles of Bengalis against it.	Cognitive
CLO3	Demonstrate the objective, knowledge about the Liberation War of Bangladesh.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs) and BNQF Domain Level

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	BNQF			
													FS	SS	TS	PS
CLO1						✓								✓		
CLO2											✓					✓
CLO3										✓					✓	

Part B- Content of the Course

14. Course Content

Partition of India in 1947: Two nation theory; Lahore conference; United Bangla plan; Creation of Pakistan and India; Displacement crisis.
Indian Independence Act 1947: 3rd June Plan, characteristics, and result of Indian Independence Act 1947.
Language Movement of 1952: Background, Nature, and Stage; Results of Language Movement.
United Front Election in 1954: United Front, Twenty-One Point Program, Elections 1954, Results of 1954 Elections and the reason for the victory of the United Front in this election.
Constitution of Pakistan 1956: Characteristics, Bengali reaction to this constitution.
Disparity Between Two Wings of Pakistan: Political disparity, administrative disparity, Economic disparity; Cultural disparity, Reaction and movement of Bengalis against discrimination.
Military Rule of Ayub Khan: Commander-in-Chief of the Pakistan Army; President of Pakistan; Constitutional and legal reforms; Basic Democracy.
Six Point Movement: Background of Six-point movement; Six-point movement; Result of Six-point movement.
Mass Upsurge of 1969: Background, Significance.
General Election of 1970: Results and Importance.
The historic speech of 7th March: Characteristics & importance of the Speech, Non-Cooperation Movement.
Genocide of 25 March: Operation Searchlight, Planning of Operation Searchlight, Description of the 25th March Genocide and Beginning of the Liberation War of Bangladesh.
Mujibnagar Government: Formation and Activities of the Government.
Liberation War of Bangladesh: Contribution of different countries to independence, Role of India, Soviet Union, China and USA.
Surrender of Pakistani Occupation forces: 14th December Tragedy, 16th December Victory.
Constitution of Bangladesh 1972: History of the Constitution of Bangladesh, Features.
Liberation War: Expectation and Achievement (A Study)

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique(s)	Assessment Strategy(s)	Alignment to CLO
A Brief Overview of the Course	Students developed an understanding of the course framework, the implementation of various phases of mark distribution, and the course introduction.	Week 1	- To formally engage with the students and gain knowledge of the subject area --Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1

	Partition of India in 1947: Two nation theory; Lahore conference; United Bangla plan; Creation of Pakistan and India; Displacement crisis. Indian Independence Act 1947: 3rd June Plan, characteristics and result of Indian Independence Act 1947 Language Movement of 1952: Background, Nature and Stage; Results of Language Movement	- Develop an understanding of the historical events leading to the Partition of India in 1947, including the concept of the Two Nation Theory and its implications for the creation of Pakistan and India. - Evaluate the outcomes and implications of the Indian Independence Act 1947 on the governance and territorial arrangements of India and Pakistan post-partition. - Evaluate the outcomes and implications of the Indian Independence Act 1947 on the governance and territorial arrangements of India and Pakistan post-partition.	Week 2-3	- Interactive discussion about the subject contents to the students -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	United Front Election in 1954: United Front, Twenty-One Point Program, Elections 1954, Results of 1954 Elections and the reason for the victory of the United Front in this election Constitution of Pakistan 1956: Characteristics, Bengali reaction to this constitution	-Evaluate the political landscape and factors contributing to the victory of the United Front in the 1954 elections, considering regional dynamics, public sentiment, and policy platforms. - Evaluate the political landscape and factors contributing to the victory of the United Front in the 1954 elections, considering regional dynamics, public sentiment, and policy platforms.	Week 4-5	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia -Collect Feedback & answer -Assessment of LO	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
	Disparity Between Two Wings of Pakistan: Political disparity, administrative disparity, Economic disparity; Cultural disparity,	-Analyze the political, administrative, economic, and cultural disparities between East and West Pakistan during the post-independence period. -Investigate the role and leadership of Ayub Khan as Commander-in-Chief of the Pakistan Army and subsequently as President of Pakistan.	Week 6-7	- Interactive discussion about the subject contents to the students -Class Test -Collect Feedback & answer -Assessment of LO	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2

	Reaction and movement of Bengalis against discrimination Military Rule of Ayub Khan: Commander-in-Chief of the Pakistan Army; President of the Pakistan; Constitutional and legal reforms; Basic Democracy					
	Six Point Movement: Background of Six-point movement; Six-point movement; Result of six-point movement. Mass Upsurge of 1969: Background, Significance General Election of 1970: Results and Importance	- Analyze the objectives, strategies, and outcomes of the Six-Point Movement, assessing its impact on the trajectory of Bengali nationalism and demands for greater autonomy within Pakistan. - Evaluate the impact of the mass upsurge on political developments, including the resignation of Ayub Khan and the transition to civilian rule under Yahya Khan.	Week 8-9	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of math problems -Group Presentation -Collect Feedback & answer -Assessment of LO	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
	Non-Cooperation Movement: Non-Cooperation Movement Genocide of 25 March: Operation Searchlight, Planning of Operation Searchlight, Description of the 25th March Genocide and beginning of the Liberation War of Bangladesh Mujibnagar Government: Formation and Activities of the Government	-Understanding the strategies, objectives, and outcomes of the Non-Cooperation Movement in challenging West Pakistani authority and advancing the cause of Bengali Nationalism. - Evaluate the activities, policies, and challenges faced by the Mujibnagar Government in mobilizing international support, organizing resistance, and leading the struggle for independence.	Week 10-11	- Interactive discussion about the subject contents to the students	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Liberation War of Bangladesh: Contribution of different countries to independence, Role of India,	- Evaluate the geopolitical motivations and strategic interests that influenced the policies and actions of these countries in relation to the conflict in South Asia.	Week 12-13	- Interactive discussion about the subject contents to the students -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO3

	Soviet Union, China and USA Surrender of Pakistani Occupation forces: 14th December Tragedy, 16th December Victory. Constitution of Bangladesh 1972: History of the Constitution of Bangladesh, Features	- Assess the diplomatic, military, and humanitarian dimensions of India's involvement in the Liberation War and its impact on regional geopolitics. - Evaluate the significance of the victory on 16th December in establishing Bangladesh as an independent nation and commemorating the sacrifices of those who fought for freedom.				
	Presentation and Review Class	-Demonstrate the historic moments in the class -Delivering the speech of the famous leaders of Bangladesh -Show the significance of those leaders	Week 14	- Interactive discussion about the subject contents to the students -Assessment of LO	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO3
	Liberation War:	Expectation and Achievement (A Study)	Week 15		CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 1 CLO 2 CLO 3

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				

		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbook	Other Resources
• K.B. Sayeed : Political System of Pakistan	• Rounaq Jahan : Pakistan: Failure in National Integration • Sirajul Islam (ed) : History of Bangladesh (Vol III) • William Schendel: A History of Bang • A Legacy of Blood-Anthony Mascarenhas • Siddiq Salik, Witness To Surrender • ডা. মো: মাহবুবর রহমান : বাংলাদেশের ইতিহাস, ১৯৪৭-১৯৭১। • বশির আল হেলাল : ভাষা আন্দোলনের ইতিহাস। • আতিউর রহমান : মুক্তিযুদ্ধের প্রস্তুতি পর্ব : অসহযোগের দিনগুলি। • গোলাম মুরশিদ, মুক্তিযুদ্ধ ও তারপর একটি নির্দলীয় ইতিহাস

Course Name: Bangladesh Economics
Course Code: 0311-3102

Part A- Introduction

1.	Course Code	0311-3102
2.	Course Title	Bangladesh Economics
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	3rd Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The primary aim of the course is to provide students with a comprehensive introduction to the economy of Bangladesh and its different dimensions. Another important objective is to enlighten students about various government policies, which have shaped the evolution of the economy. This course will also enable students to learn about the overview of Bangladesh's economy in transition; and a brief historical background.

	Course Summary	This course introduces the students to different sectors and issues of Bangladesh's economy and their relative importance in the economic development of Bangladesh. Facilitate intensive study of international trade, govt. policies, and other factors associated with the growth and development of Bangladesh. Provide ideas about resources and constraints that will help students formulate country development strategies.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Describe the historical and macroeconomic structure of Bangladesh by examining key transitions, development plans, and policy tools.	Cognitive
CLO2	Analyze the performance of major economic sectors and evaluate the structural transformation from agriculture to industry and services.	Cognitive
CLO3	Interpret data on trade, FDI, remittance, and exchange rate to assess Bangladesh's global economic integration.	Cognitive
CLO4	Discuss the interplay between poverty, inequality, labor markets, and social protection mechanisms in Bangladesh.	Cognitive
CLO5	Evaluate national strategies for sustainable development, digital inclusion, and infrastructure advancement in the context of long-term growth.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓				✓							✓	✓		
CLO2		✓								✓			✓		✓	
CLO3						✓			✓					✓	✓	
CLO4					✓						✓			✓		✓
CLO5				✓				✓					✓	✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction and Economic History of Bangladesh: Pre-independence economic structure, Post-1971 economic challenges and reforms, Five-Year Plans and strategic transitions, Recent shifts from LDC to developing country status, Bangladesh Vision 2041 and Delta Plan 2100.
- Macroeconomic Structure and Indicators: GDP, GNI, and Per Capita Income, Sectoral composition: agriculture, industry, and services; National income accounting overview; Investment, savings, consumption trends; Inflation: trends, causes, and impact; Government revenue, budget, and deficit; Fiscal and monetary policy instruments; Role of Bangladesh Bank.
- Sectoral Performance and Structural Transformation: Agriculture: productivity trends, crop diversification, agri policy; Industry: RMG sector, leather, pharmaceuticals, SME growth; Services: education, health, telecom, and financial services; Transition from agrarian to industrial and service economy; Informal vs. formal sector contributions
- Foreign Trade, Investment, and Remittance: Trade structure and balance, Major export-import items and destinations, Bilateral and multilateral trade agreements (SAFTA, APTA, D-8, WTO), FDI trends and challenges, Overseas employment and remittance flow, Exchange rate management and foreign reserves

- Price, Wages, Labor Market, and Employment: CPI and inflation trends in Bangladesh, Minimum wage policies and wage boards, Unemployment and underemployment rate, Labor market segmentation and challenges, Role of informal employment, Government programs for youth and female employment
- Sustainable Development and Environmental Policy: SDGs and Bangladesh's progress, Climate change vulnerabilities and resilience plans, Role of renewable energy and green finance, Policies on disaster risk reduction and sustainable agriculture, Urbanization and environmental degradation
- Digital Economy and Financial Inclusion: Digital Bangladesh initiative, Mobile banking and bKash revolution, E-commerce ecosystem and start-ups, Financial inclusion: rural banking, agent banking, MFS, ICT sector growth, and digital literacy challenges
- Poverty, Inequality , and Social Safety Nets: Poverty trends and multidimensional poverty index, Income vs. wealth inequality in rural/urban contexts, Major social protection programs (VGD, VGF, Old Age Allowance), Government and NGO collaboration in poverty alleviation, Microcredit and Grameen Bank model
- Infrastructure, Mega Projects, and Regional Development: Economic significance of Padma Bridge, Metro Rail, Karnaphuli Tunnel, energy and power sector expansion, Connectivity and logistics development, SEZs and regional integration (e.g., BBIN, BIMSTEC); Inland waterways and port development
- Public Finance and Taxation System: Sources of government revenue: tax and non-tax, VAT, income tax, corporate tax overview, NBR structure and tax policy reforms, Annual national budget process and implementation, Challenges in public finance management and resource mobilization

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction and Economic History of Bangladesh	-Understand the fundamental concepts of economics. - Understand the pre-independence economic structure of Bangladesh -Explain the post-1971 economic challenges and reform measures taken. -Describe the objectives and impacts of Bangladesh's Five-Year Plans. -Analyze the transition from LDC to developing country status. -Evaluate the long-term development visions: Bangladesh Vision 2041 and Delta Plan 2100.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
Macroeconomic Structure and Indicators	-Understand the concepts of GDP, GNI, and per capita income. -Analyze the sectoral composition of the economy: agriculture, industry, and services.	Week 3	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 2

		-Explain the basics of national income accounting. -Evaluate investment, savings, and consumption trends in Bangladesh. -Examine the causes and impact of inflation on the economy. -Understand government revenue sources, budget formulation, and fiscal deficit. -Analyze the tools of fiscal and monetary policy. -Assess the role and functions of Bangladesh Bank in the macroeconomic framework				
	Sectoral Performance and Structural Transformation	-Analyze productivity trends and crop diversification in the agriculture sector. -Understand key agricultural policies influencing sectoral growth. - Evaluate the performance and challenges of major industries like RMG, leather, pharmaceuticals, and SMEs. -Examine the development of services such as education, health, telecom, and financial services. -Assess the structural transition from an agrarian to an industrial and service-based economy. -Compare the contributions and challenges of the informal and formal sectors in Bangladesh.	Week 4-5	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 3
	Foreign Trade, Investment, and Remittance	- Understand Bangladesh's trade structure and trade balance. -Identify major export and import items and their global destinations. -Explain the significance of bilateral and multilateral trade agreements (e.g., SAFTA, APTA, D-8, WTO).	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 4

		-Analyze trends, opportunities, and challenges in foreign direct investment (FDI). -Evaluate the role of overseas employment and remittance flows in the national economy. -Assess the mechanisms of exchange rate management and the status of foreign reserves.				
	Price, Wages, Labor Market, and Employment	-Analyze CPI and recent inflation trends in Bangladesh. -Understand minimum wage policies and the functions of wage boards. -Evaluate unemployment and underemployment rates and their implications. -Explain labor market segmentation and identify key challenges. -Assess the role and impact of informal employment in the labor market. -Examine government initiatives targeting youth and female employment opportunities.	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO4
	Sustainable Development and Environmental Policy	-Understand the Sustainable Development Goals (SDGs) and assess Bangladesh's progress towards them. -Analyze Bangladesh's climate change vulnerabilities and resilience strategies. -Evaluate the role of renewable energy and green finance in sustainable development. -Explain policies related to disaster risk reduction and sustainable agriculture. -Assess the impacts of urbanization on environmental degradation in Bangladesh	Week 9-10	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 5

	Digital Economy and Financial Inclusion	-Understand the objectives and impact of the Digital Bangladesh initiative. -Analyze the growth and significance of mobile banking and the bKash revolution. - Evaluate the development of the e-commerce ecosystem and start-up culture in Bangladesh. -Explain financial inclusion strategies including rural banking, agent banking, and mobile financial services (MFS). -Assess the growth of the ICT sector and identify challenges related to digital literacy	Week 11-12	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 5
	Poverty, Inequality , And Social Safety Nets	- Analyze poverty trends using the multidimensional poverty index in Bangladesh. - Differentiate between income and wealth inequality in rural and urban areas. - Describe major social protection programs such as VGD, VGF, and Old Age Allowance. - Evaluate the roles of government and NGOs in poverty alleviation efforts. - Explain the microcredit model with a focus on the Grameen Bank's contributions.	Week 13	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 5
	Infrastructure, Mega Projects, and Regional Development	- Explain the economic significance of mega projects like Padma Bridge, Metro Rail, and Karnaphuli Tunnel. - Assess the expansion and challenges of the energy and power sector in Bangladesh. - Analyze the impact of improved connectivity and logistics on economic development. - Evaluate the role of Special Economic Zones (SEZs) and regional cooperation frameworks	Week 14	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 5

		such as BBIN and BIMSTEC. - Understand the development and economic importance of inland waterways and ports.				
	Public Finance and Taxation System	- Identify the main sources of government revenue, including tax and non-tax income. - Explain key tax types such as VAT, income tax, and corporate tax. - Understand the structure and reform initiatives of the National Board of Revenue (NBR). - Describe the annual national budget process and its implementation. - Analyze challenges in public finance management and resource mobilization.	Week 15	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

	There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Modern Economic Theory Dr. K.K.Dewett, M.H.Navalur Edition 2010. • The Economy of Bangladesh, Khan, A.R., Edition 2015.	• *The Economy of Modern Bangladesh* by S. R. Osmani • *Bangladesh Development Update* – World Bank • BBS Reports (GDP, HIES, Labor Force Surveys) • CPD (Centre for Policy Dialogue) Working Papers • Bangladesh Bank Annual Reports

Course Name: Financial Institutions and Markets
Course Code: 0412-3103

Part A- Introduction

1.	Course Code	0412-3103
2.	Course Title	Financial Institutions and Markets
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	3rd year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 hour 25 minutes (Per Class)
10	Total Marks	100
11.	Course Objective	This course describes financial markets and institutions by providing a conceptual framework to understand why markets exist and what their role is in the financial environment. Each type of financial market is described with a focus on its utilization by financial institutions, its internationalization, and recent events that have affected it. Each type of financial institution is described with a focus on its regulatory aspects, management, use of financial markets, and performance.
	Course Summary	By the end of this course, students will be able to critically evaluate a range of theories relevant to financial institutions and markets and apply these theories to analyse issues within these domains. They will gain a comprehensive understanding of the empirical foundations that underpin the practices of financial institutions and markets, as well as the factors that influence decision-making in these contexts. Students will be equipped to analyse a variety of topical issues

		from both theoretical and empirical perspectives, identify key emerging concerns, and apply relevant theories to interpret them. Furthermore, they will develop the ability to critically assess the role of the finance and banking profession in ensuring high-quality decision-making and promoting ethical behaviour in financial institutional and market settings. Additionally, students will demonstrate their ability to work collaboratively in a group to produce a combined piece of coursework, showcasing their teamwork and communication skills.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Apply ideas from financial markets and institutions, such as money flow, interest rate levels, and interest rate differentials, to current affairs or hot-button problems.	Cognitive
CLO2	Understand the key financial tools and the economic concepts that guide the use of these tools in financial decision-making, along with the comparison of market performance and market performance theories.	Cognitive
CLO3	Understand the mechanism and regulation of financial securities exchanges, along with how the value of stocks, bonds, and securities is calculated.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓				✓							✓	✓		
CLO2				✓								✓	✓			✓
CLO3									✓						✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Financial System, the main constituents of Financial System, Primary Functions of Financial System Financial Assets, Primary or Direct Asset, Secondary Asset.
- Financial Markets, Functions of Financial Market, Benefits of Financial Market, Financial Institutions, Economic System, Basic Functions of Economic System, The Circulation Flow of an Economic System.
- Market, Types of Market, Factor Market, Financial Market, Product Market, The Role of Markets in the Global Economic System, Markets Function in an Economic System, Functions of Financial System and Financial Markets in Economic System.
- Structure of the Financial Market, Debt or Fixed Income and Equity, Money Market and Capital Market, Their Characteristics and Differences, Primary Market and Secondary Market, Their Characteristics and Differences.

	• Money Market Instruments, Treasury Bills, Negotiable Certificates of Deposit, Commercial Paper, Banker's Acceptances or Letter of Credit, Repurchase Agreements, Swaps, Financial Derivatives. • Capital Market Instruments, Government Securities, Longer-Term Debt, Privately Owned Longer-Term Debt, Long-Term Debt of the Local Government, Long-Term Corporate Bonds, Common Stock, Preferred Stock, and Mortgage. • Financial Disintermediation, Importance of Financial Disintermediation, and It Works. • Forward Contract and Future Contract, how it Works, Problems and Solutions. • Option, Call Option, Put Option, American and European Option, Problems on Call Option, Problems on Put Option. • Overview of Financial System of Bangladesh, Formal Sector, Semi-Formal Sector, Informal Sector, Regulators of the Financial System. • Financial Instrument, Characteristics of Financial Instruments, Financial Instruments Classification, Characteristics of an Efficient Financial Market. • Impact of Changes in Financial Variables, Changes in Interest Rates, Changes in Stock Prices, Changes in Exchange Rates, Uses of Financial Instruments, Factors Affect the Value of a Financial Instrument, Factors Affecting the Risk of a Financial Instrument. • Function of Financial Institutions, Economies of Scope, Economies of Scale, Asymmetric Information, Moral Hazard, Adverse Selection, Broker vs Underwriter. • Role of Financial Intermediaries, Types of Financial Intermediaries, Depository Institutions, Contractual Savings Institutions, Investment Intermediaries, Credit Unions, Mutual Funds, Insurance Companies, Pension Funds.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Financial System	-Understanding the Overview of Financial System, what is Financial System, what are the main constituents of Financial System, Primary Functions of Financial System Financial Assets, Primary or Direct Asset, Secondary Asset.	Week 1	-To have a formal interaction with the students and know about the proceedings of the subject matter - Lecture with the aid of multimedia -Collect Feedback & answer	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1
Financial Markets; Economic System	-Understanding the concepts of Financial Markets, Functions of Financial Market, Benefits of Financial Market, what is Financial Institutions, what is Economic System, Basic Functions of Economic System, The Circulation Flow an Economic System.	Week 2	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students - Collect Feedback & answer	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1
Financial Markets; Economic System	-Determine what is Market, Types of Market, Factor Market, Financial Market, Product Market, The Role of Markets in the Global Economic System, How Markets Function in an Economic System, Functions of Financial System and Financial Markets in Economic System.	Week 3	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1
Financial Markets; Economic System	-Understanding the Structure of the Financial Market, Debt or Fixed Income and Equity, Money Market and Capital Market, Their Characteristics and Differences, Primary Market and Secondary Market, Their Characteristics and Differences.	Week 4	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1

	Money Market Instruments	-Discussion on Money Market Instruments, Treasury Bills, Negotiable Certificates of Deposit, Commercial Paper, Banker's Acceptances or Letter of Credit, Repurchase Agreements, Swaps, Financial Derivatives.	Week 5	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1
	Capital Market Instruments	-Understanding the Capital Market Instruments, Government Securities, Longer-Term Debt, Privately Owned Longer-Term Debt, Long-Term Debt of the Local Government, Long-Term Corporate Bonds, Common Stock, Preferred Stock, Mortgage.	Week 6-7	-Interactive discussion -Lecture discussion with the aid of multimedia -Presentation. -Collect Feedback & answer	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1
	Financial Disintermediation; Forward and Future Contract	-Determining what Financial Disintermediation is, the Importance of Financial Disintermediation, How It Works. Forward Contract, how it Works, Problems and Solutions. Future Contract, how it Works, Problems and Solutions.	Week 8-9	-Interactive discussion -Lecture discussion with the aid of multimedia -Presentation. -Collect Feedback & answer	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz	CLO2
	Future Option Contract	-Understanding the concept of Option, Call Option, Put Option, American and European Option, Problems on Call Option, Problems on Put Option. Problems on Call Option, Problems on Put Option.	Week 10-11	-Interactive discussion -Lecture discussion with the aid of multimedia -Presentation. -Collect Feedback & answer	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz	CLO2 CLO3
	Financial System of Bangladesh	-Understanding the Financial System of Bangladesh, Formal Sector, Semi-Formal Sector, Informal Sector, Regulators of the Financial System. Financial Instrument, Characteristics of Financial Instruments, Financial Instruments Classification, Characteristics of an	Week 12	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1

	Efficient Financial Market.				
Financial Variables; Financial Instruments; Economies of Scope and Economies of Scale	-Determining the Impact of Changes in Financial Variables, Changes in Interest Rates, Changes in Stock Prices, Changes in Exchange Rates, Uses of Financial Instruments, Factors Affect the Value of a Financial Instrument, Factors Affecting the Risk of a Financial Instrument. Function of Financial Institutions, Economies of Scope, Economies of Scale, Asymmetric Information, Moral Hazard, Adverse Selection, Broker vs Underwriter.	Week 13-14	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO 1
Financial Intermediaries; Banking System	-Understanding the Role of Financial Intermediaries, Types of Financial Intermediaries, Depository Institutions, Contractual Savings Institutions, Investment Intermediaries, Credit Unions, Mutual Funds, Insurance Companies, Pension Funds. Banking System: Structure and Services The Market Model: Problems and Solutions	Week 15	-Interactive discussion -Lecture discussion with the aid of multimedia	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO 2

Part C- Assessment and Evaluation

16.	Evaluation Policy & Marks Distribution: The final grade for this class will be based on the points achieved in the following areas:

	CIE (40%)			

	Bloom's Taxonomy Domain:		Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Financial Markets & Institutions by Jeff Madura	• Foundations of Financial Markets & Institutions by Frank. J. Fabozzi, Modigliani, F.

Course Name: Integrated Marketing Communication
Course Code: 0414-3104

Part A- Introduction

1.	Course Code	0414-3104
2.	Course Title	Integrated Marketing Communication
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	3rd Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100

11.	Course Objective	This course aims to develop students' understanding of real-life marketing. The course primarily discusses and creates a solid foundation based on 'Integrated Marketing Communications [IMC]' elements. The course will explore all the tools of IMC, ranging from advertising to direct marketing to personal selling to sales promotion and public relations. Another segment that this course concerns is the relatively new and trending practices of digital and interactive media. Overall, this concentration considers the importance of IMC and its role in marketing, relating existing issues to the planning and execution of marketing campaigns and programs in alignment with the firm's strategic objectives. The course will provide an in-depth understanding of managing, evaluating, and controlling the brand's IMC activities. Students can relate to actual marketing tactics after completing this course.
	Course Summary	This course dissects the integral role of marketing communication within the contemporary business environment, highlighting its importance within the marketing mix. The central focus of the course will be on Integrated Marketing Communications (IMC), an approach that combines different promotional methods to increase the overall effectiveness of marketing campaigns. Students will gain insights into advertising, direct marketing, personal selling, sales promotion, public relations, online marketing, and the rapidly evolving fields of social media and mobile marketing. Emphasis will be placed on how these tools can be strategically coordinated to foster successful promotional campaigns.

12. Course Learning Outcomes (CLOs)

CLO1	Discuss the marketing communication concepts and theories.	Cognitive
CLO2	Develop effective advertising and promotional programs by applying consumer behavior concepts.	Cognitive
CLO3	Analyze how businesses organize advertising and integrated marketing communications (IMC) functions.	Cognitive
CLO4	Create and deliver projects that satisfy consumer requirements by maintaining ethical, and cultural standards.	Psychomotor

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2				✓								✓	✓			✓
CLO3							✓			✓			✓		✓	
CLO4					✓						✓			✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14.	Course Content • An introduction to integrated marketing communication: The nature of communication, integrated marketing communication,Emerging Trends in Marketing Communications,IMC Components.

- Brand Management: Corporate and Brand Image, Brand Names and Brand Types,Brand Logos,Developing and Building Powerful Brands, and Private Brands.
- Buyer Behaviors: Information searches andthe consumer purchasing process, evaluation alternatives,Trends in the Consumer Buying Environment.
- The IMC Planning Process: Communication Research,Market Segmentation by Consumer Groups,Methods of Segmenting the Market, and Product Positioning Strategies.
- Advertising Campaign Management: Advertising campaign management, Advertising theory,The Impact of Advertising Expenditures,in-house versus External Advertising Agencies, and Roles of Advertising Personnel.
- Advertising Design: Message strategies, Types of advertising appeals sources and spokesperson.
- Digital and Mobile Marketing: Digital Marketing, Consumer Shopping Patterns, Mobile Marketing, and Digital Strategies.
- Social media: Social Networks,Nature of Social Media Marketing,Social Media Marketing Strategies.
- Alternative Marketing: Alternative Marketing Programs, Product Placements and Branded Entertainment, Alternative Media Venues.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
-An introduction to integrated marketing communication. - Brand Management.	Understanding the nature of communication, the communication process, integrated marketing communications (IMC), an integrated marketing communications plan, emerging trends in marketing communications, IMC components, and global integrated marketing communication (GIMC). -evaluating the corporate and brand image, elements of brand image, the role of brand image, identifying the desired brand image, and private brands.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1,
-Brand Management. -Buyer Behavior	- Understand the corporate and brand image, elements of brand image, the role of brand image, identifying the desired brand image, and private brands. -Students will be able to analyze the consumer purchasing process, procedures of information searches, evaluation of alternatives; the evoked set approach, the multi-attribute approach, affect referral, trends in the consumer buying environment, and business-to-business buyer behaviors and influences.	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1, CLO2

	-The IMC Planning Process.	-Understand communication research, market segmentation by consumer groups,methods of segmenting the market, characteristics of generation segments,psychographics Segmentation, product positioning strategies, communication objectives.	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva .	CLO3.
	-Advertising Campaign Management. -Advertising Design.	-Create advertising, marketing messages, and message themes. -Students will be able to deliver themes that tell a story, message strategies, cognitive, affective, conative, the hierarchy of effects model, and source characteristics. Understand advertising theory, hierarchy of effects, the impact of advertising expenditures, in-house versus external advertising agencies, and roles of advertising personnel.	Week 7-8-9	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4
	-Digital And Mobile Marketing. -Social media	-Understand digital marketing, consumer shopping patterns, characteristics of successful e-commerce sites, digital marketing strategies, types of social media, nature of social media marketing, and social media marketing strategies.	Week 10-11	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2, CLO3.
	-Alternative Marketing.	-Analyze alternative marketing, forms of alternative marketing, guerrilla marketing, lifestyle marketing, experiential marketing, product placement, and branded entertainment.	Week 12-13	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2, CLO 3, CLO 4.
	Alternative Marketing	Alternative media venues, and brand communities, consumer promotions, types of consumer promotion, planning for consumer promotions, concerning issues with trade promotions.	Week 14-15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 3, CLO 4.

Part C- Assessment and Evaluation

<table>
<tr><td>16.</td><td>Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:
<table>
<tr><th colspan="2" rowspan="2">Bloom’s Taxonomy Domain:</th><th>CIE (40%)</th><th rowspan="2">Class Attendance (10%)</th><th rowspan="2">Semester Mid Examination (SME) (20%)</th><th rowspan="2">Semester Final Examination (SFE) (30%)</th></tr>
<tr><th>Class test/ Assignment/ Viva/ Presentation/ Others</th></tr>
<tr><td rowspan="6">Cognitive Domain</td><td>C1 Remembering</td><td></td><td></td><td></td><td></td></tr>
<tr><td>C2 Understanding</td><td></td><td></td><td></td><td></td></tr>
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<tr><td rowspan="5">Affective Domain</td><td>A1 Receive</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A2 Respond</td><td></td><td></td><td></td><td></td></tr>
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<tr><td rowspan="5">Psychomotor Domain</td><td>P1 Imitation</td><td></td><td></td><td></td><td></td></tr>
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</table></td></tr>
<tr><td>17.</td><td>Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.</td></tr>
</table>

Part D- Learning Resources

Required Textbooks	Other Resources
• Integrated Advertising, Promotion, and Marketing Communications By Kenneth E. Clow, Donald Baack 8th edition, Global edition.	• Advertising and promotion An integrated marketing communication perspective George E.Belch, Michal A. Belch 11th edition.

Course Name: Research Methodology
Course Code: 0031-3105

Part A- Introduction

1.	**Course Code**	**0031-3105**
2.	**Course Title**	**Research Methodology**
3.	**Course Type (GED/Core/Major)**	**Core Course**
4.	**Level/Term and Section**	**3rd Year 1st Semester**
5.	**Academic Session**	**Spring/Summer**
6.	**Course Instructor**	**Faculty, Business Administration.**
7.	**Pre-requisite (if any)**	**N/A**

8.	**Credit Value**	**3**
9.	**Class Hour**	**1 Hour 25 Minutes (Per Class)**
10.	**Total Marks**	**100**
11.	**Course Objective**	This course introduces the fundamentals of research methodology in business administration, aiming to build their ability to conduct small-scale research and write effective reports. It covers research language, ethics, and key elements of the research process across quantitative, qualitative, and mixed methods. Students will also learn to critically review relevant literature and apply research findings to enhance their understanding of professional and societal contexts.
	Course Summary	This course equips students with a thorough understanding of research principles and methodologies applicable to both academic and professional settings. It covers essential topics including research design, problem formulation, literature review, data collection methods, sampling strategies, and data analysis. The course emphasizes both qualitative and quantitative approaches, fostering a balanced and critical perspective. Upon completion, students will be capable of developing well-structured research proposals and conducting independent research with academic rigor and ethical responsibility.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Evaluating the core concept of research, methodologies, types, process and ethics.	Cognitive
CLO2	Apply suitable research design, sampling, data collection and analysis techniques in academic research.	Cognitive
CLO3	Formulate structured research proposals and reports.	Psychomotor

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2				✓						✓			✓		✓	
CLO3									✓	✓					✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Research Methodology: An Introduction:-Core concept of Research-Objective-Types-Ethics-Mini case on different Research Types
- Research Process: Steps in the research process-Identifying problem-Literature Review-Formulating hypotheses-Designing the research-Collecting & Analyzing data-Report writing
- Sample Design:-Population, census, sample-Probability and non-probability sampling techniques-Sample size determination-Sampling errors
- Data Collection Methods:-Primary vs. secondary data-Methods of primary data collection-Surveys and questionnaires-Interviews (structured, semi-structured, unstructured)-Focus groups-Observations- Methods of secondary data collection

- Measurement – Scaling, Reliability, and Validity:-Concept of measurement-Types of measurement scales: Nominal, ordinal, interval, ratio-Scaling techniques (e.g., Likert, semantic differential)-Reliability & Validity-Goodness of measurement
- Data Analysis:–Introduction to data analysis-Quantitative analysis-Descriptive statistics (mean, median, mode, SD)-Inferential statistics (t-test, ANOVA, correlation, regression)-Qualitative analysis: Thematic analysis, coding, content analysis-Use of software tools (e.g., AMOS, SPSS, Excel, NVivo)
- Writing Proposal & Report: Content and structure of research proposal and final report writing.

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Chapter 1: **Research Methodology**	- Understand the Concept of concept of Research and its objectives -Analyzing the Types - Explain the research ethics -Describing the Entrepreneurial Process Solving mini cases on different Research Types	**Week 1-2**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 1**
Chapter 2: **Research Process**	-Interpret the steps in research process - Understanding the problem, Literature, hypotheses, Designing the research-Collecting & Analyzing data & Report writing	**Week 3-4-5**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 1**
Chapter 3: **Sample Design**	-Understand the Concept population, census, sample - Illustrate the Key areas probability and non-probability techniques -determining sampling size and error	**Week 6-7**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
Chapter 4: **Data Collection Methods**	-Classify the Key forms primary data collection - Determining the Sources of Secondary data collection	**Week 8-9**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
Chapter 5: **Measurement – Scaling,**	- Understanding the concept of measurement and scaling	**Week 10-11**	-Interactive discussion -Lecture discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**

	Reliability, and Validity	-Determining the types of scaling - Justifying the goodness of measurement		with the aid of multimedia -Students group work		
	Chapter 6: **Data Analysis**	- Recognizing the qualitative and quantitative data analysis tools - Analyzing the data analysis software	**Week 12-13**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
	Chapter 7: **Writing Proposal & Report**	- Understanding the content and structure of a research proposal -writing research report	**Week 14-15**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 3**

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Research Methods for Business: A Skill-Building Approach-By Uma Sekaran, Roger J. Bougie; - Publisher John Wiley & Sons	• C.R. Kothari: Research Methodology • Davis and Cosenza: Business Research, for Decision Making • W.G. Zikmund: Business Research Methods • Published Journal Articles

Course Name: Globalization, Development & Change
Course Code: 0521-3106

Part A- Introduction

1.	**Course Code**	0521-3106
2.	**Course Title**	Globalization, Development & Change
3.	**Course Type (GED/Core/Major)**	GED Course
4.	**Level**	3rd Year 1st Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value** *(hours)*	3
9.	**Contact Hours**	1 Hour 25 Minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	This course aims to provide students with a comprehensive understanding of globalization and its multifaceted impact on economic development, social transformation, and environmental sustainability. Students will explore how global interconnectedness shapes national and international development policies, influences cultural exchange, and drives technological innovation. Through critical analysis, the course will highlight the benefits of globalization—such

		as increased trade, investment, and knowledge sharing—while also addressing pressing challenges like inequality, cultural homogenization, and ecological degradation. By engaging with real-world case studies, theoretical frameworks, and contemporary global issues, students will develop a nuanced perspective on the complexities of global development. The course encourages the cultivation of a global mindset, promoting awareness of diverse contexts and cross-border dynamics. Ultimately, students will be equipped to evaluate development strategies, assess global trends, and propose sustainable solutions that consider economic, social, and environmental dimensions in a rapidly changing
	Course Summary	This course explores the transformative effects of globalization on economic development, social structures, and global inequality. It examines key themes such as international trade, investment flows, global governance, and the pursuit of social justice. Students will critically assess the opportunities and challenges globalization presents for governments, businesses, and communities. Emphasis is placed on developing a well-rounded understanding of global interdependence and the skills needed to navigate its complexities in a responsible and informed manner.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Analyze the impact of globalization on economic development and social change in different regions of the world.	Cognitive
CLO2	Evaluate the role of multinational corporations, international organizations, and global governance in shaping the global economy and addressing issues such as poverty, inequality, and environmental sustainability.	Cognitive
CLO3	Apply theoretical frameworks and empirical evidence to understand the dynamics of globalization, development, and change, and to develop policy recommendations for promoting inclusive and sustainable development.	Cognitive
CLO4	Communicate effectively and critically about globalization, development, and change, using a variety of media and formats, and engaging with diverse perspectives and audiences.	Affective

	CLO5	Develop a global mindset and intercultural competence, by recognizing the diversity of cultural values, social norms, and political institutions, and by engaging with people from different backgrounds and experiences.	Psychomotor

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2		✓											✓			
CLO3						✓				✓				✓	✓	
CLO4									✓						✓	
CLO5										✓		✓			✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- **Understanding Globalization in the 21st Century:** Concepts, drivers, and evolving patterns of global interconnectedness.
- **Historical Foundations and Contemporary Shifts in Global Development:** Colonial legacies, modernization, and post-pandemic transitions.
- **Theories of Globalization and Development:** Classical and contemporary approaches including global capitalism, digital globalization, and decolonial perspectives.
- **Global Governance and Multilateral Institutions:** The role of the UN, WTO, IMF, World Bank, and emerging actors like BRICS.
- **Trade in a Digital and Multipolar World:** Global supply chains, digital trade, protectionism, and trade justice.
- **Foreign Direct Investment and Global Value Chains:** Reshoring, sustainable investment, and South-South cooperation.
- **Global Inequality and Inclusive Development:** Gender equity, digital divides, migration, and economic justice.
- **Cultural Transformation and Identity in a Globalized World:** Global media, hybridity, resistance, and localization.
- **Climate Change, Green Transitions, and Environmental Justice:** Global climate governance, green technologies, and sustainable futures.
- **Innovation, Technology, and the Digital Divide:** AI, automation, digital infrastructure, and development equity.
- **Multinational Corporations and Corporate Responsibility:** ESG (Environmental, Social, Governance), ethical supply chains, and stakeholder capitalism.
- **Policy Frameworks for Sustainable and Resilient Development:** SDGs, national strategies, and post-growth models.
- **Global Development Case Studies:** Lessons from emerging economies, conflict zones, and climate-vulnerable regions.
- **Ethics, Power, and Resistance in Global Development:** Accountability, advocacy, and the politics of development aid.
- **Future Scenarios and Challenges:** Geopolitical shifts, pandemics, AI ethics, and global cooperation.

15. **Weekly/ Lesson Plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Synopsis of the subject matter and course outline	- Reviewed the course outline, understood mark distribution phases, and explored key concepts of globalization, development, and change.	**Week 1**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Theorizing Globalization	- Explored Imperialism, Colonialism, Development, Americanization, Neo-Liberalism, Neo-Marxism.	**Week 2**	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Structuring the Global Economy and Changes	- Discussed causes and effects of World Wars using historical facts.	**Week 3**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO3

		Global Economic Flows	- Demonstrated Trade, Competition, Oil Wealth, Upgrading, Outsourcing, Financial Globalization, Consumption.	**Week 4**	Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. - Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO3	
		Global Political Structures, processes, and development	-Identify history and origin of Political Flows and Global Governance.	**Week 5**	Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. - Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4	
		Development of High-Tech Global Flows and Structures	- Analyze Technology, Media, the Internet, Nation-States, and Global Governance.	**Week 6**	Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4	

					- Paperwork.		
		Global Culture and Cultural Flows (changes)	- Examine Core Values of Development, Cultural Differentials, and Globalization.	**Week 7**	- Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4
		Global Flows of Migrants	- Explore Migration patterns and challenges of Illegal Migration globally.	**Week 8 -9**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO5
		Global Environmental Flows	- Analyze economic, political, and socio-cultural consequences of environmental flows.	**Week 10-11**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4

		Negative Global Flows and Processes	- Examine impacts of Dangerous Imports, Diseases, Crime, Terrorism, and War.	**Week 12**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2 CLO 4	
		Inequality	- Analyze Global Inequality, Race, Ethnicity, and Gender dynamics worldwide.	**Week 13**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4 CLO5	
		Dealing With, Resisting, and the Future of, Globalization	- Address challenges of Globalization and Political Globalization effectively.	**Week 14**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4 CLO5	
		Dealing With, Resisting, and the Future of, Globalization	- Evaluate resistance to Globalization and prospects for its future.	**Week 15**	Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4 CLO5	

					-students group work -Collect Feedback & answer.			

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• "The Globalization and Development Reader: Perspectives on Development and Global Change, 2nd Edition" by George M. Hall and Timothy J. Sinclair.	• Scholarly articles.

• "Understanding Globalization: The Social Consequences of Political, Economic, and Environmental Change, Fifth Edition" by Robert O. Keohane and Joseph S. Nye.	

Course Name: Career Planning and Development
Course Code: 0031-3107

Part A- Introduction

	Course Code	0031-3107
2.	**Course Title**	Career Planning and Development
3.	**Course Type (GED/Core/Major)**	GED Course
4.	**Level/Term and Section**	3rd Year 1st Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration.
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 Hour 25 Minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	This course aims to help students gain the knowledge, skills, and confidence required to make informed decisions about their career paths. The course focuses on self-assessment, goal setting, and exploration of various career options based on individual interests, values, strengths, and aspirations. It aims to develop students' understanding of the job market, employer expectations, and the skills needed for professional success, such as effective communication, networking, CV writing, and interview techniques. Through reflective activities and practical exercises, students will create a personalized career development plan that aligns with their goals. The course also emphasizes the importance of lifelong learning and adaptability in an evolving job environment, enabling students to proactively manage their careers over time.
	Course Summary	Better understanding 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.
12.	**Course Learning Outcomes (CLOs)**	

SL No.	Description	Bloom's Taxonomy Domain
CLO1	Recognize efficient career planning for the employees and organization.	Cognitive
CLO2	Apply more informed decisions on human resource affairs at work.	Cognitive
CLO3	Relate career development and management expectations to employees.	Cognitive

CLO4	Develop skills to be a more effective human resource manager.	Cognitive
CLO5	Formulate a mindset of continuous learning in employees and organizations.	Cognitive

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level**

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓							✓		✓		✓		✓	✓
CLO2			✓	✓		✓							✓	✓		
CLO3	✓			✓			✓		✓				✓	✓	✓	
CLO4				✓		✓				✓		✓	✓	✓	✓	✓
CLO5	✓				✓		✓					✓	✓	✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. **Course Content**

- Necessity of career development, Career path, Career stages, Generation stairs, Career ladders, the changing land definitions of career concepts, need to understand career management scope of work,
- Applications of the career management model: A guide to career exploration, Types of career exploration, Techniques for effective self-exploration programs, Informal self-exploration
- Career Contexts and Stages - the Traditional Perspectives on Careers, Contemporary Perspectives on Careers: The Protean and Boundaryless Themes, Social Influences on Careers, The Developmental Perspective on Careers, Stages of Career Development
- To understand the way of self-development, Career goal setting, Implications of goal setting for organizations and their employees, Career strategies, Career appraisal, and Career management: a blend of formal and informal activities
- Stages of career development, patterns like infancy, childhood, adolescence, maturity, Theories of occupational choice, Guidelines for effective occupational decision-making
- Develop skills to be a more effective human resource manager, Organizational actions during establishment, Individual actions during establishment, Achievement period: Organizational actions during achievement.
- Better understanding to make efficient career planning for the employees and organization. Organizational actions during late career, individual actions during late career
- Sources and consequences of stress, Coping, social support, and stress Learn stress management
- Understand the necessity of work-family life balance during the entire career, Work-family integration, two career families, Quality of life in two career families, Organizational responses to work-family issues, Career management, and the quality of life.
- Overview of career management practices in organizations.
- Model of organizational fairness, Organizational Action, Integration of career management with human resource systems
- Development versus training in career development, HR development process, Development needs analysis and succession planning, Legal issues in training and development.

15. **Weekly/ Lesson Plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

	Overview of the course	-Understand the course outline and the conduction of different mark distribution phases, -Demonstrate the course introduction, the Course objective, and the implication and scope of the course.	**Week 1**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Introduction & Introduction to the Study of Careers	-Understand the Necessity of career development, Career path, Career stages, Generation stairs, Career ladders -Analyse the changing land Definitions of career concepts, and understand career management scope of work,	**Week 2**	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
	Career Contexts and Stages	-Explain the Traditional Perspectives on Careers, Contemporary Perspectives on Careers: The Protean and Boundaryless Themes, Social Influences on Careers, The Developmental Perspective on Careers, Stages of Career Development	**Week 3**	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO3
	Model of Career Management	-Apply the career management model: A guide to career exploration, - Evaluate the types of career exploration, Techniques for effective self-exploration programs, and Informal self-exploration	**Week 4**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4
	Applications of the Career Management Model	-Understand the way of self-development Career goal setting - Apply the goal setting for organizations and their employees, Career strategies, Career appraisal, Career management: a blend of formal and informal activities	**Week 5-6**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4 CLO5
	Adult life development	-Evaluate the Stages of career development, patterns like infancy,	**Week 7-8**	-Interactive discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4

	& **Occupational Choice**	childhood, adolescence, maturity		-Lecture discussion with the aid of multimedia -Students group work		
	Establishment period:	-Develop skills to be a more effective human resource manager, Organizational actions during establishment, Individual actions during establishment, Achievement period: Organizational actions during achievement, - Understand the importance of efficient career planning for the employees and organization, - Analyze the organizational actions during late career, individual actions during late career	**Week 9-10**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO3 CLO5
	Occupational stress & Work-life balance	- Understand the Sources and consequences of stress, Coping, social support, and stress Learn stress management, -Understand the necessity of work-family life balance during the entire career, Work-family integration, Two career families, Quality of life in two career families, Organizational responses to work-family issues, Career management, and the quality of life.	**Week 11**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO3 CLO5
	Overview of career management practices & Fairness in organizations	- Understand the career management practices in organizations. - Evaluate the Model of organizational fairness, Organizational Action, Integration of career management with human resource systems	**Week 12**	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4
	Integration of career management with human resource systems	-Evaluate the career-oriented human resource system, and Develop skills to be a more effective human resource manager	**Week 13**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4

	Career Development	-Evaluate the versus training in career development, HR development process, Development needs analysis and succession planning, Legal issues in training and development	**Week 14-15**	Discussion about the subject contents with the students -Group Study -Recap main points.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2 CLO3 CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Make-up Procedure:

There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	**Other Resources**
Career Management,	

Jeffrey H. Greenhaus, Gerard A. Callanan& Veronica M. Godshalk (1999), Third Edition, Harcourt, Inc. New York	Edgar H. Schein (1978), Career Dynamics: Matching Individual and Organizational Needs, Addison-Wesley Publishing Company, London.

Third Year Second Semester (6th Semester)

Course Name: Human Resource Management
Course Code: 0413-3201

Part A- Introduction

1.	Course Code	0413-3201
2.	Course Title	Human Resource Management
3.	Course Type (GED/Core/Major)	Core Course
4.	Level/Term and Section	3rd year 2nd semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The course is designed to give students the knowledge, understanding, and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations.
	Course Summary	The course is designed to provide an overall systematic approach to Human Resource Management functions like HR planning, Recruitment, Selection, Training and Development, Compensation, Performance Management, and even Termination of Human Resources.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Identify the key components, methods, and processes involved in HRM policy formulation and HR planning, job analysis, and job design in organizational contexts.	Cognitive
CLO2	Discuss the concepts, sources, and methods of recruitment and selection.	Cognitive
CLO3	Summarize the processes and significance of employee training, development, and career planning, including key concepts, methods, and challenges involved.	Cognitive
CLO4	Evaluate the steps involved in the performance appraisal process and the responsibilities of appraisal authorities.	Cognitive

CLO5	Outline the key concepts of compensation policies, wage theories, incentive plans, and fringe benefits in human resource management.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓							✓				✓		✓	
CLO2		✓								✓			✓		✓	
CLO3				✓								✓	✓			✓
CLO4											✓	✓			✓	
CLO5		✓				✓							✓	✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- A detailed concept of HRM, Evolution of HRM, Functions of HRM, Objectives of HRM, Importance of HRM, Personnel management and HRM, HR practices in Bangladesh, Models of HRM
- HRM Policy, Qualities of good HR policy, HR Planning, HR planning process, Determining job needs, Techniques of forecasting, Problems of HRP
- Job analysis, Methods of job analysis, Job description, job specification, Job design, Approaches, Contemporary issues in job design
- Recruitment, Purpose of recruitment, Sources, advantages and disadvantages, Selection, Difference between recruitment and selection, Selection process, Employment interview (Methods, types, Errors, guidelines)
- Employee Training, Importance, Process, objectives, Methods of training, Management Development Training vs. development, Management development process
- Performance Appraisal, Process, Purpose, who should do appraising, Performance appraisal method, Problems associated with performance appraisal.
- Career Development, Objectives, Important, Career stages, Career Development programs
- Compensation, Compensation Terminology, Objectives, Theory of wages, Factors affecting wage mix, Methods of compensation, Fringe benefit, Importance, principles, types,
- Discipline, Objectives, Disciplinary action process, Approaches to Disciplinary Action, Administering Disciplinary Action, Considering factors, Indiscipline and misconduct
- Employee Grievance, Features, Sources, Grievance handling procedure, Principles
- Relevant concepts of HRM: Job evaluation, Internal mobility, and separation, Safety, and health
- Industrial relations

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of HRM	-Understand the fundamental concepts of HRM. - Analyze the major functions, objectives, importance of HRM	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ others	CLO1
HRM Policy	-Define HRM policy areas. -Identify factors influencing HRM policy design. -Describe HRM policy formulation and revision. -Explain the purpose and importance of HRM planning. -Illustrate the HRM planning process and its limitations.	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ others	CLO1
Job Analysis and Job Design	-Define job analysis and job design. - Describe the process and methods of job analysis. -Identify factors that affect job design. -Explain techniques used in job design. -Differentiate between job description and job specification	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ others	CLO 1
Recruitment and Selection	-Define recruitment and selection. - Identify sources and methods of recruitment. - Explain constraints in recruitment and selection. -Differentiate between recruitment and selection. -Describe the selection process and types of interviews. - Recall guidelines for conducting effective employment interviews.	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ others	CLO 2
Training and Development	-Describe the training process and methods. - Identify how to determine training needs.	Week 9-10	-Interactive discussion -Lecture discussion with	CT/ Assignment/ Mid-term/ Final/	CLO3

		-Evaluate training effectiveness. -Differentiate between training and development. -Outline the management development process and methods.		the aid of multimedia -Students group work	Presentation/ Viva/ others	
	Career Development	- Define career development and the nature of careers. - Identify key career anchors and their influence on career choices. -Explain the concept of an integrated life and career stages. -Discuss common career problems, including low ceiling careers. -Describe the career development program and responsibilities involved. -Recognize special issues in personal career development.	Week 11-12	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ others	CLO 3
	Performance Appraisal	- Describe the process and methods of performance appraisal. - Explain how performance appraisal contributes to competitive advantage. - Identify the roles of performance appraisal authorities. -Discuss problems related to performance appraisal and suggest solutions.	Week 13-14	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ others	CLO4
	Compensation and Benefits	-Define compensation and compensation policies. -Identify factors affecting the wage mix. - Explain key theories of wages. -Describe individual, group, and organizational incentive wage plans. - List types of fringe benefits. -Discuss ways to improve benefit program effectiveness.	Week 15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ others	CLO5

Part C- Assessment and Evaluation

<table>
<tr><td>16.</td><td>Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

<table>
<tr><td colspan="2" rowspan="2">Bloom’s Taxonomy Domain:</td><td>CIE (40%)
Class test/ Assignment/ Viva/ Presentation/ Others</td><td>Class Attendance (10%)</td><td>Semester Mid Examination (SME) (20%)</td><td>Semester Final Examination (SFE) (30%)</td></tr>
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</table>
</td></tr>
<tr><td>17.</td><td>Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.</td></tr>
</table>

Part D- Learning Resources

Required Textbooks	Other Resources
• Human Resource Management By Gary Dessler (16th Edition 2020)	• Human Resource Management By Abdul Awal khan and Md. Abu Taher

Course Name: Entrepreneurship Development and SME
Course Code: 0417-3202

Part A- Introduction

1.	**Course Code**	**0417-3202**
2.	**Course Title**	**Entrepreneurship Development and SME**
3.	**Course Type (GED/Core/Major)**	**Core Course**
4.	**Level/Term and Section**	**3rd Year 1st Semester**
5.	**Academic Session**	**Spring/Summer**
6.	**Course Instructor**	**Faculty, Business Administration.**
7.	**Pre-requisite (if any)**	**N/A**
8.	**Credit Value**	**3**

9.	**Class Hour**	**1 Hour 25 Minutes (Per Class)**
10.	**Total Marks**	**100**
11.	**Course Objective**	The main objective of this course is to introduce students to the fundamentals of Entrepreneurship Development. The purpose is to create awareness among students and motivate them to choose entrepreneurship as a career. Generating "self-employment" and developing the spirit of self-reliance among the individuals with special reference to youths & rural masses. Another objective is creating awareness amongst youths of the country having Science & Technological backgrounds to opt for entrepreneurship as a career. The purpose of entrepreneurship is to build better financial stability though the nation also benefits by enjoying economic growth.
	Course Summary	Entrepreneurship development is the process of enhancing entrepreneurial skills and knowledge through structured training and institution-building programs. It aims to enlarge the base of entrepreneurs to speed up the pace at which new ventures are created.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Understand the core concept of entrepreneurial need, trait & competencies.	Cognitive
CLO2	Identifying business opportunity, SME potentials for developing countries.	Cognitive
CLO3	Evaluating various business growth strategies, intellectual property types, and franchise models.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2											✓					✓
CLO3				✓				✓					✓	✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction of Entrepreneurship: - Concept of Entrepreneur-Entrepreneurial firm-Reason of being an Entrepreneur-Attributes of Entrepreneurs-Entrepreneurial Process
- Recognizing Opportunities and Generating Ideas: - Differentiate idea and opportunity-Ways to turn an idea into opportunity- Ways to find business opportunity
- Feasibility Analysis:- Concept of feasibility- Key areas of feasibility analysis
- Intellectual Property:- Reasons to recognize intellectual property-Key forms of intellectual property-IP infringement
- Challenges of Growth:- - When to prepare for growth- Reasons of growth

- Franchising:- Franchising and how it works-Franchising history- Different types of franchising - When to franchise
- SME: Starting a new SME business-Potentials-Financing and Marketing Challenges-SME foundation-Joyeeta foundation

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Chapter 1: **Introduction of Entrepreneurship**	- Understand the Concept of Entrepreneur & Entrepreneurial firm -Analyzing the Reason of being Entrepreneur - Explain the Attributes of Entrepreneurs -Describing the Entrepreneurial Process	**Week 1-2**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Chapter 2: **Recognizing opportunities and generating ideas**	- Compare idea and opportunity -Interpret the Ways to turn an idea into opportunity - Derive the Ways to find business opportunity	**Week 3-4-5**	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
Chapter 3: **Flexibility Analysis**	-Understand the Concept of feasibility - Illustrate the Key areas of feasibility analysis	**Week 6**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
Chapter 4: **Intellectual Property**	-Recognize the Reasons to recognize IP -Classify the Key forms of intellectual property -Evaluating IP infringement	**Week 7-8-9**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3

	Chapter 5: **Challenges of Growth**	- Determining when to prepare for growth - Justifying the Reasons of growth	**Week 10-11**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO3
	Chapter 6: **Franchising**	- Recognizing Franchising and how it works -Summarize the Franchising history - Analyzing the different types of franchising - Understanding when to franchise	**Week 12-13**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Chapter 7: **SME**	- Understanding the SME prospect in Bangladesh - Determining the Challenges of SME financing - Analyzing the role of SME foundation & Joyeeta Foundation	**Week 14-15**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				

		P4 Articulation				
		P5 Naturalization				

17.	**Exam Make-up:** There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	**Other Resources**
• Entrepreneurship: Successfully Launching New Ventures, 7th edition- Bruce R. Barringer Oklahoma State & R Duane Ireland (Published by Pearson)	• Entrepreneurship Development and Small Business Management-Dr. R Dayanandan and Dr. A Nilasco Arputharaj, Edition 2012.

Course Name: Strategic Management
Course Code: 0413-3203

Part A- Introduction

1.	**Course Code**	0413-3203
2.	**Course Title**	Strategic Management
3.	**Course Type (GED/Core/Major)**	Core Course
4.	**Level/Term and Section**	3rd Year 2nd Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hours**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	The course objective of strategic management is to equip students with the knowledge and tools to analyze industry dynamics, formulate effective strategies, and implement them to create sustainable competitive advantage and drive organizational success.
	Course Summary	Strategic management involves goal-setting, environmental analysis, strategy development, implementation, and evaluation to achieve organizational objectives effectively and adapt to changing business environments for sustained success.
12.	**Course Learning Outcomes (CLOs)**	

Sl. No.	**Description**	**Bloom's Taxonomy Domain**
CLO1	Explain why strategic management is crucial for businesses, focusing on long- term planning and competitive advantage.	Cognitive

CLO2	Identify internal firm elements (resources, culture, and structure), analyze situations, revise mission/objectives and align with external environments for sustainability.	Cognitive
CLO3	Describe how to generate, select and implement business/ functional strategies based on market, customer and competition understanding.	Cognitive
CLO4	Illustrate the strategic control process.	Cognitive
CLO5	Classify major difference between profit making and non-profit organizations and their impact on the strategic management process	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓			✓			✓						✓	✓		
CLO2		✓		✓						✓			✓		✓	
CLO3	✓		✓			✓				✓			✓	✓	✓	
CLO4									✓			✓			✓	✓
CLO5		✓			✓					✓			✓	✓	✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to strategic management and its importance.
- Understanding the external environment, including macro and micro factors.
- Analyzing the internal environment, including strengths, weaknesses, opportunities, and threats.
- Formulating business strategies, including differentiation, cost leadership, and focus strategies.
- Implementing business strategies, including resource allocation, organizational design, and leadership.
- Developing functional strategies, including marketing, finance, and operations.
- Understanding the role of innovation and technology in strategic management.
- Managing strategic alliances and mergers and acquisitions.
- Implementing strategic change, including organizational transformation and turnaround strategies.
- Measuring and evaluating strategic performance, including key performance indicators.
- Managing risk and uncertainty in strategic decision-making.
- Ethical and social responsibility considerations in strategic management

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction	-Discuss the course outline - Describe different marks distribution phases -Define Strategic management -Explain the benefits of strategic management, how globalization and e-commerce influence strategic management,	**Week 1**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1

		-Discuss the basic model of strategic management				
	Theorizing Globalization	- Identify some triggering events that act as stimuli for strategic change -Discuss the strategic audit as a method of analyzing, business environment, Hierarchy of strategy.	**Week 2**	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO2
	Vision, mission and theory discussion	-Explain Vision and Mission. - Discuss about McKinney's 7Sframework - Illustrate the Ansoff's Growth matrix,	**Week 3-4**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 1 CLO 2
	Global economic flows and changes	- Discuss how to Manage pressures for cost reduction and local responsiveness to enter into a new market - Explain how to enter a global market, create competitive advantages, and value creation. - Illustrate generic building blocks of competitive advantages.	**Week 5-6**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2 CLO 3 CLO 4
	Environmental Scanning and Industry Analysis:	- Restate environmental variables - Identify external strategic factors - Explain competitive analysis, industry attractive analysis, strategic group and mapping, industry intelligence, forecasting, synthesis of external strategic factors (EFAS).	**Week 7-9**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2 CLO3 CLO4

	Internal Scanning and Analysis:	- Discuss resourced-based view of the firm -Explain internal scanning and analysis, value-chain analysis -Create scanning the Internal Environment with Functional Analysis: structure, culture, resources -Analyze of Internal Strategic Factors– (IFAS).	**Week 10-11**	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 2 CLO 3
	Strategy formulation:	-Illustrate business (competitive) and Functional Strategy -Discuss issues in competitive strategies, competitive tactics, and choosing business strategies. - Explain the sourcing of resources and capabilities of the functional areas; Strategies for improving functional synergy; Improving a company's ability to attain superior efficiency, quality, innovation, and customer responsiveness	**Week 12**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2 CLO3 CLO4
	Strategy formulation: (Continue)	-Derive situational analysis and corporate Strategy - Discuss SWOT analysis, generating a strategic factors analysis summary (SFAS), finding a propitious Niche -Create and review the company's mission and objectives, Corporate Strategy in Single-Business firm and multi-Business firm -Analyze a TOWS Matrix.	**Week 13**		CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3
	Evaluation and Control:	- Associate the evaluation and control in strategic management -Explain how to Measure performance: corporate, business and functional -Identify problems in measuring performance -Develop guideline for proper control	**Week 14**		CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4

	Strategic Decision for Non-profit Organizations:	-Explain why not-for-profit? -Discuss importance of revenue source: source of not-for-profit revenue; usefulness of strategic management concepts and techniques	**Week 15**		CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	**Other Resources:**
Strategic Management and Business Policy, 13 Edition, Thomas L. Wheelen, J. David Hunger, Pearson. (2011)	-John Pearce, Richard Robinson: Strategic Management, 13 Edition, McGraw-Hill Higher Education. (2012) -Strategic Management concept and cases, Fred R. David,19th Edition -Scholarly articles on strategic management.

Course Name: Labor Law
Course Code: 0421-3204

Part A- Introduction

1.	**Course Code**	0421-3204
2.	**Course Title**	Labor Law
3.	**Course Type (GED/Core/Major)**	Core Course
4.	**Level/Term and Section**	3rd Year 2nd Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	The objectives of the course are: -To familiarize students with the labor laws in Bangladesh, its necessity, importance, sources and scope of labor law and difference among different types of laws. -To learn different types of laws related to labor in Bangladesh, i.e., Factory Act, Industrial Relations Ordinance, Payment of Wages Act, and Workmen's Compensation Act.
	Course Summary	The Labor Law course provides a comprehensive understanding of the legal framework governing workplaces in Bangladesh. Students learn about the significance and scope of labor laws, including their sources and differences from other legal domains. Key topics include the Factory Act, Industrial Relations Ordinance, Payment of Wages Act, and Workmen's Compensation Act. By mastering these regulations, students develop the skills to effectively manage work environments, make timely decisions, and enhance labor productivity and efficiency.
12.	**Course Learning Outcomes (CLOs)**	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Understand laws related to labor in Bangladesh, its importance, types and difference with the other laws.	Cognitive
CLO2	Learn different issues under Factories Act, i.e., health, hygiene, safety, welfare and other issues.	Cognitive
CLO3	Interpret laws relating to industrial relations ordinance including collective bargaining agent, labor disputes, conciliation and medication, strikes and lockouts and Labor court.	Cognitive

	CLO4	Comprehend laws relating to payment of wages, rules of payment wages, rules regarding deduction of wages, claims arising out of deductions from wages or delay in payment of wages.	Cognitive
	CLO5	Explaining laws related to workmen's compensation.	Cognitive

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level**

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2					✓									✓		
CLO3						✓								✓		
CLO4											✓					✓
CLO5		✓											✓			

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. **Course Contents:**

Elementary principles of labor laws: Definitions of Labor law- Elementary principles of labor law- Necessity and importance of labor law- sources and scope of labor laws- Difference between Labor Law- Industrial law- and commercial law.

Laws related to Factory Act: Rules regarding health and Hygiene- safety- welfare of workers- hours of work- employment of persons and provisions regarding leave and holidays of workers.

Laws relating to Industrial Relations Ordinance: Laws relating to trade union- Registration- rights- and privileges of collective bargaining agent and registered trade unions- settlement of labor disputes- joint consultation- conciliation and mediation- strikes and lockouts- labor Court- Labor appellate tribunal.

Laws Relating to Payment of Wages: Definition of wages- Time for payment of wages- rules for payment wages- Rules regarding deduction from wages- Deduction for absence from duty- Payment of unpaid wages in case of death of workers- claims arising out of deductions from wages or delay in payment of wages

Laws Relating to Workmen's Compensation: Who is workman- definitions workmen's compensation- defendant partial disablement- Objective of workmen's compensation- Employers liability for compensation- amount of compensations- distribution of compensation- method of calculating wages.

15. **Weekly/ Lesson Plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy(s)	CLO Alignment

	A Brief Overview of the Course Labor Law	-Understand the fundamental concepts the course, the implementation of various phases of mark distribution, the course introduction, and the key concepts of Labor Law.	**Week 1**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO1**
	Elementary principles of labor laws	- Define key terms and concepts related to labor law, such as employment, employee rights, and employer responsibilities. -Explain the fundamental principles underlying labor law, including fairness, equality, and protection of workers' rights. -Illustrate the necessity and importance of labor law in maintaining a balance of power between employers and employees, ensuring safe working conditions, and promoting social justice. -Identify the sources of labor laws, including legislation, judicial decisions, and collective agreements, and describe their scope in regulating employment relationships. -Differentiate between labor law, industrial law, and commercial law, highlighting their distinct	**Week 2-3**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1

		focuses on employee rights, workplace conditions, and business transactions respectively.				
	Laws related to Factory Act	-Understand the Factory Act regulations related to health and hygiene, safety, and welfare of workers, including provisions for maintaining a clean and healthy work environment. - Ability to implement safety protocols and procedures to ensure the well-being of workers within a factory setting, including training on emergency response and accident prevention. -Capacity to manage working hours effectively, ensuring compliance with legal limits and provisions for breaks and rest periods to promote employee well-being and productivity. -Proficiency in managing employee leave and holiday entitlements according to statutory requirements, maintaining equitable and fair practices within the workplace.	**Week 4-5**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO2**

	Laws relating to Industrial Relations Ordinance	- Understand the process and requirements for registering a trade union under the Industrial Relations Ordinance. -Evaluate the rights and privileges afforded to collective bargaining agents and registered trade unions. -Develop the ability to engage in mediation and conciliation processes to resolve labor disputes effectively. -Understand Comprehend the regulations surrounding strikes and lockouts, including permissible conditions and procedures. - Understand the functions and procedures of the labor court in adjudicating labor disputes. -Understand the role and jurisdiction of the Labor Appellate Tribunal in resolving appeals related to labor disputes. - Develop skills to facilitate joint consultation processes between employers and employees for effective communication and conflict resolution.	**Week 6**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO3**
	Laws Relating to Payment of Wages:	- Understand the definition of wages under relevant labor laws and	**Week 7**	- Lecture with the aid of multimedia.	CT/ Assignment/ Mid-term/	**CLO4**

		Ability to determine the appropriate timeframes for payment of wages according to regulations.		-Collect Feedback & answer	Final/ Presentation/ Viva	
		-Analyze proficiency in following rules and procedures for the timely payment of wages to workers. -Apply deduction rules accurately, particularly regarding absence from duty. -Evaluate the Ability to navigate and address claims arising from deductions or delays in wage payments, adhering to legal requirements.	**Week 8-9**	- Lecture with the aid of multimedia. -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO4**
	Laws Relating to Workmen's Compensation	-Demonstrate the legal definition of a "workman" as per laws governing workmen's compensation. -Understand the concept and purpose of workmen's compensation, including its objective and relevance in the context of workplace safety and employee protection.	**Week 10-11**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO5**
		-Understand the party responsible for providing compensation in cases of work-related injuries or disabilities. -Understanding of what constitutes partial disablement under	**Week 12-13**	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO5**

			workmen's compensation laws, including its implications for compensation eligibility. -Evaluate the extent of an employer's liability for providing compensation to injured or disabled employees, including the legal obligations and consequences involved -Understand the factors influencing the determination of compensation amounts for work-related injuries or disabilities, including the methods used for calculation.		- White Board Illustration. - Collect Feedback & answer.		
			- Understand the procedures and principles governing the distribution of compensation to eligible recipients, including considerations of fairness and equity.	**Week 14**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO5**
			-Proficiency in calculating wages for the purpose of determining compensation amounts, utilizing appropriate methods and factors as per legal	**Week 15**	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	**CLO5**

			requirements and standards.		- White Board Illustration. - Collect Feedback & answer.		

Part C- Assessment and Evaluation

16. **Evaluation Policy & Marks Distribution:**

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. **Make-up Procedure:**

There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources

• Government of Bangladesh, The Bangladesh labor Codes 2006.	• Commercial law and Industrial law, Arun Kumar Sen & Jitendra Kumar Mitra. • A text book on labor law, Soabarin Siddique Nishi.

Course Name: Bank Management
Course Code: 0412-3205

Part A- Introduction

1.	**Course Code**	0412-3205
2.	**Course Title**	Bank Management
3.	**Course Type (GED/Core/Major)**	Core Course
4.	**Level/Term and Section**	3rd Year 2nd Semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 Hour 25 Minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	This course teaches the students basic bank management techniques, including asset and liability management, liquidity and reserve management, credit analysis, loan pricing, and off-balance sheet banking. Regulatory issues of commercial banks are also discussed. This course also helps students to understand the basic operations of commercial banks, the economic roles the banks play, the roles of central bank and bank regulations; and risk management. It also assists students in studying the relationship between banks and the country's overall economy.
	Course Summary	This course intends to cover statutory and operational functioning areas of commercial banking. The course puts special emphasis on sources of a bank's wide variety of risks and various aspects of risk management. It begins with the organization and various structures of banks and their services; banking sector development and regulation in Bangladesh; analysis of financial statements of a commercial bank; which is followed by measuring and evaluation of bank performance using the CAMELS framework. The course will focus on analyzing and examining particular kinds of risk management (such as asset-liability management and credit risk analysis for loan approval) in considerable detail. The focus will be more on developing analytical skills by looking at quantitative information.
12.	**Course Learning Outcomes (CLOs)**	

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Explain the origin and the growth of the banking system	Cognitive

CLO2	Classify various types of banks based on functions and regulatory policies.	Cognitive
CLO3	Analyze the sources and the use of funds for the banks in modern banking.	Cognitive
CLO4	Evaluate the role of banks in the economic development of Bangladesh	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2		✓											✓			
CLO3				✓									✓			
CLO4									✓						✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

Banking System
Banking and bank management—origin, types, importance, The role of banking institutions in the economic development of Bangladesh.

Central Bank System
The concept of the central bank, functions, relations with state and economic development and developing economics, Bangladesh Bank—organization, objectives, functions and policies.

Commercial Bank System
Structure, management, and internal organization, reporting regulation, policies and organization, Investment portfolio, regulation and management, investment account, policy and organization, analysis of financial statement, balance sheet items, net worth budgets, ratio analysis.

Specialized Bank
Bangladesh Krishi Bank (BKB), Rajshahi Krishi Unnayan Bank (RKUB), Probashi Kallyan Bank, Organization and management-Functions, Objectives and policies.

Sources and Uses of Funds
Performance evaluation and bank failure, Basel Accord I and II Regulatory arrangement for banks.

Electronic Banking
Debit card- wire transfer- Mobile banking- Problem of electronic banking- Electronic banking in Bangladesh.

Training on Bank Management
Organization-Programs and objectives-Bangladesh Institute of Bank Management (BIBM)-Other bank institutes and centers.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Banking System Banking and bank management—origin, types, importance.	-Discuss the origin, management, types, and role of banks.	**Week 1-2**	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 1 CLO 4

	Central Bank System The concept of the central bank, functions, relations with state and economic development and developing economics, Bangladesh Bank—organization, objectives, functions and policies.	-Simplify the functions and role of the Central Bank.	**Week 3-4**	-Lecture with multi-media representations -Interactive discussion - Case study	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 2 CLO 4
	Commercial Bank System Structure, management, and internal organization, reporting regulation, policies and organization, Investment portfolio, regulation and management, investment account, policy and organization, analysis of financial statement, balance sheet items, net worth budgets, ratio analysis.	-Discuss the functions and role of commercial banks in economic development.	**Week 5-7**	-Lecture with multi-media representations -interactive discussion -Whiteboard illustration -Case study	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 2
	Specialized Bank Bangladesh Krishi Bank (BKB), Rajshahi Krishi Unnayan Bank (RKUB), Probashi Kallyan Bank, Organization and management-	-Describe the functions and role of specialized banks in the context of Bangladesh	**Week 8-9**	-Lecture with multi-media representations -Interactive discussion	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 2

	Functions, Objectives and policies.					
	Sources and Uses of Funds Performance evaluation and bank failure, Basel Accord I and II Regulatory arrangement for banks.	-Demonstrate the sources and usage, and the regulatory requirements of the funds of banks.	**Week 10-11**	-Lecture with multi-media representations -Interactive discussion -Whiteboard illustration	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 3
	Electronic Banking Debit card-wire transfer-Mobile banking-Problem of electronic banking-Electronic banking in Bangladesh.	-Evaluate the online functions and services provided by banks using modern technologies.	**Week 12-13**	-Lecture with multi-media representations -Interactive discussion	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 1 CLO 4
	Training on Bank Management Organization-Programs and objectives-Bangladesh Institute of Bank Management (BIBM)-Other bank institutes and centers.	-Discuss the professional institutions for training and development of the banking career and services enhancement.	**Week 14-15**	-Lecture with multi-media representations -Interactive discussion	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 1

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				

		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				

17.	**Exam Make-up:** There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	**Other Resources**
• S. A. Shakoor, *A Handbook of Bank Management (Latest Edition)*	• The Bangladesh Bank (Nationalization) Order, 1972. • A.R. Khan, *Bank Management* • Peter S. Rose, *Commercial Bank Management* • R.M. Debnath, *Banks and Legal Environment* • Edward. Reed and Edward K. Gill, Commercial Banking, Prentice Hall, New Jersey. • Islamic Banking and Insurance, IERB, Dhaka. • Other study material may be provided by the course teacher if required

Course Name: Ethics and Social Issues
Course Code: 0223-3206

Part A- Introduction

1.	Course Code	0223-3206
2.	Course Title	Ethics and Social Issues
3.	Course Type (GED/Core/Major)	GED Course
4.	Level/Term and Section	3rd Year 2nd Semester
5.	Academic Session	Summer/Spring
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course aims to develop critical thinking, enhance ethical awareness, provide practical decision-making frameworks, foster social responsibility, encourage a global perspective, apply ethical theories to real-world scenarios, promote interdisciplinary understanding, cultivate ethical decision-making skills, facilitate open dialogue, prepare for ethical leadership, and instill a commitment to lifelong learning and ongoing ethical reflection.
	Course Summary	This course is concerned with the Ethics and Social Issues that typically revolve around fostering critical thinking, ethical awareness, and social responsibility in individuals. The course aims to explore the complex intersection of ethics and societal challenges, encouraging students to analyse and evaluate the ethical implications of various social issues.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Develop students' ability to think critically about complex social issues, assumptions, and assess the ethical dimensions inherent in these challenges.	Cognitive
CLO2	Create students' awareness of ethical theories and principles, various domains, including technology, business, healthcare, and environmental contexts.	Cognitive
CLO3	Formulate a sense of social responsibility by exploring the interconnectedness of individual actions with broader societal dynamics.	Cognitive
CLO4	Develop student's ability to adopt a global perspective when examining ethical issues.	Cognitive
CLO5	Create an interdisciplinary understanding by drawing insights from philosophy, sociology, psychology.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1										✓					✓	
CLO2											✓					✓

CLO3					✓									✓		
CLO4								✓						✓		
CLO5						✓								✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Overview of Ethics and Social Issues, objectives, principles and challenges of business ethics
- Theories and Tolls of Business Ethics, model, ethical vs non ethical values
- Ethics in Organization, development of ethical corporate behavior, ethical leadership
- Ethical Choices in Business, ethical decision making, ethical reasoning.
- Corporate Social Responsibility (CSR), concepts, issues and pyramid structure of CSR
- Ethical Dilemmas, Features, Approaches and methods of resolving ethical dilemmas
- Ethical Social Issues, Gender ethics, sexual harassment and discrimination.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introductory class and an overview of the course	Overview of the course: -Understand the mission and vision of the university and the department as a whole - Describe a general idea about the course, Course outline and importance of the course for business students.	Week 1	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1
Overview of Ethics and Social Issues	- Describe the basic concept of ethics and business ethics & its importance - Illustrate the objectives, principles and challenges of business ethics	Week 2-3	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1

	Theories and Tolls of Business Ethics	- Describe the model and tools of ethics - Generate the difference between Ethical and Non-Ethical Values	Week 4-5	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2 CLO5
	Ethics in Organization	- Develop the basic idea about the development of ethical corporate behavior - Determine the factors that affect managerial work -Describe the ethical leadership	Week 6-7	-Lecture with multi-media representation -Interactive discussion - Case Study -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3
	Ethical Choices in Business	- Build your idea about Ethical Decision Making - Determine how to use ethical reasoning - Generate the structure of ethical decision making	Week 8-9	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3 CLO5
	Corporate Social Responsibility (CSR)	- Generate the concept of CSR - Describe the Issues of CSR -Design the pyramid structure of CSR	Week 10-11	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO4
	Ethical Dilemmas	-Discuss the overview of ethical dilemmas - Explain the features of ethical dilemmas - Formulate the approaches and methods of resolving dilemmas	Week 12-13	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO5
	Ethical Social Issues	-Discuss the gender ethics, sexual harassment and discrimination	Week 14-15	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO5

Part C- Assessment and Evaluation

<table>
<tr><td>16.</td><td>Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

<table>
<tr><td colspan="2" rowspan="2">Bloom’s Taxonomy Domain:</td><td>CIE (40%)
Class test/ Assignment/ Viva/ Presentation/ Others</td><td>Class Attendance (10%)</td><td>Semester Mid Examination (SME) (20%)</td><td>Semester Final Examination (SFE) (30%)</td></tr>
<tr><td rowspan="6">Cognitive Domain</td><td>C1 Remembering</td><td></td><td></td><td></td><td></td></tr>
<tr><td>C2 Understanding</td><td></td><td></td><td></td><td></td></tr>
<tr><td>C3 Applying</td><td></td><td></td><td></td><td></td></tr>
<tr><td>C4 Analyzing</td><td></td><td></td><td></td><td></td></tr>
<tr><td>C5 Evaluating</td><td></td><td></td><td></td><td></td></tr>
<tr><td>C6 Creating</td><td></td><td></td><td></td><td></td></tr>
<tr><td rowspan="5">Affective Domain</td><td>A1 Receive</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A2 Respond</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A3 Value</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A4 Organize</td><td></td><td></td><td></td><td></td></tr>
<tr><td>A5 Internalize</td><td></td><td></td><td></td><td></td></tr>
<tr><td rowspan="5">Psychomotor Domain</td><td>P1 Imitation</td><td></td><td></td><td></td><td></td></tr>
<tr><td>P2 Manipulation</td><td></td><td></td><td></td><td></td></tr>
<tr><td>P3 Precision</td><td></td><td></td><td></td><td></td></tr>
<tr><td>P4 Articulation</td><td></td><td></td><td></td><td></td></tr>
<tr><td>P5 Naturalization</td><td></td><td></td><td></td><td></td></tr>
</table>
</td></tr>
<tr><td>17.</td><td>Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.</td></tr>
</table>

Part D- Learning Resources

<table>
<tr>
<td>Required Textbooks

Velasquez, M., Andre, C., Shanks, T., & Meyer, M. J. (2015). Ethics and the Conduct of Business. Pearson. (8th Edition)

</td>
<td>Reference Book:

Rachels, J., & Rachels, S. (2019). The Elements of Moral Philosophy. Oxford University Press. (7th Edition).
Singer, P. (2011). Practical Ethics. Cambridge University Press. (Latest Edition).
Velasquez, M., & Velazquez, M. A. (2018). Business Ethics: Concepts and Cases. Pearson. (8th Edition).

</td>
</tr>
</table>

Course Name: Auditing and Taxation
Course Code: 0411-3207

Part A- Introduction

1.	**Course Code**	**0411-3207**
2.	**Course Title**	**Auditing and Taxation**
3.	**Course Type (GED/Core/Major)**	**Core Course**
4.	**Level/Term and Section**	**3rd Year 2nd Semester**
5.	**Academic Session**	**Spring/Summer**
6.	**Course Instructor**	**Faculty, Business Administration.**
7.	**Pre-requisite (if any)**	**N/A**
8.	**Credit Value**	**3**
9.	**Class Hour**	**1 Hour 25 Minutes (Per Class)**
10.	**Total Marks**	**100**
11.	**Course Objective**	•Develop knowledge and comprehension of: Auditing and Assurance Services. •The process of conducting an audit and evaluation of financial accounts. •The relevant legal, regulatory, and ethical frameworks. •A chance to learn and comprehend about direct and indirect. Taxes. •Learn how to apply tax rules to both corporate and personal tax concerns.
	Course Summary	This course teaches students about auditing principles and practice. Students learn how to execute audit engagements by studying International Auditing Standards, professional and ethical standards, and the Legal & Regulatory Framework. The courses cover all aspects of financial statement auditing, including accepting engagements, developing proposals, adhering to ethical requirements, risk assessment, developing audit programs, finalizing audits, and issuing final audit opinions. The course will also cover the operation of the direct and indirect tax system of Bangladesh, with specific reference to: Calculation of taxable income under multiple headings for individuals, partnerships, and corporations Calculation of tax liability, including the numerous exclusions and reliefs available to different types of taxpayers.

12. Course Learning Outcomes (CLOs)

SL.No	Description	Bloom's Taxonomy Level
CLO1	Recognize the sources of evidence, define the nature, timing, and scope of tests on the type of transactions and account balances.	Cognitive
CLO2	Explain how the results of audit work are reflected in various forms of audit reports.	Cognitive
CLO3	Demonstrate understanding of both direct and indirect tax laws.	Cognitive
CLO4	Analyze tax issues through their understanding & knowledge.	Cognitive
CLO5	Evaluate an in-depth understanding of tax accounting laws and regulations, as well as the ability to assess and handle tax issues.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			

	CLO2			✓	✓									✓			
	CLO3											✓	✓				✓
	CLO4									✓	✓					✓	
	CLO5	✓			✓									✓			
	(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).																

Part B- Content of the Course

14. Course Content

- **Introduction to audit and audit report, audit evidence:** Definition and nature of auditing, accounting v/s Auditing, Types of Audits, Audit evidence decisions, Details on the persuasiveness of the evidence, Types of audit evidence, CPA, Activities of CPA firms, Structure of CPA firms, Staff levels, and responsibility, Summary details discussion on GAAP, Definition, and types of audit report, Types of audit report, Standard unqualified audit report.
- **Materiality, audit risk, and internal control:** Relationship of materiality to type of opinion, Concepts of internal control and assessment of control risk, Components of internal control, effective control system, Process of internal control, and assessment of control risk.
- **Audit objective and audit planning:** Transaction-related audit objective, balance-related audit objective, preplan audit, obtain information, obtaining client information about the legal obligation.
- **Introduction to professional ethics:** Definition of ethics, need for ethics, Core ethical values, Resolving ethical dilemmas, Code of professional conduct, Ethical principles.
- **Understanding taxation:** Definition of Tax, Taxation, Income year, Assessment year, Determination of Income year, Assessment Year, Tax rate.
- **Overview of taxable income of an individual:** definitions, concepts of salary under Income Tax, Determination of Taxable income.
- **Introduction to tax evasion and tax avoidance:** Definition of tax evasion and tax avoidance, Distinction between tax evasion and tax avoidance, Socio-Economic effects of tax evasion and tax avoidance, Causes for tax evasion and tax avoidance, Common methods of tax evasion and tax avoidance.
- **Gift Tax and VAT:** Determination of taxable gift, gift tax, VAT to be paid.

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy(s)	CLOAlignment
Introduction to audit and audit report, audit evidence	-Understand the basic concept of Audit and taxation: -Demonstrate The difference between Accounting and Auditing. -Discuss The types of Audits and Audit evidence decisions -Describe the activities of CPA	**Week 1-3**	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	**CLO1, CLO2**

		firms and Structure of CPA firms. -Discuss the summary details discussion on GAAP. -Develop an Audit report. -Identify the types of audit report.				
	Materiality, audit risk and internal control	-Discuss the meaning of materiality. -Determined material and immaterial amount. -Evaluate the process of internal control.	**Week 4-6**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	**CLO2**
	Audit objective and audit planning, professional ethics	-Explain transaction related audit objective, balance related audit objective. -Justify the steps of pre-plan audit, information are to be obtained about client about legal obligation. -Describe the meanings of ethics & its need. -Explain the 6 core ethical values. -Develop a way to resolve ethical dilemmas. -Explain the code of professional conduct.	**Week 7-9**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	**CLO1, CLO2**
	Understanding taxation	-Explain Tax, income year, Assessment year. -Determine Income year, Assessment Year, Tax rate.	**Week 10-11**	-Interactive discussion -Lecture discussion with the aid of multimedia	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	**CLO3**

				- White Board Illustration. - Collect Feedback & answer.		
	Computation of taxable income of and individual	-Determine total taxable income. -Calculate tax payable.	**Week 12**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	**CLO4**
	Tax evasion and tax avoidance	-Define tax evasion and tax avoidance. -Compare between tax evasion and tax avoidance. -Evaluate Socio-Economic effects of tax evasion and tax avoidance. -Determine the causes for tax evasion and tax avoidance. -Evaluate the common methods of tax evasion and tax avoidance.	**Week 13-14**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	**CLO4, CLO5**
	Gift Tax and VAT	-Determine taxable gift. -Calculate the total gift tax amount. -Determine VAT to be paid.	**Week 15**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. - Paperwork.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	**CLO4**

Part C- Assessment and Evaluation

16.	**Evaluation Policy& Marks Distribution:** The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. **Exam Make-up:**
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam

Part D- Learning Resources

Required Textbooks:

- Handbook of Practical Auditing – B N Tandon, S. Sudharasanam.
- Mahmud Dr. M.M , Purohit Dr. K.K, Battacharjee Dr. M.K, Rahman Dr. M.A "Taxation in Bangladesh"- Theory &Practice,Latest Edition ,Padma Prokashani.

Reference Book:

- Alvin A. Arens and Lames K. Loebbecke." Auditing: An Integrated Approach." Vol 8. Prentice – Hall, 2000.
- ICMAB Manual, BSA.
- Shil N. C., Z. Masud and F. Alam, "Bangladesh Income Tax: Theory and Practice", Latest Edition, Shams Publications, Nilkhet, Dhaka.

Fourth Year First Semester (7th Semester)

Major- Human Resource Management

Course Name: Industrial Relations
Course Code: 0413-4101

Part A- Introduction

1.	Course Code	0413-4101
2.	Course Title	Industrial Relations
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Human Resource Management)
5.	Academic Session	Spring/ Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course provides a framework for understanding and analyzing industrial relations, the roles of the major participants in industrial relations, the confronting issues of Labor –the management relationship (such as trade unions, industrial conflict, collective Bargaining, wages, health & safety, participation of workers, rights of workers, employee grievance, inquiries or trials, dispute resolution system, punishments and so on.) and as well as the strategies and processes used.
	Course Summary	This course provides a concise yet comprehensive exploration of industrial relations, covering key topics such as the roles of employers, employees, and government entities, alongside an examination of trade unions and their functions. Through an analysis of industrial disputes, collective bargaining, and grievance-handling techniques, students gain practical insights into managing workplace conflicts effectively. With a specific focus on Bangladesh, the course offers valuable insights into the unique challenges and dynamics of industrial relations within the country. Overall, it equips students with the knowledge and skills necessary to navigate complex workplace dynamics with confidence.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Define the key terms, parties, objectives, and challenges of Industrial Relations, including its features in developed and developing countries and the context of Bangladesh.	Cognitive
CLO2	Describe the fundamentals, functions, and challenges of Trade Unions in Bangladesh.	Cognitive
CLO3	Analyze the nature and management of industrial disputes and the principles, processes, and challenges of collective bargaining in Bangladesh.	Cognitive

CLO4	Apply effective techniques to establish discipline in organization and to handle individual and group employee grievances.	Cognitive
CLO5	Discuss the objectives, provisions, challenges, and solutions related to industrial health, safety, and welfare programs for workers in Bangladesh.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓							✓				✓		✓	
CLO2		✓							✓				✓		✓	
CLO3		✓							✓	✓			✓		✓	
CLO4			✓						✓	✓			✓		✓	
CLO5		✓							✓		✓		✓		✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Industrial Relations: definition, parties to IR, the objective of IR, the importance of IR, the role of three actors to IR, causes for poor IR, features of industrial relations in developed & developing countries, challenges of IR, IR in Bangladesh
- Trade Unions: definition of trade unions, Principles of Trade Unionism, Nature of Trade Union in BD, why do Workers Join Trade Unions? Disadvantages of Joining a Trade Union, Functions of Trade Union, Types and Structure of Trade Union, Registration of Trade Union, Penalties of Trade Union Leaders, Cancellation of Trade Unions in Bangladesh, how can we make the organization union free, theories /approaches of Trade Union
- Industrial Dispute: Introduction to industrial dispute, Forms of Industrial Dispute, types of strike, causes of industrial dispute, kinds of conflict, impact of conflict, unfair labor practices, Nature of industrial conflict in Bangladesh, Procedure of settlement of industrial disputes in Bangladesh, Managing Technique industrial conflict
- Collective Bargaining: definition, Objectives, Features, Activities, Form or Tactics of collective bargaining, Levels of collective bargaining, importance, Collective Bargaining Process, Impact of Collective Bargaining in an Organization, Prerequisites for success in CB, Tactics to be followed in C.B., Problems of Collective Bargaining
- Employee Grievance: Definition of Grievance, Types of grievance, Distinction between individual grievances and group grievances, reasons for grievances, discovery of grievances, steps in grievance handling, levels of handling grievances
- Disciplinary Approach: Concept of discipline, Types, objectives, causes and effective rules of discipline, Disciplinary procedure and types of punishment.
- Health, Safety & Welfare Program: introduction, Objectives of safety & health program, Symptoms of inadequate Industrial Health & Safety measures, Provisions regarding the health of industrial workers in Bangladesh, Provisions regarding the safety of the workers in Bangladesh, Welfare of industrial workers in Bangladesh, Problems of ensuring safety & health measures of industrial employees in Bangladesh, Means to overcome the safety and health problems of industrial workers in Bangladesh

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

	Overview of Industrial Relations	-Understand the fundamental concepts of Industry, industrial relations, etc. - To gather a general idea about the course	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
	Introduction to Industrial Relations	-Define the meaning and concept of industrial relations. -Identify key parties involved in industrial relations. -State the objectives and importance of industrial relations -Explain the roles of employees, employers, and the state in IR. -Analyze causes of poor industrial relations. -Compare features of IR in developed and developing countries. -Discuss the challenges of IR. -Describe the current state of industrial relations in Bangladesh.	Week 2-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
	Trade Unions	-Define trade unions and their purpose. -Explain the key principles of trade unionism. - Describe the nature of trade unions in Bangladesh. -Identify reasons why workers join trade unions. -Discuss the disadvantages of joining a trade union	Week 5-7	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 2
	Industrial Dispute	- Define industrial disputes and their forms. -Classify types of strikes and kinds of industrial conflict. -Identify common causes of industrial disputes. -Explain the impact of industrial conflict on organizations and workers. -Recognize unfair labor practices. -Describe the nature of industrial conflict in Bangladesh.	Week 8-9	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 3

		- Outline the procedure for settling industrial disputes in Bangladesh. -Discuss techniques for managing industrial conflict effectively.				
	Collective Bargaining	- Define collective bargaining. -State the objectives and features of collective bargaining. -Identify the key activities and forms or tactics used in collective bargaining. -Classify the levels at which collective bargaining occurs. -Explain the importance and process of collective bargaining. -Analyze the impact of collective bargaining in an organization. - List the pre-requisites and tactics for successful collective bargaining. - Discuss common problems faced in collective bargaining.	Week 10-11	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3
	Employee Grievance	- Define grievance in the workplace context. -Identify different types of grievances. - Differentiate between individual and group grievances. -Explain common reasons for employee grievances. -Describe methods for discovering grievances. -Outline the steps in the grievance handling process. -Classify the levels involved in handling grievances. -Concept of discipline, -Illustrate the types, objectives, causes and effective rules of discipline. - Discuss disciplinary procedure and types of punishment.	Week 12-13	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 4

		Health, Safety & Welfare Program	-Introduce the concept of industrial safety and health programs. -State the objectives of workplace safety and health initiatives. - Identify symptoms of inadequate safety and health measures. -Describe legal provisions for workers' health in Bangladesh. -Explain safety regulations applicable to industrial workers in Bangladesh. - Discuss welfare provisions for industrial employees in Bangladesh. -Analyze challenges in implementing safety and health measures. - Suggest solutions to improve safety and health conditions in industrial settings	Week 13-15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases,

	students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Human Resource Management and Industrial Relations by Dr. Abdul Awal Khan Dr. Md. Abu Taher 3rd Edition: March 2021	• Industrial Relations: Theory and Practice by Michael Salamon • Industrial Relations by Richard Hyman

Course Name: Compensation Management
Course Code: 0413-4102

Part A- Introduction

1.	Course Code	0413-4102
2.	Course Title	Compensation Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Human Resource Management)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value *(hours)*	3
9.	Contact Hours	1 hour 25 minutes (Per class)
10.	Total Marks	100
11.	Course Objective	The objective of compensation management is to design and implement a competitive total rewards system that attracts, retains, and motivates employees, ensuring fairness, compliance, communication, and alignment with organizational goals for sustained performance and competitiveness.
	Course Summary	Compensation management involves designing and implementing a total rewards system that aligns with the organization's strategy, attracts and retains talent, and motivates employees to perform at their best. The course covers topics such as job analysis, job evaluation, pay structures, incentive systems, benefits, and legal considerations. Students will learn how to design and administer effective compensation programs that promote equity, fairness, and competitiveness in the marketplace. The course emphasizes the importance of communication, employee engagement, and performance management in compensation decisions. The objective is to develop skills in designing and implementing compensation programs that support organizational goals and promote employee satisfaction, engagement, and retention.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Explain the different types of compensation (base pay, incentives, benefits) and how they align with organizational strategy	Cognitive

CLO2	Describe the pay model and compensation policies, and techniques	Cognitive
CLO3	Design pay levels and pay structures based on traditional bases for pay.	Affective
CLO4	Use models of incentive pay programs and pay-for-knowledge structures.	Cognitive
CLO5	Analyze the effectiveness of the compensation program (cost analysis, ROI) and communication strategies to enhance employee engagement.	Cognitive
CLO6	Evaluate industrial and labor laws related to salary and wage administration.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓										✓	✓			✓
CLO2		✓		✓									✓			
CLO3			✓			✓							✓	✓		
CLO4				✓							✓		✓			✓
CLO5							✓		✓					✓	✓	
CLO6						✓						✓		✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course content

- Types of compensation, including base pay, incentives, and benefits.
- Job evaluation and analysis, including market pricing and internal equity.
- Pay structures, including salary ranges, grade systems, and broadband.
- Incentive and variable pay programs, including bonuses, commissions, and profit-sharing.
- Legal and regulatory compliance, including equal pay, discrimination, and taxation.
- Employee benefits, including health insurance, retirement plans, and leave policies.
- Performance management and pay-for-performance systems.
- Communication and employee engagement in compensation decisions.
- Evaluation and measurement of compensation programs, including cost analysis and return on investment.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy	Alignment to CLO
Introduction	- Explain the concept of compensation, including extrinsic and intrinsic forms, and its historical development.	Week 1	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1

			(history and trends).		
Introduction	- Interpret the relationship between compensation and organizational strategy, and assess its social implications.	Week 2	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
The Pay Model	-Demonstrate understanding of the pay model and apply compensation techniques and policies.	Week 3	-Discussion about the subject contents with the students -Recap main points -Forward plan -class test	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2
Designing Pay Levels and Pay Structure:	- Construct appropriate internal pay structures based on strategic compensation goals.	Week 4	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2
Traditional Bases for Pay:	- Analyze the traditional bases for pay such as seniority and merit systems.	Week 5	-Discussion about the subject contents with the students -Recap main points -Forward plan.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3
Incentive Pay:	- Design incentive pay programs suitable for various organizational contexts.	Week 6	-Discussion about the subject contents with the students - Group study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 4
Person Focused Pay:	- Develop pay-for-knowledge and competency-based pay structures.	Week 7	-Discussion about the subject contents with the students - Case Study -Recap main points	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3

			-Forward plan		
Measuring and Paying for Performance:	- Analyze the application of motivation theories in designing merit-based pay and performance appraisal.	Week 8-9	-Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5
Benefits and Services:	- Evaluate various employee benefit programs and flexible compensation plans.	Week 10-11	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5 CLO6
Pay Delivery Administration:	- Assess pay administration processes and their effects on quality of work life.	Week 12	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 4 CLO 5
Legal Aspects of Compensation Management:	- Interpret labor laws and wage-related regulations applicable to compensation management.	Week 13	Discussion about the subject contents with the students -Group Study -Recap main points. -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5
Pay Delivery Administration:	- Summarize key aspects of pay delivery and legal compliance in compensation systems.	Week 14-15	Discussion about the subject contents with the students -Group Study -Recap main points.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO5 CLO6

Part C- Assessment and Evaluation

16.	Evaluation Policy & Marks Distribution: The final grade for this class will be based on the points achieved in the following areas:

	Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Cognitive Domain	**C1** Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	**A1** Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other resources
• Henderson, R. I. (2006). Compensation Management in a Knowledge-Based World. Prentice Hall, Inc. Martocchio, J. J. (2017). Strategic Compensation: A Human resource management Approach. Pearson. • Milkovich, G. T. (2011). Compensation and Benefits. Richard D. Irwin. Gerhert, B. & Rynes, S. (2003). Compensation: Theory, Evidence and Strategic Implications. SAGE Publications. Stumpff, A. (2011). Employee Benefits and Executive Compensation. Foundation Press.	• Scholarly articles.

Course Name: Change Management
Course Code: 0413-4103

Part A- Introduction

1.	Course Code	0413-4103
2.	Course Title	Change Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Human Resource Management)
5.	Academic Session	Spring/Summer

6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of this Change Management course for BBA students encompass understanding the fundamentals of organizational change, applying the Change Model, developing leadership competencies, analyzing and addressing resistance, strategically communicating change, evaluating change initiatives, applying change management principles to case studies, and navigating continuous change. Through theoretical exploration, practical application, and real-world examples, students will gain the knowledge and skills necessary to effectively lead and manage organizational change, fostering adaptability, innovation, and resilience within dynamic business environments.
	Course Summary	This course provides a comprehensive overview of managing organizational change, covering key topics such as understanding the paradoxes of change, various change management approaches, contemporary drivers for change, diagnostic methods for identifying change needs, determining what aspects of an organization can and cannot change, crafting effective change visions, communication strategies, managing resistance, organization development techniques, different change management approaches, sustaining change efforts, and the qualities of an effective change manager. Through these chapters, participants gain a holistic understanding of the complexities of change management and develop the skills necessary to lead successful organizational transformations.

12. Course Learning Outcomes (CLOs)

CLO1	Describe the concepts of change management by outlining its definition, key drivers, benefits, and commonly used techniques for achieving organizational excellence.	Cognitive
CLO2	Analyze the change management process, models, types, and organizational challenges to evaluate effective strategies for leading corporate transformation.	Cognitive
CLO3	Analyze the causes of resistance to organizational change and evaluate strategies—such as Kurt Lewin's model—for overcoming resistance effectively	Cognitive
CLO4	Explain the major schools, approaches, and models of organizational change—including planned and emergent perspectives—and describe the role of change agents and steps involved in successful change	Cognitive
CLO5	Analyze how organizational culture and internal or environmental forces influence the need for change and identify key targets and issues involved in managing cultural change.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓		✓										✓			
CLO2			✓	✓							✓		✓			✓
CLO3			✓	✓							✓		✓			✓
CLO4	✓		✓		✓								✓	✓		

CLO5			✓	✓							✓		✓	✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Change Management: definition, benefits of change management, change management techniques, excellent organizations, the drivers of change management.
- Managing Change: Change management process, Kurt Lewin's change management process, steps for successful change management, types of change, areas of change in an organization, reasons for change, challenges in change management.
- Leading corporate transformation: Principles of Change, Activities contributing to effective change management, barriers to change, motivating change, creating the vision of change, developing political support, managing the transition, and sustainable momentum.
- Managing Resistance in Organizational Change: Kurt Lewin, Reasons for resistance, ten causes for resistance, overcoming resistance.
- Foundations of Change Theory: Three schools of thought, two dominant approaches, Planned Approach, Emergent Approach, Organization Development, Models of Organizational Change.
- Emergent Change: definition, emergent approach to successful change, steps for implementing change, change agent, criticism.
- Organization Culture and Change Management: Organization culture, conditions prompting change, internal forces, environmental forces, Organization culture issues, targets for change.

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Suggested Activities	Teaching & Assessment strategy(s)	Alignment to CLO
Overview of Change Management	-Describe the mission and vision of the university and the department. -Outline the general structure and content of the course.	Week 1	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	-To have a formal interaction with the students and know about the proceedings of the subject matter - Lecture with the aid of multimedia -Collect Feedback & answer	CLO 1
Introduction to Change Management	-Explain the benefits and techniques of change management. -Describe key drivers of change in an organization.	Week 2-3	-Discussion about the subject contents with the students - Open discussions	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students	CLO 1

					- Collect Feedback & answer -Case Study -Assessment of LOs	
	Managing Change:	-Apply Kurt Lewin's change management model to real-world cases. -Identify different types and areas of change in an organization.	Week 4-5	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students - Collect Feedback & answer -Case Study -Assessment of LOs	CLO2
	Leading corporate transformation:	- Explain principles and barriers to effective change. - Describe how to motivate change and create vision.	Week 6-7	-Discussion about the subject contents with the students -Mid-term Quiz # 2 -Recap main points -Forward plan	-Interactive discussion -Lecture discussion with the aid of multimedia -Collect Feedback & answer -Case Study -Assessment of LOs	CLO 2
	Leading corporate transformation:	- Demonstrate strategies to gain political support and manage transitions. - Explain how to sustain momentum.	Week 8	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work -Collect Feedback & answer.	CLO 2
	Managing Resistance in Organizational Change:	- Identify causes of resistance. - Describe methods to overcome resistance.	Week 9-10	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	-Interactive discussion -Lecture discussion with the aid of multimedia -Student group presentation. -Collect Feedback & answer.	CLO 3

	Foundations of Change Theory:	- Demonstrate knowledge of change theories and models.	Week 11-12	-Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students -Collect Feedback & answer. -Assessment of LOs	CLO 4
	Emergent Change:	- Describe emergent change approach. - Explain role of change agents and implementation steps.	Week 13	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	-Interactive discussion -Lecture discussion with the aid of multimedia -Student group presentation. -Collect Feedback & answer.	CLO 4
	Organization Culture and Change Management	- Analyze organizational culture's impact on change. - Identify internal and environmental forces for change.	Week 14-15	-Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students -Collect Feedback & answer. -Assessment of LOs	CLO 5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
	A1 Receive				

	Affective Domain	A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• The Theory and Practice of Change Management by John Hayes.	• Leading Change by John P. Kotter.

Course Name: Training and Development
Course Code: 0417-4104

Part A- Introduction

1.	Course Code	0417-4104
2.	Course Title	Training and Development
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Human Resource Management)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objectives of a Training and Development course in a Bachelor of Business Administration (BBA) program could include: i. Understanding the importance of creating a high-performing workforce within organizations. ii. Acquiring knowledge of education, training, and development principles and practices. iii. Analyzing and identifying both training and non-training needs within organizations to address performance gaps. iv. Conducting Training Needs Analysis (TNA) using organization, task, operational, and personal analyses. v. Learning how to design effective training programs tailored to address identified needs.

		vi. Developing skills to evaluate the outcomes of training programs to ensure effectiveness and efficiency. vii. Understanding the factors necessary for successful transfer of training to the workplace environment. viii. Enhancing problem-solving abilities related to performance discrepancies within organizations. ix. Gaining insights into the role of training and development in organizational success and competitiveness. x. Developing critical thinking and decision-making skills relevant to designing and implementing training initiatives within business contexts.
	Course Summary	The Training and Development course in the BBA program equips students with the skills needed to cultivate and manage a proficient workforce in organizations. Students gain expertise in identifying and addressing performance gaps through techniques like Training Needs Analysis (TNA). They learn to design and evaluate training programs, ensuring the effective transfer of skills into workplace performance. Key objectives include understanding workforce optimization, mastering education principles, conducting TNAs, and crafting tailored training solutions.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Recall the key concepts and principles of education, training, and development, and the steps involved in conducting a Training Needs Analysis (TNA), including organization, task, operational, and personal analyses.	Cognitive
CLO2	Demonstrate comprehension of training and non-training needs assessment methods to address performance gaps within an organization.	Cognitive
CLO3	Apply knowledge of education, training, and development principles to design effective training programs.	Cognitive
CLO4	Analyze how organizational, task, operational, and personal factors contribute to performance discrepancies within an organization and evaluate the effectiveness of training programs in addressing these identified performance gaps.	Cognitive
CLO5	Develop strategies to create conducive conditions for the transfer of training and ensure the application of newly acquired skills in the workplace.	Affective

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2			✓										✓			
CLO3							✓							✓		
CLO4										✓					✓	
CLO5								✓						✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

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, Flowchart of Training -Difference between training and learning.
Management Development: Meaning - Management development process -Net Management Requirements -Need Assessment methods -Difference between training and management development.

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.
Employee Training: Definition-Objectives-reasons for training-General benefit -Typical topics of employee training -Forces Influencing the Workplace and Training -Skill needed to manage a diverse work-force-Snapshots of training practices -Training investment leaders -Roles -competencies- and positions of training professionals- Types of training -learning and motivation -Why training fail.
Problem Identification and Training Needs Assessment: Needs assessment- Importance -Participants in needs assessment -Methods of needs assessment- Need analysis process- General concept and dimension for needs assessment- Tools and techniques for needs assessment.

Training Program Design: Definition- Major phases- Main elements- Needs analysis -Learner's analysis -Setting objectives -Designing training curriculum -Selection of training and development methods and media -Evaluation of program design- Program logistics.

Methods and Techniques of Training: Different types of training methods -Advantage 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.

Implementation and Monitoring: Planning program implementation- Preparing and organizing program activities -Executing the program.

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- Increasing factors of evaluation design.

Transfer of Training: Definition-Important -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 learning -levels of Management support -Learning organization and its key features.

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 and its Performance evaluation process- Problems of training and development -Solution of the problems, Training and development for SME entrepreneurs of Bangladesh.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	Alignment to CLO
A Brief Overview of the Course Training and Development	-Understand the course outline, the implementation of various phases of mark distribution, the course introduction, and the	Week 1	-Lecture with the aid of multimedia.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1

			key concepts of Training and Development.		- Interactive Discussion. -Group Discussion. -White Board Illustration.		
		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 - Flowchart of Training -Difference between training and learning.	-Define training and development and identify their significance in organizational growth. -Recognize the stakeholders involved in training and development initiatives. -Understand the relationship between education, training, and development. -Describe the objectives and importance of management development. -Outline the dimensions of training and development. -Explain the management development process and its connection to training. -Illustrate the training and development cycle and flowchart of training. -Differentiate between training and learning.	Week 2-3	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia -Collect Feedback & answer -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1
		Management Development: - Meaning - Management development process	-Explain the meaning and importance of management development. -Understand the management development process, including planning and implementation.	Week 4	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3

	-Net Management Requirements -Need Assessment methods -Difference between training and management development.	-Identify net management requirements within an organization. -Proficiency in utilizing need assessment methods to determine management development needs. -Differentiate between training and management development, including their respective purposes and methods.		-Collect Feedback & answer			
	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.	-Define orientation, including its role in integrating new employees into an organization. -Recognize the importance of orientation and its classification within the context of employee onboarding. -Identify possible topics for organizational orientation, departmental orientation, and job orientation. -Competence in designing and implementing an orientation kit for new employees. -Discuss the responsibilities associated with conducting orientation, including who within the organization is responsible, skill in determining the appropriate length and timing of orientation sessions, as well as methods for follow-up and evaluation to ensure effectiveness.	Week 5	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3	

		Employee Training: - Definition -Objectives -reasons for training -General benefit -Typical topics of employee training -Forces Influencing the Workplace and Training -Skill needed to manage a diverse work-force - Snapshots of training practices - Training investment leaders -Roles - competencies- and positions of training professionals - Types of training - learning and motivation - Why training fail.	-Understand the definition and objectives of employee training. -Recognize the reasons for conducting training in organizations. -Discuss the general benefits of employee training, typical topics covered in employee training programs. -Understand the forces influencing the workplace and how they impact training. -Acquisition of skills needed to effectively manage a diverse workforce. -Discuss the knowledge of best practices and roles of training professionals. -Identify different types of training and their respective impacts on learning and motivation. -Understand common reasons why training initiatives may fail, and strategies to mitigate these failures.	Week 6	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3	
		Problem Identification and Training Needs Assessment: -Needs assessment- Importance - Participants in needs assessment - Methods of needs assessment- Need analysis process- General concept and dimension for needs	-Explain the importance of needs assessment in identifying training requirements. -Identify participants involved in the needs assessment process, such as stakeholders and subject matter experts. -Demonstrate various methods for needs assessment, such as surveys,	Week 7	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2 CLO4	

	assessment- Tools and techniques for needs assessment.	interviews, and job analysis. -Mastery of the need analysis process, including data collection, analysis, and interpretation. -Discuss general concepts and dimensions for needs assessment, including organizational, task, and individual levels. -Determine various tools and techniques for needs assessment, such as competency models, performance appraisals, and skill gap analyses.					
	Training Program Design: -Definition- Major phases- Main elements- Needs analysis - Learner's analysis - Setting objectives - Designing training curriculum - Selection of training and development methods and media - Evaluation of program design- Program logistics.	-Define training program design and its major phases. -Proficiency in conducting needs analysis and learner's analysis to identify training requirements. - List the clear and achievable training objectives aligned with organizational goals. -Develop the competency in designing comprehensive training curricula tailored to the needs of learners. -Build the capability to select appropriate training and development methods and media	Week 8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3	

		for effective learning. -Develop the competence in evaluating program design to ensure its effectiveness and relevance. -Build the proficiency in managing program logistics to ensure smooth implementation and delivery of training.					
	Methods and Techniques of Training: -Different types of training methods - Advantage 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.	-Demonstrate various types of training methods, including their applications and limitations. -Understand the advantages and disadvantages of on-the-job and off-the-job training. -Discuss the ability to implement effective on-the-job training through structured steps. -Proficiency in utilizing different techniques of on-the-job training, such as coaching, job rotation, and mentoring. -Proficiency in utilizing different techniques of off-the-job training, such as workshops, seminars, and simulations. -Differentiate between on-the-job and off-the-job training, including their suitability for different learning objectives and contexts.	Week 9-10	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3	

		Implementation and Monitoring: -Planning program implementation- Preparing and organizing program activities - Executing the program. Utilization of a Constrained Resource -Joint Product Costs and the Contribution Approach -Sell or Process Further Decisions	-Develop the proficiency in planning program implementation, including preparation and organization of activities. -Develop the ability to execute program activities effectively and efficiently. -Discuss the skill in utilizing constrained resources optimally to achieve objectives. -Understand joint product costs and applying the contribution approach for decision-making. -Competence in making "sell or process further" decisions to maximize profitability.	Week 11	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3	
		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- Increasing factors of evaluation design.	-Explain the meaning and importance of evaluating training programs. -Recognize the reasons for evaluating training, such as assessing effectiveness and identifying areas for improvement. -Illustrate the evaluation process, including data collection, analysis, and interpretation. - Identify various outcomes in the evaluation of training programs, such as knowledge acquisition, skill improvement, and behavior change. -Discuss the knowledge of different evaluation designs, including pre-test/post-test,	Week 12	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4	

			control group, and longitudinal designs. -Identify increasing factors that can influence evaluation design, such as organizational culture, participant motivation, and resource availability.					
		Transfer of Training: - Definition- Important - 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 learning -levels of Management support - Learning organization and its key features.	-Understand the definition and importance of transfer of training. -Present different types of transfer of training, such as near transfer and far transfer. -Discuss knowledge of transfer of training models and theories, including the cognitive theory of transfer and the situated learning theory. -Present the ability to implement self-management techniques for enhancing transfer of training, with sample content including goal setting and reflection exercises. -Recognize of obstacles commonly faced in the work environment that hinder transfer of training. -Understand the characteristics of a work environment conducive to transfer of learning, such as supportive leadership and opportunities for practice. -Present the knowledge of the levels of management support needed to facilitate transfer of training effectively.	Week 13	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO5	

		-Discuss the concept of a learning organization and its key features, such as a culture of continuous learning and knowledge sharing.					
	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 and its Performance evaluation process- Problems of training and development - Solution of the problems. - Training and development for SME entrepreneur of Bangladesh.	-Discuss the historical evolution of training and development practices in Bangladesh. -Recognize the importance of training for industrial employees in the context of Bangladesh's economy. -Familiarity with the training and development policies implemented by the government and organizations in Bangladesh. -List the existing training and development institutes in Bangladesh and their performance evaluation processes. -Identify the common problems associated with training and development in Bangladesh and proposed solutions to address them.	Week 14-15	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4	

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:	CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
C1 Remembering				

	Cognitive Domain	**C2** Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	**A1** Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	**Reference Book:**
• Management Development: A guide for the profession, Joseph Prokopenko • Employee Training and Development, Raymond A	• Training and Development: Theory and Practices, Steve Truelove. • Training for Development, Rolf P Lynton and Udai Pareek. • Effective Training: Systems, Strategies, and Practices, P. Nick Blanchard, James W. Thacker & V. Anand Ram.

Course Name: Conflict Management
Course Code: 0413-4105

Part A- Introduction

1.	**Course Code**	0413-4105
2.	**Course Title**	Conflict Management
3.	**Course Type (GED/Core/Major)**	Major
4.	**Level/Term and Section**	4th Year 1st Semester (Major in Human Resource Management)
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 hour 25 minutes (Per Class)

10.	**Total Marks**	100
11.	**Course Objective**	Through this course, students will be able to understand nature, types, and reasons of conflict, acquire knowledge about how to resolve organizational conflict, and make conflict productive, as well as how to negotiate in organizational affairs.
	Course Summary	The course is designed to provide ideas about how to manage, resolve, and utilize conflict in the organizational context. It also provides insights to detect existing and potential disparities, enhances negotiating power, and develops skills to be a more effective human resource manager.

12. **Course Learning Outcomes (CLOs)**

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Recognize the nature, types, and reasons of conflict in the workplace.	Cognitive
CLO2	Identify existing and potential positive and negative conflicts and detect the impact of conflict within the workplace.	Cognitive
CLO3	Acknowledge how to resolve organizational conflict and make conflict productive.	Affective
CLO4	Follows how to negotiate in organizational affairs.	Affective

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level**

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2		✓									✓		✓			✓
CLO3									✓						✓	
CLO4												✓				✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. **Course Contents:**

- Conflict, Dealing with conflict, Conflict and competition, Stages of conflict, Classification of conflict, Sources of conflict, Influencing factors of conflict, Conflict management design.
- Reaction to an intense conflict situation, Functional and dysfunctional aspects of the conflict.
- Contingency approaches, Conflict management process, Types of interfaces, Importance of conflict at interfaces.
- Nature of conflict, Pattern conflict, Sources of conflict, Reasons of conflict in an organization.
- Awareness and conceptualization, Reality approximation process.
- Preparatory framework of choice, evaluating choice analysis, and the Intervention process to solve conflict.

- Conflict Resolution behavior, Factors influencing choice resolution, pre-contract preparation explanatory meeting, Initial contract, Third party attribute.
- Negotiation, Process, Stages of negotiation, Techniques of negotiation, Traditional negotiation approaches in the organization- Contemporary negotiation skills.
- Role of communication in handling conflict, Negotiation, and Authority, Effects of power in negotiation.

15. **Weekly/ Lesson Plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy(s)	CLO Alignment
Conflict Management: An Overview	-Explain Conflict; Conflict management; Relationship between conflict intensity and outcome.	**Week 1**	Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO2 CLO3
Conflict Management: Relationship, Causes	- Explain Conflict; Conflict management; Relationship between conflict intensity and outcome; Causes of workplace conflict; effects of conflict; Schools of conflict thought.	**Week 2-3**	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1. CLO2
Conflict Management: level, stages	- Level and types of conflict; functional and dysfunctional conflict; Stages of conflict; Styles of conflict management; Dealing with conflict.	**Week 4**	-Discussion about the subject contents with the students -Recap main points -Forward plan -class test	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO3
Conflict Management Design	- Explain on Contingency approaches, Conflict management process, outcomes of conflict, factors affecting conflict mood, Types of interfaces, Importance of conflict at interfaces.	**Week 5**	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1. CLO2

	Organizational Conflict	- Define and describe the Nature of conflict, Pattern of conflict, Sources of conflict, Reasons for conflict in the organization, and effects of conflicts; Influencing factors of conflict.	**Week 6**	-Discussion about the subject contents with the students -Recap main points -Forward plan.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO2 CLO3
	Managing Conflict	- Explain on Awareness and conceptualization; Reality approximation process; Preparatory framework of choice; Evaluating choice analysis; Intervention process to solve conflict.	**Week 7-8**	-Discussion about the subject content with the students - Group study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO2 CLO3
	Types of Conflict	-Recognize intrapersonal conflict; causes of intrapersonal conflict; types of goal conflict; interpersonal conflict - Acknowledge the causes and strategies of managing interpersonal conflict; intra-group; inter-group; Causes of intergroup conflict; resolving intergroup conflict.	**Week 09-10**	-Discussion about the subject content with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1 CLO2 CLO3
	Conflict Resolution Process	- Discuss Conflict resolution behavior; Factors influencing choice resolutions; Pre-contact preparation; the exploratory meeting.	**Week 11-12**	-Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3

	Conflict Resolution Process	. Discuss Conflict initial contact; Interactional process; Third-party attributes.	**Week 13**	Discussion about the subject content with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3
	Negotiation, stages, Techniques	- Understand the definition; Process; Stages of Negotiation; Techniques of Negotiations; Traditional negotiation approaches in organization;	**Week 14**	Discussion about the subject content with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO4
	Negotiation, Role, Effects	-Conform to the Negotiation continuum; Contemporary negotiation skills; Role of communication in handling conflict; Negotiation and authority; Effects of power in negotiation; Disciplinary actions.	**Week 15**	Discussion about the subject contents with the students -Group Study -Recap main points.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3 CLO4

Part C- Assessment and Evaluation

16. **Evaluation Policy & Marks Distribution:**

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				

		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				

17.	**Make-up Procedure:** There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	**Other Resources**
Managing Conflict Roy W Pneuman Margaret E. Bruehl.	Managing Conflict in Organization Afzal A. Rahman. 5th Edition

Course Name: Human Resource Planning and Policy
Course Code: 0413-4106

Part A- Introduction

1.	**Course Code**	0413-4106
2.	**Course Title**	Human Resource Planning and Policy
3.	**Course Type (GED/Core/Major)**	Major Course (Human Resource Management)
4.	**Level/Term and Section**	4th year 1st semester
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hours**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100

11.	**Course Objective**	Students will comprehend the importance of job analysis, examine the process underlying a successful job analysis, explore specific methods used by organizations to attain successful levels of performance and provide an understanding of the essential elements of the human resource planning (HRP) process in organizations. Students will acquire knowledge in analyzing, assessing, and programming for human resource requirements of organizational business plans and strategies.
	Course Summary	This course will provide an introduction to human resources planning processes and the implementation of HR planning in organizations. It will cover topics such as supply and demand forecasting, job analysis, aligning HR policies with environmental demands and organizational objectives, as well as managing specific challenges, including succession planning, downsizing and restructuring, diversity management, and international human resource management.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Describe the significance of the Human Resource function in planning and fulfilling an organization's manpower needs, as well as the risks associated with inadequate workforce planning.	Cognitive
CLO2	Explain the concepts, theories, models, and tools relevant to human resource planning.	Cognitive
CLO3	Explain the environmental factors with an understanding of how environmental scanning is processed.	Cognitive
CLO4	Acknowledge various real-world techniques used by organizations to forecast HR demand.	Affective
CLO5	Analyze the human resources planning and policies currently in use at local or global organizations to compare them with the best human resources planning practices learned from the course.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2		✓											✓			
CLO3						✓								✓		
CLO4									✓						✓	
CLO5												✓				✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Strategic Management: A Need for Strategic HRM, Strategic Types, The Strategic Planning Process.
- Aligning HR with Strategy: Theories of the Strategic Management of Human Resources, Linking HR Processes to Strategy, Strategic Partnering, HR Strategy Differentiation.

- Environmental Influences on HRM: Environmental Scanning Sources and Methods, Methods of Forecasting, Challenges in Environmental Scanning, Environmental Factors.
- The HR Forecasting Process: Definition of HR Forecasting, The Strategic Importance of HR Forecasting, The Value of Human Capital to the Firm, Strategic Forecasting, Environmental and Organizational Factors Affecting HR Forecasting.
- Determining HR Demand: Forecasting Demand, Quantitative Methods, Qualitative Forecasting Techniques, HR Budgets, Combining Quantitative and Qualitative Methods.
- Ascertaining HR Supply: Segmenting the Internal Supply of Human Capital, HR Supply Programs, Methods for Modelling the Supply of Human Capital, Substitution and Other Gap Strategies.
- Succession Management: Importance of succession management, Evolution of Succession Management, Broader Focus, Time Horizon, Talent Pools, Rating System, Succession management process.
- Change Management: Can HR Lead to Change? Societal, Industrial, and Organizational Levels of Change; Models of Organizational Change; Generic Model of Change; Planned Model of Change, Emergent Change, Strategic HR, and Change.
- Information Technology for HR Planning: Software for HR Planning, New Service Delivery Models, HRIS, Specialty Products, Enterprise Solutions, Big Data, HR Metrics and Workforce Analytics.
- Downsizing and Restructuring: Definitions of Downsizing and Restructuring, Why Do Organizations Downsize? Alternatives to Downsizing, Artificial Intelligence and Job Loss, In-Placement and Outplacement Issues, and Financial Performance and Downsizing.
- Mergers and Acquisitions: Definitions of Mergers and Acquisitions, the Urge to Merge, and HR Issues in M&As.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Strategic Management and Aligning HR with Strategy	- Explain a need for strategic HRM. - Classify Strategic Types. - Illustrate the strategic planning process. - Analyze Theories of the Strategic Management of Human Resources. - Demonstrate how HR processes link to strategy. - Evaluate strategic partnering. - Compare HR strategy differentiation approaches.	**Week 1-2**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO5
Environmental Influences	- Identify HRM sources of information. - Describe environmental factors. - Discuss economic climate, political and legislative factors, technological factors, demographic factors,	**Week 3-4**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 1 CLO 2

		and social and cultural factors. - Analyze key stakeholders. - Evaluate environmental scanning.		- Collect Feedback & answer. -Case study discussion		
	The HR Forecasting	- Describe the definition of HR forecasting. - Explain the strategic importance of HR forecasting. - Summarize the Value of Human Capital to the Firm. - Discuss strategic forecasting methods. - Interpret the Environmental and Organizational Factors Affecting HR Forecasting.	**Week 5-6**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO4
	Determining HR Demand	- Compare different demand forecasting techniques. - Explain quantitative methods. - Discuss qualitative forecasting techniques. - Analyze HR budgets. - Combine quantitative and qualitative methods.	**Week 7-8**	-Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 4 CLO 5
	Ascertaining HR Supply	- Analyze the segmentation of the internal human capital supply. - Evaluate HR supply programs. - Compare different methods for modeling human capital supply. - Assess substitution and alternative gap strategies.	**Week 9-10**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO5
	Succession Management	- Explain the importance of succession management. - Describe the evolution of succession management. - Analyze the broader focus of succession management. - Classify the different talent pools in	**Week 11**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer. -Case study discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4

		succession management. - Evaluate the effectiveness of a rating system in succession management. - Outline the key steps in the succession management process.				
	Change Management	- Describe how HR can lead to change at societal, industrial, and organizational levels. - Explain the models of organizational change, including the generic and planned models. - Analyze the impact of HR on societal, industrial, and organizational change. - Evaluate whether HR can effectively lead to change at different levels. - Interpret the concept of emergent change in modern organizations. - Analyze the role of Strategic HR in managing organizational change	**Week 12**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer. -Case study discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO5
	Information Technology for HR Planning	- Describe the key features of HR planning software. - Explain how new service delivery models enhance efficiency. - Summarize the benefits of using HRIS. - Give original examples of specialty products in the tech industry. - Discuss the role of enterprise solutions in digital transformation. - Explain how big data drives decision-making. - Determine the correlation between HR metrics and employee productivity.	**Week 13**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO5

	Downsizing and Restructuring	- Explain the meaning of downsizing and restructuring - Analyze the causes of downsizing in organizations. - Evaluate alternatives to downsizing - Discuss the impact of AI on job loss. - Compare in-placement and outplacement issues. - Evaluate the relationship between financial performance and downsizing.	**Week 14**	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer. -Students' Group Work. -Case study discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	ClO1 ClO5
	Mergers and Acquisitions	- Explain the definitions of mergers and acquisitions. - Discuss the reasons behind the urge to merge. - Discuss HR issues in mergers and acquisitions.	**Week 15**	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

	There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
Kenneth J. McBey, Monica Belcourt, Strategic Human Resource Planning, 2018 (Seventh edition). Nelson Education Limited.	• Robbins, S. P., Decenzo, D. A., & Verhulst, S. L. (2016). Fundamentals of human resource management (12th ed.). Wiley.

Major: Accounting

Course Name: Advanced Accounting I
Course Code: 0411-4107

Part A- Introduction

1.	Course Code	0411-4107
2.	Course Title	Advanced Accounting I
3.	Course Type (GED/Core/Major)	Major Course
4.	Level/Term and Section	4th year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	To secure knowledge about some important accounting standards that are widely used and to expand some knowledge regarding some special and common areas in business.
	Course Summary	This course introduces some important accounting standards and how to report cash and receivables. Also, the course provides information regarding contingent liabilities. It is designed to discuss leases, investments, and consignments.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Describe the conceptual framework for financial reporting as well as various IFRS.	Cognitive
CLO2	Generate knowledge of accounting treatment for financial leases and operating leases.	Cognitive

CLO3	Develop knowledge to prepare bank reconciliation statements.	Cognitive
CLO4	Generate knowledge of how to report cash as well as recognize and report receivables.	Cognitive
CLO5	Build knowledge regarding accounting procedures for debt investments and stock investments as well as how to report them in financial statements.	Cognitive
CLO6	Apply the accounting treatment regarding the valuation of current liabilities and how to report contingencies.	Cognitive
CLO7	Develop knowledge regarding the accounting process for consignment.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2							✓							✓		
CLO3						✓								✓		
CLO4												✓				✓
CLO5		✓											✓			
CLO6						✓								✓		
CLO7							✓							✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction and review of Financial Accounting and some important standards: IAS, IFRS, Standard Settings Body, Conceptual Framework.
- Bank Reconciliation Statement: Cash Book, Passbook, Reason behind the difference between cash book and passbook, Need for bank reconciliation statement.
- Accounting for Leases: Explain the nature, economic substance, and advantages of lease transactions, Describe the accounting criteria and procedures for capitalizing leases by the lessee, Contrast the operating and capitalization methods of recording leases, Explain the advantages and economics of leasing to lessors and identify the classifications of leases for the lessor, Describe the lessor's accounting for direct-financing leases, Identify special features of lease arrangements that cause unique accounting problems, Describe the effect of residual values, guaranteed and unguaranteed on lease accounting, Describe the lessor's accounting for sales-type leases, List the disclosure requirements for leases.
- Cash and Receivables: Identify items considered cash, indicate how to report cash and related items, define receivables, and identify the different types of receivables. Explain accounting issues related to recognition of accounts receivable, explain accounting issues related to valuation of accounts receivable, explain accounting issues related to recognition and valuation of notes receivable, Explain the fair value option, explain accounting issues related to disposition of accounts and notes receivable, describe how to report and analyze receivables.
- Investments: Explain how to account for debt investments, explain how to account for stock investments, and discuss how debt and stock investments are reported in financial statements.
- Current Liabilities and Contingencies: Describe the nature, type, and valuation of current liabilities, the classification issues of short-term debt expected to be refinanced, identify types of employee-related liabilities, Identify the criteria used to account for and disclose gain and loss contingencies, Explain the accounting for different types of loss contingencies, indicate how to present and analyze liabilities and contingencies.

	Consignment Accounts: Difference between consignment and sale, Del Credere Commission, Advances by Consignee, Accounting procedure for consignment transactions, Cost Price Method, Invoice Price Method.
15.	Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction and review of Financial Accounting and some important standards - IAS - IFRS - Standard Settings Body - Conceptual Framework	Explain about conceptual framework and financial accounting standards	Week 1	- Interactive discussion about different accounting standards - Discuss about conceptual framework	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia	CLO1
Bank Reconciliation Statement - Cash Book - Passbook - Reason behind difference between cash book and passbook - Need for bank reconciliation statement	Determine the reason behind difference between cash book and pass book and will be able to prepare bank reconciliation statement	Week 2-3	- Provide lecture about cash book and pass book differences - Engage student in making bank reconciliation statement	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO3
Accounting for Leases - Explain the nature, economic substance, and advantages of lease transactions. - Describe the accounting criteria and procedures for capitalizing leases by the lessee. - Contrast the operating and capitalization methods of recording leases.	Classify between operating lease and capital lease and how to illustrate them in the book of accounts	Week 4-6	- Give students problem regarding operating lease and capital lease - Interactive discussion about capital lease and operating lease	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO2

		- Explain the advantages and economics of leasing to lessors and identify the classifications of leases for the lessor. - Describe the lessor's accounting for direct-financing leases. - Identify special features of lease arrangements that cause unique accounting problems. - Describe the effect of residual values, guaranteed and unguaranteed, on lease accounting. - Describe the lessor's accounting for sales-type leases. - List the disclosure requirements for leases.					
		Cash and Receivables - Identify items considered cash. - Indicate how to report cash and related items. - Define receivables and identify the different types of receivables. - Explain accounting	- Identify items that considered as cash. - Identify cash and related items. - Solve accounting issues relate to recognition of accounts receivable, notes receivable.	Week 7-8	- Formally engage students in identifying cash related items - Give students math related accounts receivable, notes receivable	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO4

	issues related to recognition of accounts receivable. - Explain accounting issues related to valuation of accounts receivable. - Explain accounting issues related to recognition and valuation of notes receivable. - Explain the fair value option. - Explain accounting issues related to disposition of accounts and notes receivable. - Describe how to report and analyze receivables.					
	Investments - Explain how to account for debt investments. - Explain how to account for stock investments. - Discuss how debt and stock investments are reported in financial statements.	- Apply the accounting procedure for debt investments, stock investments - Learn to present debt and stock investment in financial statements	Week 9-10	- Give lecture using multimedia about debt and stock investments - Solution of math related to stock and debt investments	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO5
	Current Liabilities and Contingencies - Describe the nature, type, and valuation of current liabilities. - Explain the classification	- Determine how current liabilities are valued - Perform the accounting procedure for contingencies	Week 11-12	- Provide student math about current liabilities and contingencies	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO6

	issues of short-term debt expected to be refinanced. - Identify types of employee-related liabilities. - Identify the criteria used to account for and disclose gain and loss contingencies. - Explain the accounting for different types of loss contingencies. - Indicate how to present and analyze liabilities and contingencies.					
	Consignment Accounts - Difference between consignment and sale - Del Credere Commission - Advances by Consignee - Accounting procedure for consignment transactions - Cost Price Method - Invoice Price Method	- Students will be able to classify between sale and consignment - Learn how the consignment transactions are solved	Week 13-15	- Discuss about consignment, sale, and del credere commission - Engage student in exercise related to accounting procedure for consignment	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO7

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:	CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)

	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• M.M. Khan – Advanced Accounting (Volume – I) • M.M. Khan – Advanced Accounting (Volume – II)	• Mondol & Bhattacharjee – Intermediate Accounting. • Basu & Das – Practice in Accountancy • Keiso, Weygandt, Warfield Intermediate Accounting • Keiso, Weygandt, Warfield – Accounting Principles

Course Name: Managerial Accounting
Course Code: 0411-4108

Part A- Introduction

1.	Course Code	0411-4108
2.	Course Title	Managerial Accounting
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100

11.	Course Objective	The Managerial Accounting course provides business students with valuable tools and approaches for improving organizational decision-making processes. Understanding managerial accounting enables learners to participate in cost analysis, budgeting, performance evaluation, and control. It covers analyzing financial data, understanding key indicators, and applying managerial accounting approaches to real-world situations. Managerial accounting allows them to plan, control, and optimize managerial functions, which aids their success in dynamic commercial contexts.
	Course Summary	The Managerial Accounting course is designed to equip students with the essential knowledge and skills for effective planning, decision-making, performance evaluation, and organizational control. Students will learn to analyze, interpret, and apply managerial accounting techniques to quantitative and qualitative data through this course. This course encompasses understanding key concepts, cost behavior, cost-volume-profit analysis, budgeting, standard costing, variance analysis, and various decision-making tools. Moreover, the course underscores the significance of utilizing financial and non-financial performance measures to assess the efficiency and effectiveness of business operations, particularly in decentralized or divisional organizational structures.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Apply fundamental managerial accounting concepts and techniques to aid and improve managerial functions.	Cognitive
CLO2	Develop budgeting systems and variance analysis to support effective organizational planning and control.	Cognitive
CLO3	Apply managerial accounting performance evaluation techniques to assess the effectiveness of decentralized operations and business segments.	Cognitive
CLO4	Evaluate capital investment decisions using managerial accounting techniques to optimize long-term organizational value.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓		✓					✓	✓			✓		✓	
CLO2			✓	✓			✓			✓			✓	✓	✓	
CLO3			✓			✓			✓	✓			✓	✓	✓	
CLO4		✓	✓	✓				✓					✓	✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Managerial Accounting and Cost Concepts: Definition of management accounting, The work of managers and the need for managerial accounting information, Cost Classification

- Cost-Volume-Profit Relationships: Basics of Cost-Volume-Profit (CVP) Analysis, Contribution Margin, Preparing the CVP Graph, Contribution Margin Ratio, Applications of CVP Concepts, Break-Even and Target Profit Analysis, Margin of Safety, CVP Considerations in Choosing a Cost Structure, Cost Structure and Profit Stability, Operating Leverage, Structuring Sales Commissions, Sales Mix, Sales Mix and Break-Even Analysis
- Master Budgeting: Basic framework of budgeting, Advantages of Budgeting, Master Budget, An Overview, Preparation of Master Budget, Sales Budget, Production Budget, Cash Budget, Material and Labor Budget, Overhead Budget, Budgeted Income Statement and Balance Sheet
- Flexible Budgets and Performance Analysis: Characteristics of a Flexible Budget, Deficiencies of the Static Planning Budget, Flexible Budget Variances, Activity Variances, Revenue and Spending Variances, Performance Report
- Standard Costs and Variances: Standard Costs, General Model for Standard Cost Variance Analysis, Direct Materials Variances, Direct Labor Variances, Variable Manufacturing Overhead Variances, Advantages of Standard Costs, Potential Problems with Standard Costs
- Performance Measurement in Decentralized Organizations and Segment Reporting: Advantages and Disadvantages of Decentralization, Responsibility Accounting, Cost, Revenue, and Investment Center, Evaluating Investment Center Performance, Return on Investment, Residual Income, Balanced Scorecard, Segmented Income Statements and the Contribution Approach
- Activity-Based Costing: Understand Activity-based costing vs. traditional costing system, Assign costs to cost pools, Compute activity rates for cost pools, Assign costs to a cost object, Use activity-based costing to compute product and customer margins.
- Capital Budgeting Decisions: Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Uncertain Cash Flows, Project Ranking, Simple Rate of Return, Present Value Concepts

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Managerial Accounting and Cost Concepts	-Discuss the definition of managerial accounting, -Describe the work of managers and the need for managerial accounting information, -Explain cost classification according to the needs of management.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. --Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1
Cost-Volume-Profit Relationships	-Discuss the basics of Cost-Volume-Profit (CVP) Analysis Explain contribution margin and CM ratio -Discuss the applications of CVP concepts -Illustrate the preparation of the CVP Graph - Explain Break-Even and Target Profit Analysis, Margin of Safety -Discuss cost structure and profit stability -Explain Operating Leverage, Structuring Sales Commissions, and Sales Mix,	Week 3-4	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1

	Master Budgeting	-Discuss the basic framework and advantages of Budgeting -Explain the concept of Master Budget Illustrate the preparation of various budgets such as Master Budget, Sales Budget, Production Budget, Cash Budget, Material and Labor Budget, Overhead Budget -Develop Budgeted Income Statement and Balance Sheet	Week 5-6	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
	Flexible Budgets and Performance Analysis	-Discuss the characteristics of a Flexible Budget -Interpret deficiencies of the Static Planning Budget, -Explain Flexible Budget Variances, Activity Variances, Revenue and Spending Variances, and Performance Report	Week 7	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
	Standard Costs and Variances	-Define Standard Costs, -Discuss General Model for Standard Cost Variance Analysis -Explain Direct Materials Variances, Direct Labor Variances, Variable Manufacturing Overhead Variances -Discuss Advantages of Standard Costs and Potential Problems with Standard Costs	Week 8-9	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2
	Performance Measurement in Decentralized Organizations and Segment Reporting	-Discuss Advantages and Disadvantages of Decentralization -Define Responsibility Accounting -Describe Cost, Revenue, and Investment Center -Explain how to evaluate Investment Center Performance -Perform the application of Return on Investment and Residual Income -Illustrate the concept Balanced Scorecard	Week 10-11	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3

		-Explain Segmented Income Statements and the Contribution Approach				
	Activity-Based Costing	-Discuss Activity-based costing vs. traditional costing system, -Explain assigning costs to cost pools -Compute activity rates for cost pools -Explain assigning costs to a cost object Describe the usage of activity-based costing to compute product and customer margins.	Week 12-13	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3
	Capital Budgeting Decisions	-Explain Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR) -Discuss Uncertain Cash Flows, Project Ranking, Simple Rate of Return, Present Value Concepts	Week 14-15	- Lecture with the aid of multimedia. -Solution of math problems -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

	There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Garrison, R., Brewer, P., & Noreen, E. Managerial Accounting. McGraw-Hill.	• Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. Management accounting (7th ed.). Pearson. • Horngren, C. T., Datar, S. M., & Rajan, M. V. Cost Accounting: A Managerial Emphasis. Pearson.

Course Name: Accounting Information System
Course Code: 0411-4109

Part A- Introduction

1.	Course Code	0411-4109
2.	Course Title	Accounting Information System
3.	Course Type (GED/Core/Major)	Major Course
4.	Level/Term and Section	4th Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objective of this course is to develop students' understanding of overall accounting information systems, relational databases & computer-based accounting systems, to develop their ability to deal with the interpretation of various Accounting Information Systems (AIS) applications of trading & non-trading concerns.
	Course Summary	This course will help to record all types of financial information for future use. In addition, this course will help the students to know about computerized accounting systems that will facilitate their professional careers. This course will also help the students learn about computer fraud, control of AIS, data models, AIS development strategies, etc.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level

CLO1	Attain knowledge about AIS & its applications with business processes.	Cognitive
CLO2	Discuss the application systems of AIS.	Cognitive
CLO3	Demonstrate the implications of relational databases with various documentation techniques.	Cognitive
CLO4	Evaluate the system design, controls, implementations & operations.	Cognitive
CLO5	Develop the AIS development strategies.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2				✓									✓			
CLO3						✓								✓		
CLO4									✓					✓		
CLO5										✓		✓			✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Understanding Accounting Information Systems: Introduction to System, Data & Information? Characteristics of useful information, Components of AIS, Important business functions provided by AIS components, and understanding how AIS can add value to an organization. How can AIS help improve decision-making, Factors Influencing the Design of the AIS.
- Overview of transaction processing and enterprise resource planning systems: Data Processing Cycle, Enterprise Resource Planning.
- Systems documentation techniques: Documentation, Data flow diagram, Subdividing the DFD, Guidelines for drawing Flowcharts, Types of flowcharts.
- Relational database: Files vs. databases, DBMS, Advantages of database systems, Schemas, Data dictionary, DBMS Languages, Types of attributes. Basic requirements of a relational database, Threats to AIS, Introduction to fraud, Misappropriation of assets, Fraudulent Financial reporting, who perpetrates fraud and why? Fraud Triangle.
- Introduction to Control and accounting information systems: Overview of control concepts, COBIT framework, COSO's internal control model, Risk Assessment Approach to Designing Internal Controls.
- Confidentiality and privacy controls: short notes on data masking, spam, identity theft, cookie, encryption, plaintext, cipher text, decryption, and Digital signature, Comparison of Symmetric and Asymmetric Encryption Systems.
- Introduction Auditing- Computer-based information system: Define audit, Types of audits, Types of audit risks, Auditing process, and Information system audit.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

	Accounting Information Systems: An overview	- Understand the course outline, the structure of mark distribution phases, and an introduction to the fundamental concepts of Accounting Information System. - Understand Data & Information, Characteristics of useful information, definition of AIS, Components of AIS, Important business functions, - Demonstrate how AIS add value to an organization, Importance of AIS in decision-making, factors influencing the design of the AIS, the role of the AIS in the value chain, - Understand business processes with different cycles.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO5
	Overview of transaction processing and enterprise resource planning systems	- Understand Data Processing Cycle, Enterprise Resource Planning	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO3
	Systems documentation techniques	-Understand Documentation, Data flow diagram, Guidelines for drawing DFD, Flowchart, types of flow chart	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 2
	Relational Databases	- Understand Database Management System, Files vs. databases, advantages of database systems, Schemas, Data dictionary, DBMS languages, types of attributes, basic requirements of a relational database, and threats to AIS, fraud, misappropriation of asset, fraudulent financial reporting, and fraud perpetrators, fraud Triangle.	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 4

	Control and accounting information systems	- Understand the overview of control concepts, COBIT framework, COSO's internal control model, and risk assessment approach to designing internal controls.	Week 9-11	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO4 CLO5
	Confidentiality and privacy controls	- Understand data masking, spam, theft, cookie, encryption, plaintext, cipher text, decryption, and Digital signature. - Contrast Symmetric and Asymmetric Encryption Systems	Week 12-13	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 5
	Auditing-Computer-based information systems	- Understand audit, types of audits, types of audit risks, auditing process, information system audit	Week 14-15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				

	P5 Naturalization
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Accounting Information Systems: Romney & Steinhart	• Accounting Information Systems: Summers Edward Lee • Accounting and Information System: Wilkinson Joseph W. Accounting Information Systems: Cushing

Course Name: Advanced Accounting II
Course Code: 0411-4110

Part A- Introduction

1.	Course Code	0411-4110
2.	Course Title	Advanced Accounting II
3.	Course Type (GED/Core/Major)	Major Course
4.	Level/Term and Section	4th year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	To secure knowledge about some important accounting standards that are widely used and to expand some knowledge regarding some special and common areas in business.
	Course Summary	This course introduces how to report revenue. Also, the course provides information regarding long-term liabilities, royalty accounts, and joint ventures. It is designed to discuss amalgamation, absorption, and reconstruction.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Generate knowledge of accounting procedures for long-term liabilities.	Cognitive
CLO2	Develop knowledge of accounting treatment for amalgamation, absorption, and reconstruction.	Cognitive
CLO3	Generate knowledge of accounting systems for royalty accounts.	Cognitive
CLO4	Develop knowledge of how to recognize and report revenue.	Cognitive

CLO5	Generate knowledge of accounting procedures for joint venture accounts.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2							✓							✓		
CLO3						✓								✓		
CLO4												✓				✓
CLO5		✓											✓			

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Long-Term Liabilities: Describe the formal procedures associated with issuing long-term debt, identify various types of bond issues, describe the accounting valuation for bonds at date of issuance, apply the methods of bond discount and premium amortization, describe the accounting for the extinguishment of debt, explain the accounting for long-term notes payable, describe the accounting for the fair value option, explain the reporting of off-balance-sheet financing arrangements, indicate how to present and analyze long-term debt.
- Amalgamation, Absorption, and Reconstruction: Determination of purchase consideration, entries in liquidating companies' book, amalgamation by formation, amalgamation by absorption, and reconstruction.
- Revenue Recognition: Describe and apply the revenue recognition principle, describe accounting issues for revenue recognition at the point of sale, apply the percentage-of-completion method for long-term contracts, apply the completed-contract method for long-term contracts, identify the proper accounting for losses on long-term contracts, describe the installment-sales method of accounting, explain the cost-recovery method of accounting.
- Royalty Accounts: Minimum rent or dead rent, short workings, entries in book of accounts, royalties receivable.
- Joint Venture Accounts: Difference between joint venture and consignment, accounting for joint venture transactions, where a separate set of books is maintained, where no separate set of books is maintained, where a memorandum joint venture account is prepared.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Long-Term Liabilities - Describe the formal procedures associated with issuing long-term debt. - Identify various types of bond issues.	- Demonstrate accounting procedure for long term debt, bond, notes payable. - Determine bond discount and premium amortization.	Week 1-3	- Give students bond, notes payable related accounting task. - Provide lecture with the help of multimedia.	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia	CLO1

	- Describe the accounting valuation for bonds at date of issuance. - Apply the methods of bond discount and premium amortization. - Describe the accounting for the extinguishment of debt. - Explain the accounting for long-term notes payable. - Describe the accounting for the fair value option. - Explain the reporting of off-balance-sheet financing arrangements. - Indicate how to present and analyze long-term debt.					
	Amalgamation, Absorption, and Reconstruction - Determination of Purchase Consideration - Entries in liquidating companies' book - Amalgamation by formation - Amalgamation by absorption - Reconstruction	- Determine purchase consideration, journal entries in liquidating company's book.	Week 4-6	- Interactive discussion about amalgamation, absorption, reconstruction. - Provide students with math related to this chapter.	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO2
	Revenue Recognition - Describe and apply the revenue recognition principle. - Describe accounting issues for	- Recognize revenue at point of sale. - Able to apply percentage of completion method, completion of contract method for long term contracts. - Learn to solve the accounting treatment for losses on long-term contracts.	Week 7-9	- Problem solving exercise - Provide lecture regarding this revenue recognition	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia	CLO4

	revenue recognition at point of sale. - Apply the percentage-of-completion method for long-term contracts. - Apply the completed-contract method for long-term contracts. - Identify the proper accounting for losses on long-term contracts. - Describe the installment-sales method of accounting. - Explain the cost-recovery method of accounting.				- Solution of Problems	
	Royalty Accounts - Minimum Rent or Dead Rent - Short workings - Entries in Book of Accounts - Royalties Receivable	- Students will be able to solve accounting problem for royalty accounts	Week 10-12	- Students will be provided with math related to this chapter	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO3
	Joint Venture Accounts - Difference between Joint Venture and Consignment - Accounting for Joint Venture Transactions - Where separate set of books is maintained - Where no separate set of books is maintained	- Students can perform problem about joint venture and consignment - Illustrate the accounting treatment for joint venture	Week 13-15	- Provide lecture with the help of multimedia - Problem solving exercise	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CLO5

	- Where memorandum joint venture account is prepared					

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• M.M. Khan – Advanced Accounting (Volume – I) • M.M. Khan – Advanced Accounting (Volume – II)	• Mondol & Bhattacharjee – Intermediate Accounting. • Basu & Das – Practice in Accountancy • Keiso, Weygandt, Warfield – Intermediate Accounting • Keiso, Weygandt, Warfield – Accounting Principles

Course Name: Financial Reporting Practices
Course Code: 0411-4111

Part A- Introduction

1.	Course Code	0411-4111
2.	Course Title	Financial Reporting Practices
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Accounting)
5.	Academic Session	Summer/Spring
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The aims and objectives of the course are to: • Stimulate theoretical inquiry into financial accounting issues • develop the student's knowledge and understanding of financial accounting. • Prepare students for further academic study in accounting and related areas. • Enable students in the pursuit of a professional accountancy qualification. • Equip students for employment in areas where an understanding of accounting issues and tools is helpful.
	Course Summary	This course is concerned with the theory and practice of financial accounting and reporting. This involves a sound understanding of the concepts and choices that underlie how financial information is measured and disclosed in the financial statements.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Discuss the concepts of general-purpose financial reports.	Cognitive
CLO2	Describe the impact of various accounting principles on financial statements.	Cognitive
CLO3	Illustrate the various forms of accounting performance measurement systems and widely used financial control systems.	Cognitive
CLO4	Analyze knowledge of management accounting concepts and techniques and make sound financial decisions in real-world settings.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2									✓		✓				✓	✓
CLO3										✓					✓	
CLO4				✓		✓							✓	✓		
CLO5																

	(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Reporting Framework: IASB Framework, Regulatory Framework, Convergence Process, Small and Medium Sized Entities, Fair Presentation -Ethical and Professional Issues, Problems and Challenges.
- Presentation of Financial Statement (IAS 1): Purpose of financial statements, Components of financial statements, Statement of financial position, Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash flow (IAS 7), Financial Notes.
- Events after the Reporting period (IAS 10): Adjusting Events after the reporting period, non-adjusting events after the reporting period, Operating Segments (IFRS 8) -Objectives of Financial Reporting by Segments, Identifying Segments, Reportable segments.
- Interim Financial Reporting (IAS 34): Contents and Form, Reporting periods, Recognition and measurement, Related Party disclosures (IAS 24) Related Parties, Substance over Form- Related Party Transactions, Disclosures.
- Property, Plant & Equipment (IAS 16): Measurement, Recognition & Accounting treatment of PPE, Impairment Loss (IAS 36), Calculation of Impairment Loss.
- Inventories (IAS 2): Measurement, Recognition & Accounting treatment of Inventories.
- Leases (IFRS): Measurement, Recognition & Accounting treatment of Leases. Types of leases.
- Revenue (IAS 18) and Construction Contracts (IAS 11): Measurement, Recognition of the sale of goods, Recognition of the rendering of the services, Recognition of revenue generated on Entity assets, Contract Revenue and contract Cost -Recognition of contract revenue and cost.
- Employee benefits (IAS 19): Share base Payments (IFRS 2), Accounting and Reporting by Retirement benefit plans (IAS 26).
- Other standards: Investment Property (IAS 40), The Effect of Changes in Foreign exchange rates (IAS 21), Financial Reporting in Hyper-Inflationary economics (IAS 29) , Non-Current assets held for sale and discontinued operation (IFRS 5), Accounting for Government Grants and Disclosure of Government Assistance (IAS 20), First Time Adoption (IFRS 1).

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Reporting Framework	- Describe the overview of the course - Explain the IASB Framework, Regulatory Framework, Convergence Process, Small and Medium Sized Entities - Discuss about Fair Presentation, Ethical and Professional Issues, Problems and Challenges	Week 1	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 1
Presentation of Financial Statement (IAS 1)	- Describe the purpose & components of financial statements - Illustrate the Statement of financial position, comprehensive Income, changes in Equity	Week 2-3	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 1, CLO 2

		- Illustrate the Statement of Cash flow & Financial Notes		visual demonstrations		
	Inventories (IAS 2):	-Discuss about Measurement, Recognition & Accounting treatment of Inventories	Week 4-5	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 2
	Property, Plant & Equipment (IAS 16)	-Explain the Measurement, Recognition & Accounting treatment of PPE, - Discuss about Impairment Loss (IAS 36) & Calculate the Impairment Loss.	Week 6-7	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 3
	Events after the Reporting period (IAS 10)	- Describe the Adjusting & Non-adjusting Events after the reporting period - Explain the Operating Segments (IFRS 8), Objectives of Financial Reporting by Segments -Determine the Identifying Segments & Reportable segments	Week 8	-Lecture with multi-media representation -Interactive discussion - Case Study -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO 3 CLO 4
	Interim Financial Reporting (IAS 34)	- Interpret the Contents and Form, Reporting periods, Recognition and measurement - Discuss about Related Party disclosures (IAS24), Substance over Form, related Party Transactions & Disclosures	Week 9	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2, CLO3
	Revenue (IAS 18) and Construction Contracts (IAS 11)	- Determine the Measurement, Recognition of the sale of goods, Recognition of the rendering of the services, Recognition of revenue generated on Entity assets - Discuss about Contract Revenue and contract Cost, Recognition of contract revenue and cost	Week 10-11	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2

	Employee benefits (IAS 19) Other standards	- Discuss about the Share base Payments (IFRS 2), Accounting and Reporting by Retirement benefit plans (IAS 26) - Derive a basic idea about Investment Property (IAS 40), The Effect of Changes in Foreign exchange rates (IAS 21), Financial Reporting in Hyper-Inflationary economics (IAS 29), Non-Current assets held for sale and discontinued operation (IFRS 5), Accounting for Government Grants and Disclosure of Government Assistance (IAS 20), First Time Adoption (IFRS 1).	Week 12-13	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2, CLO4
	Leases (IFRS 16)	-Interpret the Measurement, Recognition & Accounting treatment of Leases. - Classify the Types of leases.	Week 14-15	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				

	P5 Naturalization
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks • International Accounting Standard Board (IASB) "International Financial Reporting Standards". • The Institute of Chartered Accountants of Bangladesh (ICAB) Publications; "Financial Reporting Materials".	Reference Book: • ICAB. Financial Accounting Study Manual. Professional Stage-Knowledge Level. • Epstein and Jermakowicz; "Interpretation and Application of International Financial Reporting Standards". • Institute of Chartered Accountants in England and Wales," Financial Reporting".

Course Name: Budgeting and Budgetary Control
Course Code: 0411-4112

Part A- Introduction

1.	Course Code	0411-4112
2.	Course Title	Budgeting and Budgetary Control
3.	Course Type (GED/Core/Major)	Major Course
4.	Level/Term and Section	4th Year 1st Semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The goal of the course is to oversee departmental or organizational budgets with the necessary knowledge and abilities to oversee and manage the creation, review, and day-to-day execution of the budget. After studying this course, students will able to explain the role of budgeting in business management, defining elements of budget and describing steps of preparing a master budget.
	Course Summary	By demonstrating how to put together a whole set of budgets together with accompanying procedures, controls, and reports, the budgeting course clarifies the process. Additionally, the flexible budget and the zero-base budget are two more variations on the fundamental budgeting idea that are covered throughout the course.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Discuss the meaning of budget and budgetary control	Cognitive
CLO2	Demonstrate different capital budgeting techniques and apply them in real life.	Cognitive
CLO3	Analyse strategy, budgeting, and cost control system.	Cognitive
CLO4	Demonstrate different types of cost and their relevance to decision-making.	Cognitive
CLO5	Formulate the budget process and describe how to control this systems.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2			✓	✓									✓			
CLO3						✓	✓							✓		
CLO4									✓	✓					✓	
CLO5												✓				✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Overview of Budget & Budgetary Control: Basic terms to understand budget & budgetary control.
- General Concept of Budget Control: Meaning of budget and budgetary control, Essentials of budget, Characteristics of budget, Objectives of budgeting and budgetary control, Advantages of budgetary control, Components of budgetary control system, the role of budgeting as an element of strategic management accounting.
- Capital Budgeting Techniques: Types of budgets, Budget preparation using accounting systems and spreadsheets, calculation of present values and future values.
- Valuing Bonds: Characteristics and valuations of Bonds & Stocks.
- Introduction to Risk and Return: Portfolio Risk, Risk and Rates of Returns.
- Operational Budget: The budgetary process, Sales Budget, Administrative budget, Working capital Budget, Capital expenditure budget, Flexibility and uncertainty (risk), Annual account forecasting.
- Flexible Budget: Preparation of flexible budget as an element of adaptation to unexpected business situations, Cash Budget, Cost budget.
- Master Budget: Process of master budget calculation.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

Overview of Budget & Budgetary Control	- Understand the course outline, the structure of mark distribution phases, and an introduction to the fundamental concepts of Budgetary control.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1
General Concept Of Budget Control	- Understand the basic terms to budget & budgetary control, Essentials of budget, Characteristics of budget, Objectives of budgeting and budgetary control, Advantages of budgetary control, Components of budgetary control system, Types of budget	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1
National Income	-Understand the basic concept of social accounting, application of social accounts in closed economy and open economy, circular-flow diagram of income, - Understand the basic concepts of GDP, GNP, national income, net national product, national income or national income, factor cost, personal income, and disposable income.	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 1 CLO 2
Capital Budgeting Techniques	-Understand present values and future values.	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 2 CLO 4
Valuing Bonds	-Understand Characteristics and valuations of Bonds & Stocks, Risk and Rates of Returns	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3
Introduction to Risk and Return	- Calculate Portfolio Risk	Week 11-12	-Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/	CLO 2

				-Students group work -Assignment preparation.	Presentation/ Viva/Others	
	Operational Budget	- Understand the budgetary process, Sales Budget, administrative budget, working capital Budget, Capital expenditure budget, Flexibility and uncertainty (risk), Annual account forecasting	Week 13	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO5
	Flexible Budget	- Understand Cash Budget, Cost budget	Week 14	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3 CLO5
	Master Budget	- Understand & calculate Master budget	Week 15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				

		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Essentials of Managerial Finance: Besley & Brigham	• Cash Flow Forecasting: Andrew Fight; Essential Capital Markets • Principles of Corporate Finance: Brealey Myers; McGraw-Hill

Major: Finance and Banking
Course Name: Investment Management
Course Code: 0412-4113

Part A- Introduction

1.	Course Code	0412-4113
2.	Course Title	Investment Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Finance and Banking)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	In this specialized course, students will understand how investment strategies are designed to reach financial goals in a global context. They will also learn the theory that underlies strong investment decisions, as well as practical, real-world skills that they can apply when discussing investment proposals with their advisor, managing their personal assets, or their client's investment portfolio.
	Course Summary	The Investment Management course provides a comprehensive exploration of the principles, strategies, and tools involved in managing investment portfolios. Participants will gain a deep understanding of the investment process, risk management, portfolio construction, and performance evaluation. The course aims to equip individuals with the knowledge and skills needed to make informed investment decisions, optimize

		portfolio returns, and navigate the dynamic landscape of financial markets.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Describe the characteristics of different money market and capital market instruments popularly traded on financial markets.	Cognitive
CLO2	Apply multiple valuation models to evaluate how fixed income securities, stocks, and other derivative securities are traded on the stock exchange.	Cognitive
CLO3	Analyze the risk-return trade-off and the implications of portfolio investment by efficiently assessing investment risk to inform investment decisions.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2		✓		✓									✓			
CLO3									✓			✓			✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Overview of Investment Management: Role of Investment Managers, Investment process and objectives, Risk and return in investment, types of investment in business.
- Overview of Financial Markets: Equity Markets, Fixed Income Markets, Money Markets, Derivative Markets, Alternative Investments.
- Investment analysis: Fundamental Analysis, Technical Analysis, Quantitative Analysis, Market Efficiency and Behavioral Finance, Valuation Techniques.
- Investment evaluation: Share valuation, Bond valuation, evaluation of derivative securities
- Trading system in stock exchange: Floor trading, Screen-based trading, types of orders, and margin trading
- Portfolio Theory: Modern Portfolio Theory (MPT), Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT), Efficient Market Hypothesis (EMH), Portfolio Optimization Techniques, Portfolio evaluation.
- Behavioral Finance and Investor Psychology: Overview of Behavioral Finance, Cognitive Biases and Heuristics, Prospect Theory.
- Investor Sentiment, Implications for Investment Management.

- Investment Management in Practice: Investment Policy Statements (IPS), Client Relationship Management, Investment Reporting and Communication, Wealth Management Services, Career Paths in Investment Management.
- Alternative Investments: Overview of Alternative Investments, Private Equity, Venture Capital, Hedge Funds, Real Estate Investment Trusts (REITs), Infrastructure Investments, Art and Collectables, Commodities.
- Environmental, Social, and Governance (ESG) Investing: Introduction to ESG Investing, Integration of ESG Factors in Investment Analysis, Sustainable Investing Strategies, Impact Investing, ESG Data and Metrics, ESG Regulation and Reporting Standards.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Investment Setting	-understand the fundamental concepts of investment - Differentiate among investment, speculation and gambling respectively - Recite the reasons for investment -Discuss on Economic Environment and Investment alternatives in respect of Bangladesh -Demonstrate the Political and regulatory factors impacting investments -Illustrate technological trends and innovation in investment markets	Week 1-2	-Lecture with the aid of multimedia. -Interactive Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO1
Organization and functioning of securities market	- Explain the overview of Financial Markets - Classify the securities market in Bangladesh -Show the importance of	Week 3-4	-Discussion about the subject contents with the students -Recap main points	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO1

		securities markets in the economy -Categorize different Securities traded in financial markets		-Forward plan		
	Trading System in Stock Exchange	-Illustrate the overview of different stock exchange Markets in home and abroad -Evaluate the trading systems in stock exchanges operating in Bangladesh -Demonstrate margin trading and its practical implications in stock exchange.	Week 5-6	-Discussion about the subject contents with the students -Group Discussion. -Collect Feedback & answer - Solution of Problems	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2
	Fundamental Analysis in investment Management	-Outline the meaning and purpose of fundamental analysis -Recognize the economy-industry-company analysis framework -Analyze the industry life cycle and financial statement of a company	Week 7-8	-Lecture with the aid of multimedia. -Recap main points -Forward plan	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO1
	Share Valuation	-Discuss in details on the Significance and the factors affecting Share Value -Demonstrate the overview of share valuation models and share price determinants -Present the relationship between share value and market dynamics	Week 9-10	-Discussion about the subject contents with the students - Group study - Solution of Problems	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2

		-Apply multiple share valuation models to gather practical knowledge				
	Bond Valuation	-Illustrate the fundamental concept of bond valuation -Demonstrate the overview of different types of bonds -Role of Bonds in Investment Portfolios -Use multiple techniques to evaluate bond	Week 11-12	-Discussion about the subject contents with the students -Recap main points -Forward plan - Solution of Problems	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2
	Capital Asset Pricing Model (CAPM)	-Explain the Overview of CAPM and its significance in finance -Recognize the assumptions and components of CAPM -Illustrate the relationship between risk and return according to CAPM -Present the Security Market Line (SML)	Week 13	-Discussion about the subject contents with the students -Group Study -Recap main points	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO3
	Portfolio selection	-Determine the feasible set of portfolio -Discuss on how to select optimum portfolio - Apply several portfolio models to select optimum portfolios	Week 14	Discussion about the subject contents with the students -Recap main points -Forward plan	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2 CLO3
	Conclude the syllabus for semester final examination		Week 15			CLO1 CLO2 CLO3

Part C- Assessment and Evaluation

<table>
<tr><td>16.</td><td>Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:
<table>
<tr><td colspan="2" rowspan="2">Bloom’s Taxonomy Domain:</td><td>CIE (40%)
Class test/ Assignment/ Viva/ Presentation/ Others</td><td>Class Attendance (10%)</td><td>Semester Mid Examination (SME) (20%)</td><td>Semester Final Examination (SFE) (30%)</td></tr>
<tr><td rowspan="6">Cognitive Domain</td><td>C1 Remembering</td><td></td><td></td><td></td><td></td></tr>
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</table></td></tr>
<tr><td>17.</td><td>Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the relevant authority to be considered for a makeup exam.</td></tr>
</table>

Part D- Learning Resources

Required Textbooks	Other Resources
• Security analysis and Portfolio Management, S. Kevin.	• Security analysis and Portfolio Management, Professor Dr. M. Abu Misir • Investment Analysis and Portfolio Management, Frank K. Reilly, 7th Edition. • Investment Analysis and Management, Charles P. Jones.

Course Name: Capital Expenditure Decision
Course Code: 0412-4114

Part A- Introduction

1.	Course Code	0412-4114
2.	Course Title	Capital Expenditure Decision
3.	Course Type (GED/Core/Major)	Major

4.	Level/Term and Section	4th Year 1st Semester (Major in Finance and Banking)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objective of the *Capital Expenditure Decision* course is to equip students with the knowledge and analytical skills necessary to evaluate long-term investment decisions. The course focuses on capital budgeting processes, techniques for project appraisal under certainty and uncertainty, capital rationing, and the impact of inflation on investment decisions. It also covers leasing alternatives and their financial implications. By the end of the course, students will be able to make informed capital expenditure decisions using tools such as NPV, IRR, and risk analysis, thereby ensuring effective financial planning and resource allocation in corporate settings.
	Course Summary	The course offers a comprehensive understanding of the capital budgeting process, with a focus on evaluating long-term investment decisions. It covers key areas, including identifying relevant cash flows, applying various appraisal techniques (e.g., NPV, IRR, Payback Period), and addressing capital rationing. The course also explores project evaluation under uncertainty and inflation, emphasizing risk assessment and inflation adjustments. Additionally, it examines lease-versus-buy decisions using NPV analysis. Through practical insights and financial modeling, students develop the analytical skills necessary for making informed capital investment decisions in both single- and multidivisional organizations.

12. Course Learning Outcomes (CLOs)

CLO1	Analyze and compute relevant cash flows involved in capital budgeting decisions, including initial investment, operating, and terminal cash flows, for both expansion and replacement projects.	Cognitive
CLO2	Evaluate investment projects using various capital budgeting techniques such as Payback Period, NPV, IRR, and PI, and justify the preferred investment decision.	Cognitive
CLO3	Assess capital expenditure decisions under constraints such as capital rationing, risk, uncertainty, and inflation, using appropriate quantitative and analytical methods.	Cognitive
CLO4	Compare lease versus buy options using the Net Present Value method and recommend optimal financing alternatives for long-term assets.	Affective

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	BNQF			
													FS	SS	TS	PS
CLO1		✓							✓				✓		✓	
CLO2		✓		✓					✓				✓		✓	
CLO3		✓		✓						✓			✓		✓	
CLO4		✓		✓					✓				✓		✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

1. The Capital Budgeting Cash Flows: Capital budgeting – What and Why, Motives for Capital Expenditure, Decision Process, steps in the Process, Basic Terminologies of Capital Budgeting, Types of cash flows, The Relevant Cash Flows: Major Cash Flow Components, Expansion versus Replacement Cash Flows; Finding the Initial Investment, Finding the Operating Cash Inflows form a project- and Finding the Terminal Cash Flow Summarizing the Relevant Cash Flows
2. Capital Budgeting Techniques: Discounting and Non Discounting Techniques, Payback Period – Basics, Pros and cons, Projects appraisal through PBP, Net Present Value (NPV) – Pros and Cons, Advantages of using NPV, Evaluation of Projects using NPV, Internal Rate of Return (IRR) – Definition, Decision criteria, Pros and Cons. Finding IRR through realistic projects' information, Net Present Value Profiles, Conflicting Rankings, Superiority of NPV - Comparing NPV and IRR Techniques
3. Capital Rationing in Capital Expenditure: Capital Rationing, Reasons of Capital Rationing, Types of capital rationing; Hard Rationing - Causes and Soft Rationing Causes, Project Evaluation and Selection with capital rationing.
4. Capital Budgeting Under Uncertainty: Evaluation of risky projects-estimating future cash flows and developing distributions. Measuring project riskiness-standard deviation and coefficient of variation of future cash flows; evaluating projects using risk-adjusted cash flow; evaluating projects using risk-adjusted discount rates and certainty equivalent factors; the decision tree and simulation approaches to estimating and evaluating cash flows.
5. Capital Budgeting under Inflation: Impact of inflation on the present value of future cash flows; Finding nominal and real cash flows of a project considering inflation, adjusting for the effect - Capital budgeting of Multidivisional Companies.
6. Leasing: Types of leases, advantages and disadvantages of leasing, and lease or buy analysis using the net present value method.

16. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique(s)	Assessment Strategy	CLO Alignment
Introductory class and an overview of the course	-Understand the course outline, mark distribution phases, the course introduction, and fundamental prerequisites of the course	Week 1	- Interactive discussion about the course contents, objectives, and CLOs. - Lecture with the aid of multimedia - Collect Feedback & answer	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 1
Capital Expenditure Decision- What, Why, Motives, Process, steps, Basic terminologies	- Discuss basic terminologies - Capital budgeting – What and Why, Motives, Process, steps	Week 2	- Interactive discussion - with the aid of multimedia - Group discussion	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 1
Relevant Cash Flows Determinations: Expansion versus Replacement	-Determine initial investment - Determine operating cash flows	Week 3-4	- Interactive discussion with the aid of multimedia - In-class group work	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 1

	Initial Investment, Operating Cash Inflows, Terminal Cash Flow - Summarizing the Relevant Cash Flows	- Calculate the terminal cash flows		- In-class problem solving		
	Capital Budgeting Payback Period – Basics, Pros and cons, Projects appraisal through PBP, Net Present Value (NPV) – Pros and Cons, Advantages of using NPV, Evaluation of Projects using NPV	Discuss the various capital budgeting techniques, project evaluation methods, and their pros and cons—PBP, NPV.	Week 5-6	- Interactive discussion with the aid of multimedia - In-class group work - In-class problem solving	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 2
	Internal Rate of Return (IRR) – Definition, Pros and Cons. Finding IRR of projects, Profitability index, NPV Profiles, Conflicting Rankings, Superiority of NPV	- Discuss the various capital budgeting techniques, project evaluation methods, and their pros and cons—IRR, PI. - Discussion about the conflicting rankings	Week 7-8	- Interactive discussion with the aid of multimedia - In-class problem solving	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 2
	Capital Rationing, Reasons of Capital Rationing, Types of capital rationing; Hard Rationing - Causes and Soft Rationing Causes, Project Evaluation and Selection with capital rationing.	- Define capital rationing, reasons for capital rationing, - Discuss hard and soft rationing - Selection of projects under capital rationing	Week 9-10	- Interactive discussion with the aid of multimedia - In-class group work	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 3
	Evaluation of risky projects-estimating future cash flows and developing distributions. Measuring	- Discuss the risk-adjustment in capital budgeting - Measure the riskiness of the projects	Week 11	- Interactive discussion with the aid of multimedia - In-class group work	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 3

project riskiness-standard deviation and coefficient of variation of future cash flows			- In-class problem solving		
Evaluation projects using risk-adjusted cash flow; evaluation projects using risk-adjusted discount rates and certainty equivalent factors; the decision tree and simulation approach to estimating and evaluating cash flows.	- Discuss and depict the project evaluation using risk adjusted discount rates - Simulation approach to estimate the cash flows	Week 12	- Interactive discussion with the aid of multimedia - In-class group work - In-class problem solving	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 3
Impact of inflation on the present value of future cash flows; Finding nominal and real cash flows of a project considering inflation, adjusting for the effect - Capital budgeting of Multidivisional Companies.	- Discuss the inflation and its effect on capital budgeting decisions. - Learn about the Inflation-adjusted cash flows - Define and estimating the real cash flows and nominal cash flows	Week 13	- Interactive discussion with the aid of multimedia - In-class group work - In-class problem solving	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 3
Lease, Types of leases, advantages and disadvantages of leasing, and lease or buy analysis using the net present value method.	- Discuss about lease, types of leases, advantages and disadvantages of leasing, - Learn about the lease or buy analysis using the net present value method.	Week 14-15	- Interactive discussion with the aid of multimedia - In-class group work - In-class problem solving	CT/ Assignment/Viva/ Presentation/ Mid-Term/ Final Exam/ Others	CLO 4

Part C- Assessment and Evaluation

16. Evaluation Policy and Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

	CIE (40%)			

	Bloom's Taxonomy Domain:		Class Test/ Assignment/Presentation/ Viva/Others	Class Attendance (10%)	Semester Mid Examination (20%)	Semester Final Examination (30%)
	Cognitive Domain	**C1** Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	**A1** Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no makeup for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• L. J. Gitman: Principles of Managerial Finance	• Weston & Brigham: Managerial Finance. • Van Horne: Financial Management. • Schall& Haley: Financial Management. * The course teacher may refer to any other study materials.

Course Name: Corporate Finance
Course Code: 0412-4115

Part A- Introduction

1.	Course Code	0412-4115
2.	Course Title	Corporate Finance
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Finance and Banking)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course explores the fundamental principles of finance, with a focus on practical applications essential for corporate managers. It covers key financial choices made by managers within the company and in their dealings with investors. The course places a significant emphasis on the valuation process, which is crucial in various decision-making scenarios. Topics covered encompass criteria for investment decisions, the assessment of financial assets and liabilities, the interplay between risk and return, choices in capital structure, dividend policies, and strategies for risk management.
	Course Summary	This course provides in-depth knowledge of applying advanced approaches of management information tools such as the transformation of global business using IT tools, business process automation, the changing trends in e-commerce, ERP implications in enterprises, web-based learning and resource sharing, cloud computing and global workforce, and IT project management. The students are exposed to various practical exercises for mastery of MIS knowledge and skills.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Describe the essence of corporate finance, the process of making financing decisions, and the concept of leasing.	Cognitive
CLO2	Apply optimal capital structure decision-making through different phenomena.	Cognitive
CLO3	Illustrate the comprehension of dividend policies and the ability to compute both dividend amounts and rates.	Cognitive
CLO4	Discuss the concept of merger, acquisition, and takeover, fundamental theory and practical examples worldwide.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓		✓										✓			
CLO2					✓		✓						✓	✓		
CLO3			✓										✓			

CLO4		✓				✓							✓	✓		

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Corporate Finance, Definition and Scope of Corporate Finance, Goals of Corporate Finance: Maximizing Shareholder Wealth, Value Creation, Agency Theory and Corporate Governance, Financial Markets and Institutions.
- Financial Statements Analysis, Understanding Financial Statements: Balance Sheet, Income Statement, Cash Flow Statement, Ratio Analysis: Liquidity, Solvency, Profitability, Efficiency Ratios, Common Size Analysis and Trend Analysis, Limitations of Financial Statement Analysis.
- Time Value of Money, Time Value of Money Concepts: Present Value, Future Value, Discounting, Compounding, Net Present Value (NPV) and Internal Rate of Return (IRR), Application of Time Value of Money in Capital Budgeting, Evaluating Investment Opportunities.
- Capital Budgeting, Overview of Capital Budgeting Process, Investment Appraisal Techniques: Payback Period, Accounting Rate of Return (ARR), Discounted Cash Flow (DCF) Techniques: NPV, IRR, Profitability Index, Risk Analysis in Capital Budgeting.
- Capital Structure Theories: Modigliani-Miller Theorem, Trade-off Theory, Pecking Order Theory, Factors Influencing Capital Structure Decisions, Capital Structure Ratios and Analysis, Leveraged Buyouts (LBOs) and Recapitalizations.
- Theories of Dividend Policy: Dividend Irrelevance, Bird-in-Hand Theory, Dividend Signaling, Dividend Policy Factors: Profitability, Growth Opportunities, Tax Considerations, Dividend Payment Methods: Cash Dividends, Stock Dividends, Share Repurchases, Dividend Reinvestment Plans (DRIPs).
- Working Capital Components: Cash, Accounts Receivable, Inventory, Accounts Payable, Working Capital Cycle and Efficiency, Cash Management Strategies: Cash Budgeting, Cash Conversion Cycle, Inventory Management Techniques: Just-in-Time (JIT), Economic Order Quantity (EOQ).
- Types of Mergers and Acquisitions: Horizontal, Vertical, Conglomerate, M&A Process: Due Diligence, Valuation, Negotiation, Integration, Motives for Mergers and Acquisitions, M&A Financing.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy(s)	CLO Alignment
Introductory class and an overview of the course	Students became aware of the course outline, the conduction of different mark distribution phases, the course introduction, and fundamental	Week 1-2	-To have a formal interaction with the students and know about the proceedings of the subject matter	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1

		concepts of development studies.		- Lecture with the aid of multimedia -Collect Feedback & answer		
	Chapter 1: Introduction to Corporate Finance	-Understanding the objectives of the firm, -Acquainted with the Leading corporations of Bangladesh and abroad -Contrasting Wealth maximization with profit maximization -Identifying Agency Problem and Agency cost	Week 3-4	-Interactive discussion -Lecture discussion with the aid of multimedia -students' group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1 CLO2
	Chapter 2: Corporate Investment and Financing	- Analyzing Investment, investment decision process and successful company financing style -Discussing sources of short-term financing and long-term financing of a company	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1
	Chapter 3: Leasing	Understanding leasing definition, parties involved, operating lease and financial lease -Illustrating Direct lease, sale lease back, leveraged lease, lease versus purchase decision, Leasing advantage and disadvantage -Solving Leasing Math	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1
	Chapter 4: Fundamental Analysis in investment Management	-Students will be able to understand: Understanding capital structure definition, optimal capital structure and factors affecting capital structure -Illustrating capital structure theories (traditional approach, MM approach, EBIT-EPS approach -Analyzing Capital Structure Math	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO2

	Chapter 5: Dividend Policy	-Understanding Dividend policy and factors affecting dividend policy -Illustrating the mechanics of dividend policy and Types of dividend policy -Acquaint with Investors point of view regarding dividend policy, share price fixing -Analyzing Dividend Math	Week 11-12	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO3
	Chapter 6: Merger, consolidation, and takeover Fundamentals	-Defining Merger, consolidation, takeover, holding company, motives of merger -Introducing types of Mergers, offer type and negotiation -Analyzing Merger Math	Week 13-14	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO4
	Chapter 7: Business failure	- Understanding Business failure definition, types of business failure -Introducing Voluntary settlement, Reorganization, liquidation -Describe the tools and technologies used for safeguarding information resources.	Week 15	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	Class Test / Assignment/ Mid-term/ Final/ Presentation/ Viva/ Quiz	CLO1 CLO2

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				

		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Gitman, Lawrence J._ Zutter, Chad J. - Principles of Managerial Finance	• Aswath Damodaran: Corporate Finance • Brealy and Myers: Principles of Corporate Finance

Course Name: Financial Analysis and Control
Course Code: 0412-4116

Part A- Introduction

1.	**Course Code**	**0412-4116**
2.	**Course Title**	**Financial Analysis and Control**
3.	**Course Type (GED/Core/Major)**	**Major**
4.	**Level/Term and Section**	**4th Year 1st Semester (Major in Finance and Banking)**
5.	**Academic Session**	**Spring/Summer**
6.	**Course Instructor**	**Faculty, Business Administration.**
7.	**Pre-requisite (if any)**	**N/A**
8.	**Credit Value**	**3**
9.	**Class Hour**	**1 Hour 25 Minutes (Per Class)**
10.	**Total Marks**	**100**
11.	**Course Objective**	This course offers a thorough exploration of financial statement analysis, aiming to elucidate the factors influencing the generation of financial statement data, the characteristics of metrics derived from such statements, the crucial elements in decisions reliant on financial statement information, and the contextual aspects of the environment where these decisions transpire.
	Course Summary	This course on Financial Analysis and Control provides a comprehensive examination of essential concepts in understanding and managing financial aspects within an organization. Participants will delve into the intricacies of financial statement analysis, exploring the forces that shape the availability of financial data and the inherent properties of these numbers. The curriculum emphasizes the key factors

		influencing decision-making processes utilizing financial information and highlights the environmental factors that contribute to these decisions. Throughout the course, participants will gain practical insights into calculating dividend amounts and rates, making financing decisions, and understanding the dynamics of leasing. Ultimately, this program equips participants with the knowledge and skills needed for effective financial control and analysis in various organizational contexts.

12. Course Learning Outcomes (CLOs)

CLO1	Assessing the need of financial analysis along with tools and techniques.	Cognitive
CLO2	Evaluating the procedure of the cash flow statement and budgetary control	Cognitive
CLO3	Analyzing the financial tools like Ratio, CVP, Debt Rating	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2				✓									✓			
CLO3										✓					✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Overview of Financial Analysis: -Basic concept of financial analysis and financial statement-Need of FA-Types and techniques-Limitations of FA
- Cash Flow Statement (CFS): -Benefits of CFS- Classification of CFS activities-Addressing mathematical problems
- Budgetary Control and Profit Planning: -Understand the concept of BC & PP- Illustrate the requisites and types of Budgeting- Solving mathematical problems
- Ratio Analysis: -Need and interested parties of Ratio, Types of financial ratios-Limitations-Solving mathematical problems
- Cost, Volume and Profit (CVP) Analysis: Role of CVP, Assumptions- Techniques-Solving mathematical problems
- Debt Rating Fundamentals: -Basic concept of debt and credit rating-National and international agencies for debt rating- Analyzing the credit rating meanings

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Chapter 1: **Overview of Financial Analysis (FA):**	- Understand the concept of financial analysis and financial statement -Analyzing the need of FA - Explain the types and techniques of FA	**Week 1-2**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 1**

		-Describing the Limitations of FA		-White Board Illustration.		
	Chapter 2: **Cash Flow Statement (CFS)**	-Interpret the benefits of CFS - Compare the activities of CFS - Solving mathematical problems	**Week 3-4-5**	- Lecture with the aid of multimedia. -Collect Feedback & answer -paper based math solution	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
	Chapter 3: **Budgetary Control and Profit Planning**	-Understand the concept of BC & PP - Illustrate the requisites and types of Budgeting - Solving mathematical problems	**Week 6-7**	-Lecture discussion with the aid of multimedia - White Board Illustration. -paper based math solution	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
	Chapter 4: **Ratio Analysis**	-Recognize the need and interested parties of Ratio -Explaining the ratio types and limitations -Solving mathematical problems	**Week 8-10**	-Interactive discussion -students group work -paper based math solution	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 3**
	Chapter 5: **Cost, Volume and Profit Analysis**	-Recognizing CVP role, assumptions - Analyzing the techniques -Solving mathematical problems	**Week 11-13**	-Lecture discussion with the aid of multimedia -paper based math solution	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 3**
	Chapter 6: **Debt Rating**	- Understanding debt and credit rating importance - Determining the national and international agencies for debt rating - Analyzing the credit rating meanings	**Week 14-15**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 3**

Part C- Assessment and Evaluation

16.	**Evaluation Policy & Marks Distribution:** The final grade for this class will be based on the points achieved in the following areas: CIE (40%)

			Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Bloom's Taxonomy Domain:					
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	**Exam Make-up:** There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	**Other Resources**
• Foster. G, "Financial Statements Analysis and control"	• Introduction to Financial Analysis-By Kenneth S. Bigel • Principles of Managerial Finance-By Lawrence J Gitman, Roger Juchau, Jack Flanagan

Course Name: Working Capital Management
Course Code: 0412-4117

Part A- Introduction

1.	Course Code	0412-4117
2.	Course Title	Working Capital Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	7th (F & B)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)

10.	Total Marks	100
11.	Course Objective	The primary objective of this course is to equip students with a comprehensive understanding of Working Capital Management (WCM) principles and practices, enabling them to analyze, interpret, and optimize the financial resources necessary for day-to-day operations and long-term sustainability in various business contexts. Through theoretical learning, practical applications, and case studies, students will develop the knowledge, skills, and analytical abilities required to make informed financial decisions, enhance organizational efficiency, and maximize shareholder value. Additionally, this course aims to cultivate critical thinking, problem-solving, and decision-making skills essential for effective WCM in today's dynamic and competitive business landscape.
	Course Summary	This course is concerned with the comprehensive understanding of Working Capital Management (WCM) and its critical role in optimizing liquidity, profitability, and overall financial performance in modern business operations. By exploring topics such as cash management, receivables and inventory management, short-term financing, and international working capital management, students will develop practical skills and strategies to make informed financial decisions and enhance organizational competitiveness in diverse industry settings. Through theoretical knowledge, practical applications, and case studies, this course aims to empower students with the analytical skills and critical thinking abilities necessary for effective WCM in today's dynamic business environment.

12. Course Learning Outcomes (CLOs)

SL No.	Description	Bloom's Taxonomy Domain
CLO1	Understand the working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.	Cognitive
CLO2	Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.	Cognitive
CLO3	Analyze funds flow cycles and their impact on working capital management objectives.	Cognitive
CLO4	Formulate appropriate working capital management policies to achieve corporate objectives	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2				✓									✓			
CLO3						✓				✓					✓	
CLO4									✓		✓				✓	

Part B- Content of the Course

14. Course Content

- Introduction to the Management of Working Capital:

- Course outline and fundamental concepts of Working Capital Management.

- Managing Cash Inflows and Outflows:

  - Cash management, temporary investment, assessment methods, check clearing.

- Term of Sale Decisions:

  - Trade credit functions, cost and revenue decisions, NPV analysis.

- Managing Working Capital:

  - Characteristics of working capital, financing, credit policy, inventory policy.

- Working Capital, Cash Management, and Marketable Securities:

  - Types of Working Capital Management, cash management, and marketable securities.

- Receivable Management, Credit Policies, and Inventory Management:

  - Sales terms decisions, receivables monitoring, inventory management.

- Management of Short-Term Liabilities and Working Capital Management in International Settings:

  - Short-term financing, international working capital management, risk hedging.

15. Weekly/ Lesson plan

Topics	Specific Objective (s)	Time Frame	Teaching Learning Technique(s)	Assessment strategy(s)	Alignment to CLO
Introduction to the Management of Working Capital	• Define the course outline, conduction of different mark distribution phases, • Describe general course introduction, and fundamental concepts of Working Capital Management.	Week 1	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1
Managing Cash Inflows and Outflows	• Define Cash and MS, Temporary investment, Assessment methods of Working Capital, • Describe Flotation and check clearing, Opportunity cost of float, Routes of check Clearing.	Week 2	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3 CLO4
Term of Sale Decisions	• Explain various Functions of trade credit, Cost, Revenue and Credit Decisions, NPV and Net profit analysis	Week 3-4	-Discussion about the subject contents with the students	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2

	Managing Working Capital	• Demonstrate different of working capital, Financing working capital, Management of working capital, Credit policy, Credit-grading policy • Explain credit risk, Credit terms, Collection policy, Nature of the inventory policy	Week 5-6	-Discussion about the subject contents with the students -Mid-term Quiz # 2 -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3
	Working Capital, Cash Management and Marketable Securities	• Break down key Concept of Working Capital Management, types of Working Capital Management: Definition, Importance of WCM, Methods of determining WCM, • Define Conservative and Aggressive approach of WCM: Cash Management and Marketable Securities; Management of cash inflows and outflow. Motives for holding cash, money market instruments and lockbox location: Cash concentration forecasting. Hedging cash balance uncertainty.	Week 7-8	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO4
	Receivable management, credit policies and Inventory Management	• Discuss Terms of sales decision: Credit granting decisions. Monitoring of Accounts Receivables: Inventory Management: Objective of IM; • Explain Determination of optimum level of inventory. IM: under certainty and uncertainty approach; Models of Inventory Management.	Week 9-10	- Interactive discussion about the subject contents to the students -Lecture with the help of multimedia - Solution of Problems.	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO3
	Management of Short Term Liabilities and Working Capital Management in International Settings	• Restate different need for short term financing (STF); Sources of short term financing, calculating the cost of STF: Working Capital Management in International Settings; Need for IWC; Sources of Risk; Hedging of risk; International cash. Receivables and inventory Management.	Week 11-12	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2 CLO4
	Cash Management	• Explain different methods of cash management and temporary investment: Baumol, Beranek, Stone model: Types and Criteria of selecting securities.	Week 13-14	-Discussion about the subject contents with the students -Final term Case Study) -Recap main points	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1

			-Forward plan		
Working capital Risk and Return	• Define various Working Capital accounts, Objective of Working Capital Management, Necessity and Importance of Working Capital Management, Working Capitalcycle, • Principles of modern Finance, Risk and Financial decision making, Assessing risk, Sensitivity analysis, Simulation Analysis.	Week 15	-Discussion about the subject contents with the students -Final term Case Study) -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO3

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• "Modern Working Capital Management: Text and Cases" by Frederick C. Scherr)	• "Working Capital Management" by James Sagner

Course Name: Modern Banking Methods
Course Code: 0412-4118

Part A- Introduction

1.	Course Code	0412-4118
2.	Course Title	Modern Banking Methods
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th year 1st Semester (Major in Finance & Banking)
5.	Academic Session	Summer/Spring
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Total Marks	100
10.	Class Hour	1 hour 25 minutes (Per Class)
11.	Course Objective	Equip participants with the knowledge and skills required to thrive in the modern banking landscape by understanding and applying cutting-edge methods, technologies, and strategies in digital banking, fintech, risk management, regulatory compliance, customer-centric approaches, data analytics, cybersecurity, sustainable banking, and financial inclusion over the course.
	Course Summary	The objective of this course, which is divided into three parts, is to present and discuss issues related to the operation and behavior of banks, their specific characteristics, and the special intermediation role they play in the financial system and the economy. Particular attention is given to the theories of financial intermediation and market frictions (informational asymmetries) as well as to issues concerned with bank performance and risk-taking. Emphasis is further placed on the evolution and globalization of the banking system, modern financial instruments, and the interdependence

		between banks and financial markets. The role of banks in the propagation of financial crises is also examined, with emphasis on the systemically important institutions, the procyclicality of the banking system, liquidity shortages, bank runs, the regulatory and supervisory policies designed to prevent crises, and the macroeconomic consequences of banking crises.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Understand the principles of digital banking for effective utilization of digital channels and platforms.	Cognitive
CLO2	Apply and assess fintech innovations within banking, recognizing opportunities and challenges associated with emerging technologies.	Cognitive
CLO3	Demonstrate advanced skills in identifying, mitigating, and managing risks using contemporary tools and strategies.	Cognitive
CLO4	Evaluate regulatory frameworks, ensuring a deep understanding of compliance requirements in the banking sector.	Cognitive
CLO5	Perform customer-centric approaches in banking operations, enhancing customer satisfaction and loyalty through effective customer.	Psychomotor

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓				✓							✓			✓
CLO2				✓					✓			✓		✓		✓
CLO3		✓		✓			✓					✓	✓		✓	
CLO4		✓		✓		✓			✓				✓		✓	
CLO5							✓		✓		✓			✓	✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Overview of the modern banking system, overview of the banking landscape, historical evolution of banking, current challenges, and opportunities.
- Digital banking fundamentals, principles of digital banking, online and mobile banking platforms, impact on customers experience.
- Fintech innovation in banking, understanding fintech, fintech applications in banking, risk management in banking, technology-driven risk mitigation strategies.
- Regulatory landscape overview, compliance requirements and standards, implementing and monitoring regulatory frameworks.
- Customer relationship management, personalized services in banking, strategies for enhancing customer, satisfaction, and loyalty.
- Data analysis in banking, the importance of data analytics, decision-making with data, fraud detection and operational efficiency improvements.

- Cyber threats in banking, best practices for cybersecurity, technologies for securing financial information.
- Principles of sustainable banking, green financing and ethical investments, socially responsible banking initiatives.
- Importance of financial inclusion, initiatives and technologies promoting inclusion, reaching underserved populations.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Modern Banking System	Understand the need to comprehend the mission and vision of the university and the department as a whole and to gather a general idea about the course	Week 1-2	-To have a formal interaction with the students and know about the proceedings of the subject matter - Lecture with the aid of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO1
Introduction to Modern Banking	Understand overview of the Banking Landscape -Historical evolution of banking -Current challenges and opportunities -Principles of digital banking -Online and mobile banking platforms -Impact on customer experience	Week 3-4	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students - Collect Feedback & answer	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO1 CLO2
Fintech Innovations in Banking	-Understand fintech -Fintech applications in banking -Case studies on successful fintech integration Risk Management in Banking -Types of risks in banking -Risk assessment methodologies -Technology-driven risk mitigation strategies	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO2 CLO3

	Regulatory Compliance in Banking	-Regulatory landscape overview -Compliance requirements and standards -Implementing and monitoring regulatory frameworks	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO4 CLO5
	Customer-Centric Approaches	-Understanding Customer Relationship Management -Personalized services in banking -Strategies for enhancing customer satisfaction and loyalty	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia -Collect Feedback & answer	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO4
	Data Analytics in Banking	-sUnderstanding Importance of data analytics -Decision-making with data -Fraud detection and operational efficiency improvements	Week 11-12	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students -Collect Feedback & answer	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO5
	Cybersecurity in Banking	-Understanding Cyber threats in banking -Best practices for cybersecurity -Technologies for securing financial information	Week 13-14	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students -Collect Feedback & answer	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO5
	Sustainable Banking Practices & Financial Inclusion Strategies	Understanding Principles of Sustainable Banking -Green financing and ethical investments -Socially responsible banking initiatives - Importance of financial inclusion - Initiatives and technologies promoting inclusion	Week 15	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students	CT/ Assignment/ Mid/ Final/ Presentation/ Viva/ Quiz	CLO4 CLO5

			-Reaching underserved populations				

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Bank 4.0: Banking Everywhere, never at a Bank" by Brett King.	• "The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries" by Susanne Chishti and Janos Barberis.

Major: Marketing
Course Name: Service Marketing
Course Code: 0414-4119

Part A- Introduction

1.	**Course Code**	0414-4119
2.	**Course Title**	Service Marketing
3.	**Course Type (GED/Core/Major)**	Major
4.	**Level/Term and Section**	4th year 1st Semester (Major in Marketing)
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration
7.	**Pre-requisite (if any)**	Principles of Marketing
8.	**Credit Value**	3
9.	**Class Hours**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	The main objective of service marketing is to identify the difference between services and customer service, trends of service sectors, customer behavior, and expectations of service. The students will get some ideas regarding the services marketing mix and how the service can be delivered.
	Course Summary	This course delves into the fundamental principles, unique concepts, and specialized marketing strategies applicable to the services sector. It provides an in-depth exploration of various aspects such as service processes and delivery, customer loyalty, pricing, communications, and capacity. The course highlights the integral role of service in all organizations and industries, emphasizing the need for tailored marketing strategies in service-oriented firms. The curriculum expands the students' perspective on marketing, helping them understand its practice and management within service organizations.
12.	**Course Learning Outcomes (CLOs)**	

CLO1	Explain the fundamental concepts, characteristics of services and their implications on marketing strategies.	Cognitive
CLO2	**Design** integrated service marketing mixes (7Ps) tailored to different industries by applying technological tools and customer insights.	Cognitive

	CLO3	**Analyze** consumer expectations, service quality, and satisfaction metricsusing relevant models and theories and develop appropriate service marketing strategies.	Cognitive
	CLO4	**Evaluate** ethical, legal, and social considerations in service delivery and customer relationship management.	Cognitive
	CLO5	Demonstrate genuine empathy in service interactions by role-playing customer scenarios (e.g., handling complaints, cultural sensitivity training) and reflecting on emotional responses.	Affective

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs) and BNQF Domain Level**

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2				✓									✓	✓		
CLO3									✓						✓	
CLO4					✓						✓			✓		✓
CLO5												✓		✓		✓

(FS:Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the course

14. **Course content**

- **Introduction to Services**: Understanding services, the importance of service marketing, differences between goods and services marketing, service marketing mix, the gaps model of service quality.
- **Consumer behavior in services**: Decision process Issues in Services Marketing, Role of culture in services, Ethical issues in services marketing.
- **Customer Expectations of Service:** Types of service expectations, factors influencing customer service expectations, a model of customer service expectations, current issues involving customer service expectations.
- **Customer Perceptions of Service:** Customer perceptions, customer satisfaction, service quality, service encounters, strategies for influencing customer perceptions.
- **Building Customer Relationships:** Relationship marketing, customer profitability segments, relationship strategies, customer prioritization.
- **Service Recovery**: Service failure and recovery, customer complaint behavior, service recovery strategies, service guarantees.
- **Service Development and Design:** Service design challenges, new service development stages, service blueprinting, quality function deployment.
- **Employees' Roles in Service Delivery**: Importance of service employees, boundary spanning roles, strategies for closing Gap.
- **Customers' Role in Service Delivery**: Customer importance in service delivery, customer roles, self-service technologies, strategies for enhancing customer participation.
- **Integrated Services Marketing Communication**: Coordination in marketing communication, strategies to match service promises with delivery, exceeding customer expectations.

15. **Weekly/ lesson plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy	CLO Alignment
Course Introduction	-Understandthe course outline, the conduction of different marksdistribution phases, the course introduction, and fundamental concepts of service marketing.	**Week 1**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO1
Introduction to service marketing	- Discuss the concept of goods and service, service marketing definition, Importance of services marketing,characteristics of services, service industry.	**Week 2-3**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final//Quiz/Case study	CLO1
Service Marketing Mix (7Ps), Gaps Model of Service Quality	-Understand the 7Ps and service quality gaps. - Apply Gaps Model to real scenarios.	**Week 4**	-Lecture with the aid of multimedia. - Interactive Discussion. -Gap mapping exercise -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO1,CLO2
Consumer Behavior in Services, Decision Process, Ethical, Legal, Cultural and Social Aspects of Service Marketing	-Identify factors influencing service behavior. -Recognize ethical/cultural influences.	**Week 5-6**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Debate on ethical issues	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO3, CLO4, CLO5
Customer Expectations: Types, Influencing Factors, Expectation Model	-Describe and model customer expectations. -Analyze expectation gaps.	**Week 7**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO3

	Customer Perceptions, Service Quality, Satisfaction, Service Encounters	-Explain perception and satisfaction elements. - Use models to assess service quality.	**Week 8-9**	-Lecture with the aid of multimedia. - Interactive Discussion. -Video case discussion, -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO3
	Relationship Marketing & Customer Profitability	-Understand customer segmentation & loyalty. -Design relationship strategies.	**Week 10**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO3
	New Service Development & Design, Service Blueprinting	- Identify service development stages. - Create a service blueprint.	**Week 11**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO2
	Service Recovery: Complaint Behavior, Recovery Strategies, Guarantees	-Know service failure and recovery tactics. -Propose strategic recovery methods.	**Week 12**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -Complaint handling role play.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO3, CLO4
	Employees' Roles in Service Delivery & boundary spanning	-Understand employee roles and gap closing. -Appreciate staff empathy and emotional labor.	**Week 13**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -Field visit	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO4, CLO5
	Customers' Role, Self-Service Technologies, Enhancing Participation	-Recognize customer participation roles. - Evaluate self-service effectiveness.	**Week 14**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	**CLO2,** CLO3,

				-Role play (e.g., angry customer).		
	Integrated Marketing Communication in Services	-Understand IMC strategies. -Design a service IMC plan.	**Week 15**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration - Advertisement analysis.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case study	CLO2

Part C- Assessment and Evaluation

16. **Evaluation Policy &Marks Distribution:**
The final grade for this class will be based on the points achieved in the following areas:

CIE- Continuous Internal Evaluation-50 Marks (40+10 Marks)
SME- Semester Mid Examination (20 Marks)
SFE- Semester Final Examination (30 Marks)

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. **Exam Make-up:**
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbook	Other Resources
• Essentials of Service Marketing: Concepts Strategies and Cases,K. Douglas Hoffman & John E. G. Bateson	• Services Marketing, Christopher H. Lovelock. • Services Marketing: Integrating Customer Focus across the Firm, Zeithaml, V. A., Bitner, M.J., &Gremler, D.D. (Latest Edition). McGraw Hill.

Course Name: E-Marketing
Course Code: 0414-4120

Part A- Introduction

1.	Course Code	0414-4120
2.	Course Title	E-Marketing
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Marketing)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	Principles of Marketing
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The main objective of the "E-Marketing" course is to provide students with a comprehensive understanding of digital marketing strategies and tools. Here are three specific objectives typically associated with the course: • Understanding Digital Marketing Fundamentals: This objective focuses on introducing students to the foundational concepts of e-marketing, including digital marketing strategies, tactics, and tools used in online advertising, social media marketing, email marketing, search engine optimization (SEO), and content marketing. • Developing Analytical Skills for Digital Campaigns: Students will learn how to analyze digital marketing data and metrics to evaluate the effectiveness of online campaigns. This involves understanding key performance indicators (KPIs) such as website traffic, conversion rates, click-through rates, and return on investment (ROI). • Exploring Emerging Trends and Technologies: This objective involves keeping students updated with the latest trends and technologies in e-marketing, such as influencer marketing, artificial intelligence (AI) in digital advertising, mobile marketing strategies, and the impact of emerging social media platforms. By achieving these objectives, students gain practical knowledge and skills that are highly relevant in today's digital marketing landscape, preparing them for careers in areas such

		as digital marketing management, social media management, content strategy, and digital analytics.
	Course Summary	The course provides students with a comprehensive understanding of digital marketing strategies and tools essential for today's business landscape. Students learn to develop effective digital marketing strategies, optimize websites for search engines, create engaging content, leverage social media platforms, and utilize email marketing and paid advertising techniques. The course also covers analytics and performance measurement to assess the success of digital campaigns. Through lectures, case studies, and hands-on projects, students gain practical skills in designing and implementing digital marketing initiatives. Emerging trends such as AI, mobile marketing, and influencer marketing are also explored. By the end of the course, students are equipped with the knowledge and skills needed to pursue careers in digital marketing, social media management, content strategy, and analytics.

12. Course Learning Outcomes (CLOs)

CLO1	Explain the fundamental concepts, strategies, and tools of e-marketing, including SEO, content marketing, social media, and email marketing, along with their differences from traditional marketing approaches.	Cognitive
CLO2	Analyze consumer behavior in digital contexts and evaluate the effectiveness of various digital marketing strategies using tools such as Google Analytics, CRM platforms, and digital KPIs.	Cognitive
CLO3	Design and implement integrated digital marketing campaigns using platforms like Google Ads, social media, and content management systems, demonstrating technical proficiency and creativity.	Cognitive
CLO4	Apply digital marketing tools and techniques such as Google Analytics, social media management platforms, and email marketing software to execute and manage e-marketing campaigns.	Cognitive
CLO5	Engage in reflective learning and demonstrate initiative in staying updated with emerging trends in e-marketing such as AI, voice search, and virtual reality, contributing to personal and professional growth.	Affective

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2										✓					✓	
CLO3									✓				✓			✓
CLO4						✓					✓			✓		✓
CLO5	✓											✓	✓			✓

(FS:Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to E-Marketing:Definition, scope, and importance of digital marketing, Evolution of e-marketing; Key differences between traditional and digital marketing.
- Digital Marketing Strategy: Planning digital marketing strategy and campaigns; Setting objectives and KPIs; Integrated Digital Marketing (IDM) framework, the role of SWOT analysis in digital marketing, Competitor analysis & SWOT for digital strategies.

- Digital Consumer Behavior:Online buyer journey & decision-making process,Customer personas & segmentation in digital marketing, CRM, retargeting,Psychological triggers in digital ads.
- **E-Marketing Environment:** Digital consumers, digital behavior, segmentation, legal and ethical environment.
- Website Development and Management: Basics of website design or Principles of effective website, usability anduser experience; Website content management systems; Introduction to web analytics, navigation, landing pages.
- Search Engine Optimization (SEO): Understanding SEO best practices; Keyword research and content optimization; Tools for SEO analysis, types of SEO..
- Content Marketing: Developing a content strategy; Types of content: Blogs, videos, infographics; storytelling,Content distribution channels.
- Social Media Marketing; Overview of social media platforms; Building social media strategies; Content planning for social media; Social media engagement techniques (Facebook, Instagram, LinkedIn, YouTube, TikTok,) paid and non-paidAdvertising on social media; Metrics to measure social media success.
- Email Marketing:Building mail lists and effective email campaigns; Email automation tools; Personalization and segmentation strategies.
- Pay-Per-Click Advertising (PPC): Introduction to Google Ads and Bing Ads; crafting effective ads; Budgeting and bidding strategies.
- Mobile Marketing: Mobile marketing strategies (SMS, mobile optimization), Designing for mobile: Apps and responsive design; Location-based services.
- Affiliate Marketing and Influencer Marketing: Understanding affiliate marketing Structures, Affiliate networks (Amazon Associates, ShareASale)Finding & partnering with influencers,Measuring ROI in influencer campaigns Legal and ethical considerations.
- Emerging Trends and Technologies:AI &chatbots in marketing, Voice search optimization,Metaverse& VR marketing,the impact of IOT on digital marketing; Future trends to watch in e-marketing.
- E-Marketing Ethics and Legal Issues: Privacy concerns in digital marketing; Regulations and compliance (e.g.GDPR); Ethical issues in digital advertising (Privacy, data protection, digital manipulation, sustainability.)

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy	CLO Alignment
Introduction to E-Marketing	-Understand definition, scope, and evolution of e-marketing -Show interest in digital trends	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final/Quiz/Case Study	CLO1
Digital Marketing Strategy	- Identify key elements of digital strategy -Apply SWOT in planning -Appreciate strategic alignment	Week 2	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. - SWOT activity	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO1, CLO2
Digital Consumer Behavior	-Explain buyer journey & segmentation -Create personas -Value CRM and retargeting ethics	Week 3	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO2, CLO4

	E-Marketing Environment	-Understand the legal, ethical, and behavioral aspects -Develop awareness of privacy laws and digital rights	Week 4	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. - Debate on ethical issues.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO1, CLO4
	Website Development	-Know website principles -Navigate CMS tools -Value usability	Week 5	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO3
	Search Engine Optimization (SEO)	-Understand SEO practices and tools - Conduct keyword research	Week 6	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Tool demo(Google)	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO3
	Content Marketing	-Identify types and purposes of content -Build a content plan -Appreciate storytelling	Week 7	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration -video case analysis.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO3
	Social Media Marketing	-Understand platform dynamics - Develop social content -Recognize ethical advertising practices	Week 8	-Lecture with the aid of multimedia. - Interactive Discussion. -Platform demos (Meta, LinkedIn) -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO2, CLO4
	Email Marketing	-Identify key elements -Build targeted lists -Embrace ethical personalization	Week 9	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO3
	Pay-Per-Click Advertising (PPC)	- Understand bidding and budgeting -Craft ad copy	Week 10	-Lecture with the aid of multimedia. - Interactive Discussion. -Google Ads dashboard simulation -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO3
	Mobile Marketing	-Know mobile platforms and design	Week 11	-Lecture with the aid of multimedia.	CT/Presentation/Viva Assignment/Mid-	CLO3

	- Build responsive mobile strategy		- Interactive Discussion. -Group Discussion. -White Board Illustration.	term/Final Quiz/Case Study	
Affiliate & Influencer Marketing	-Identify affiliate structures -Choose appropriate influencers - Evaluate ethical issues	Week 12	-Lecture with the aid of multimedia. - Interactive Discussion. - Role play, -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO2, CLO4
Emerging Trends in E-Marketing	- Explore AI, metaverse, IoT -Evaluate their use -Stay updated & curious	Week 13	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO5
E-Marketing Ethics & Legal Issues	-Recognize privacy & compliance issues -Respect digital rights	Week 14	-Lecture with the aid of multimedia. - Interactive Discussion. -Debate -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	CLO4
Course Review	-Reinforce all knowledge, evaluate learning, and reflect on growth	Week 15	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Presentation/Viva Assignment/Mid-term/Final Quiz/Case Study	All CLOs

Part C- Assessment and Evaluation

18. Evaluation Policy &Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

CIE- Continuous Internal Evaluation-50 Marks (40+10 Marks)
SME- Semester Mid Examination (20 Marks)
SFE- Semester Final Examination (30 Marks)

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				

		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
19.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbook	Other Resources
• E-Marketing - Seventh Edition (International Edition) by Judy Strauss and Raymond Frost.	• Chaffey, D., & Smith, P. R. (2013). Digital marketing excellence: Planning, optimizing, and integrating online marketing (5th Ed.). New York, NY: Routledge Publishing. ISBN: 978-1138191709. • Roberts, Mary Lou &Zahay, Debra (2013*). Internet Marketing: Integrating Online and Offline Strategies.

Course Name: Consumer Behavior
Course Code: 0414-4121

Part A- Introduction

1.	**Course Code**	0414-4121
2.	**Course Title**	Consumer Behavior
3.	**Course Type (GED/Core/Major)**	Major
4.	**Level/Term and Section**	4th Year 1st Semester (Major in Marketing)
5.	**Academic Session**	Spring/Summer
6.	**Course Instructor**	Faculty, Business Administration.
7.	**Pre-requisite (if any)**	N/A
8.	**Credit Value**	3
9.	**Class Hour**	1 hour 25 minutes (Per Class)
10.	**Total Marks**	100
11.	**Course Objective**	This course builds a comprehensive understanding of consumer behavior and market research, highlighting their role in gaining consumer insight. Drawing from psychology, sociology, economics, and anthropology, it examines the complexity of consumer decisions amid global cultural diversity. Students explore individual, social, and cultural factors influencing buying behavior and learn how marketing shapes consumer choices. The course also introduces marketing research concepts, tools, and techniques, laying the foundation for advanced study in research methodology. By understanding these dynamics, future marketing managers can develop, implement, and evaluate effective marketing strategies.

	Course Summary	This course helps students understand marketing strategy in consumer behavior and learn about the importance of individual internal factors that affect the consumer mind. It also helps to develop theoretical and practical knowledge about the psychological phenomena of consumer behavior. It focuses on the impact of external factors that affect the consumer mind.

12. **Course Learning Outcomes (CLOs)**

CLO1	Understand theoretical and practical knowledge about the fundamentals of consumer behavior.	Cognitive
CLO2	Analyze the internal and external factors that influence the consumer's thought process.	Cognitive
CLO3	Evaluate the social and ethical implications of marketing actions on consumer behavior.	Cognitive
CLO4	Demonstrate a marketing strategy for the real world based on analyzing consumer behavior trends.	Affective
CLO5	Construct a project that showcases an in-depth understanding of the consumer decision-making process.	Psychomotor

13. **Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level**

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2			✓										✓			
CLO3										✓		✓			✓	✓
CLO4						✓		✓						✓		
CLO5					✓						✓			✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. **Course Content**

- **An Overview of Consumer Behavior:** Consumer Behavior as an Interdisciplinary Subject, Scope of Consumer Behavior Field, Consumer Behavior Theory and Models, Marketing Applications of Consumer Behavior Theory and Knowledge, Development of the marketing concept through consumer behavior.
- **Consumer Behavior and Marketing Strategy:** Market Analysis, Market Segmentation, Marketing Strategy, Consumer Decision Process, Outcomes. The impact of digital technologies on marketing strategy.
- **Consumer Motivation**: motivation as a psychological force, the dynamics of motivation, types, and segments of needs, and the measurement of motives.
- **Personality and Consumer Behavior:** The nature of personality, theories of personality, personality and understanding consumer diversity, brand personality.
- **Consumer Perception: E**lements of perception, dynamics of perception, consumer imagery, perceived risk, ethics, and consumer perception.
- **Consumer learning**: The elements of consumer learning, behavioral learning theories, cognitive learning theories, and measures of consumer learning.
- **Cross-cultural variation in consumer behavior:** The concept of culture, variations in cultural values, global culture, cross-cultural marketing strategy.
- **Consumer influence and the diffusion of innovation**: Diffusion of Innovation, Diffusion and Adoption of
- Innovations, the Diffusion Process, the Adoption Process.

- **Family life cycle and consumer behavior**: Consumer buying decision process. Family life cycle and consumer behavior.

15. **Weekly/ Lesson plan**

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Consumer Behavior and Marketing Strategy:	• **Recognize** marketing applications of consumer behavior knowledge. • **Classify** different consumer behavior theories and their uses in marketing. • **Analyze** the relationship between consumer behavior and marketing strategy. • **Illustrate** how digital technologies impact marketing strategies. • **Break down** consumer decision-making processes and related models. • **Criticize** existing marketing strategies using consumer behavior insights.	**Week 1-2**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1, CLO4.
Consumer Motivation:	• **Describe** motivation as a psychological force influencing consumers. • **Explain** the motivation process model and its dynamic nature. • **Paraphrase** key concepts of Maslow's hierarchy of needs and the trio of needs. • **Restate** the relationship between consumer motivation and marketing strategies. • **Give original examples of** marketing applications of needs hierarchy. • **Summarize** different theories and models of consumer motivation. • **Contrast** Maslow's hierarchy with the trio of needs.	**Week 3-4**	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2, CLO3.

		• **Interpret** how motivation impacts consumer decision-making.				
	Personality and Consumer Behavior:	• **Describe** the nature of personality and its role in consumer behavior. • **Explain** major personality theories, including Freudian, Neo-Freudian, and Trait theories. • **Paraphrase** key concepts of brand personality, self, self-image, and virtual personality. • **Restate** the connection between personality and consumer decision-making. • **Give original examples of** how brand personality influences purchasing choices. • **Summarize** personality traits that shape consumer behavior. • **Contrast** Freudian, Neo-Freudian, and Trait theories.	**Week 5-6**	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2, CLO3.
	Consumer Perception:	• **Describe** consumer perception, its dynamics, imagery, perceived risk, and ethical considerations. • **Explain** how consumer perception influences product and service evaluations. • **Paraphrase** key ideas about consumer imagery and perceived risk. • **Restate** the role of ethics in shaping perception. • **Give original examples of** perception affecting purchase decisions.	**Week 7-8**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2, CLO4.

		• **Summarize** factors driving consumer perception of quality. • **Contrast** perceptions of products versus services.				
	Consumer Learning:	• **Describe** the key elements of consumer learning and involvement. • **Explain** major learning theories: classical conditioning, instrumental (operant) conditioning, modeling/observational learning, and cognitive learning. • **Paraphrase** essential concepts of consumer learning processes. • **Restate** the relationship between learning and consumer behavior. • **Give original examples of** marketing applications of each learning theory. • **Summarize** the stages and outcomes of consumer learning. • **Contrast** different learning theories and their marketing implications	**Week 9-10**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2, CLO3.
	Cross-cultural variation in consumer behavior	• **Classify** cultural values and their variations across markets. • **Break down** the components of culture influencing consumer behavior. • **Categorize** global and local cultural factors affecting buying decisions. • **Analyze** the impact of culture on consumer behavior and marketing strategies.	**Week 11-12**	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3, CLO4.

		• **Diagram** the family life cycle and its link to consumer decision-making. • **Illustrate** examples of cross-cultural marketing practices. • **Criticize** marketing strategies that overlook cultural influences. • **Simplify** complex cultural concepts for practical marketing application. • **Associate** cultural values with specific consumer buying behaviors.				
	Consumer Research.	• **Classify** types of consumer research and their applications. • **Break down** the steps of the diffusion and adoption processes. • **Categorize** innovations based on adoption rates. • **Analyze** the role of consumer research in shaping marketing strategies. • **Diagram** the diffusion of innovation model. • **Illustrate** examples of successful product adoption. • **Criticize** ineffective consumer research approaches. • **Simplify** complex diffusion concepts for practical marketing use.	**Week 13-14 & 15**	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3, CLO4, CLO5.

Part C- Assessment and Evaluation

16.	**Evaluation Policy & Marks Distribution:** The final grade for this class will be based on the points achieved in the following areas:

	Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
	Cognitive Domain	**C1** Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	**A1** Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	**P1** Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	**Exam Make-up:** There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	**Other Resources**
Textbooks • Consumer Behavior (10th Edition), Leon G Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar. • Consumer Behavior –Building Marketing Strategy (Del I Hawkins, David L Mothersbaugh, Amit Mookerjee).	• Consumer Behavior & Marketing Strategy (7th edition): J. Paul Peter, Jerry C. Olson. • Scholarly articles on consumer behavior.

Course Name: Global Marketing
Course Code: 0414-4122

Part A- Introduction

1.	Course Code	0414-4122
2.	Course Title	Global Marketing
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th year 1st Semester (Major in Marketing)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	-Acquire the basic knowledge, concepts, tools, and international terminology essential for understanding Global marketing problems and issues. -Understand how firms adjust their international strategies in response to global environmental changes, such as globalization. -Develop a profound respect for cultural diversity, reinforced by a critical understanding of the social, political, legal, and economic forces that impact international marketing performance. -Enhance managerial reading skills, particularly the ability to understand and synthesize readings and business case studies. -Build communication and teamwork skills through group projects. -Familiarize with essential tools of international marketing beyond textbooks, such as internet resources and government databases.
	Course Summary	This course examines the strategic challenges and opportunities in global marketing, focusing on the development and implementation of marketing strategies in international markets. Topics include market analysis, entry strategies, cultural considerations, global branding, product adaptation, pricing, distribution channels, and integrated marketing communications.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Discuss the marketing strategy from a global perspective.	Cognitive
CLO2	Analyze the real scenario of social, economic, political, and governmental aspects in the international market.	Cognitive
CLO3	Determine the strategic options and marketing mix in international marketing.	Cognitive

CLO4	Assess the effectiveness of global marketing strategies and make recommendations for improvement.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2						✓							✓	✓		
CLO3									✓						✓	
CLO4				✓								✓	✓			✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Global Marketing: Scope and challenges of international marketing, the dynamic environment of international trade.
- The Cultural Environment of Global Markets: Foundations of cultural understanding, cultural dynamics in global markets, business customs in global marketing, the political and international legal environment.
- Assessing Global Market Opportunities: International marketing research, emerging markets, multinational marketing regions, and market groups.
- Developing Global Marketing Strategies: Global marketing management, Global product strategies, marketing industrial products and services, international distribution systems and logistics, global promotion and pricing for international markets.
- Implementing Global Marketing Strategies: Negotiating with international customers, partners, and regulators.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Global Marketing	-Give the idea of the course outline, the conduction of different mark distribution phases, the course introduction, and fundamental concepts of global marketing.	Week 1-2	Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/Viva/Others	CLO1 CLO2

	Nature of global marketing	-Definition of global marketing, -Importance of global marketing, Marketing mix -Comparison between global marketing and Domestic marketing.	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO3
	Global Marketing task and Decision factors	-Students will be able to learn –domestic controllable elements, uncontrollable domestic environment, and foreign uncontrollable environment. -Stages of international marketing involvement.	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 1 CLO 2
	Global market and Theories of trade	Global market vs. international market, foreign market development. Major obstacles: Self-Reference Criterion, Ethnocentrism Students will be able to know an overview of trade theories, absolute cost advantage theory, comparative cost advantage theory,and opportunity cost theory.	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. -Paperwork.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 2 CLO 3
	Factor proportion theory	Students will learn to -classical vs. modern theory. Trade theories and economic development: levels of	Week 9-10	-Interactive discussion -Lecture discussion with the aid of multimedia	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO4

		economic integration. -The dynamic environmentof global trade: balance of payment, protectionism: protection logic and illogic.		-Students group work.		
	Global Trading and Global marketing promotion policy, promotional strategy	- Students will learn about the -Trade barriers, types of trade barriers. Erasing trade barriers, regional grouping and their nations. -Students will be able to do Personal selling, publicity,sales promotion, advertising. Pricing in the world market. Pricing strategies, countertrade, and terms of payment	Week 11-12	-Lecture discussion with the aid of multimedia -Students group work - Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO 1 CLO 2
	Global marketing environment	-Students will learn about - Definition & origin of culture. Influence of culture on consumption, thinking processes and communication process	Week 13-14	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3 CLO4
	Economic environment, Political environment and Global marketing program	-Political risks of global business, measure to minimize political risks. -Overview of legal environment, Intellectual property, Case	Week 15	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO1 CLO3

			study on legal environment. -students will be able to - Product strategies basic decisions and product planning. -Branding and packaging decisions, channels of distribution, Main channels of distribution in export markets, Channel- of-- Distribution Structures, Considerable Factors Selection of Channels.				

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases,

	students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Global Marketing (9th Edition) Warren J. Keegan, Mark C. Green	• International marketing (18th ed.). Cateora, P. R., Money, R. B., Gilly, M. C., & Graham, J. L. (2020). New York, NY: McGraw-Hill Education. • International marketing-Analysis and Strategy John J. Shaw and SakOnkvisit

Course Name: Supply Chain Management
Course Code: 0416-4123

Part A- Introduction

1.	Course Code	0416-4123
2.	Course Title	Supply Chain Management
3.	Course Type (GED/Core/Major)	Major Course
4.	Level/Term and Section	4th Year 1st Semester (Major in Marketing)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The main objective of the "Supply Chain Management" course is to equip students with the knowledge, skills, and tools necessary to understand, analyze, and optimize supply chain processes in modern business environments. This includes gaining an in-depth understanding of the interconnected activities involved in sourcing, procurement, production, logistics, and distribution within supply chains, with a focus on enhancing efficiency, reducing costs, and improving overall performance. The specific objectives are given below. • Develop an understanding of supply chain principles and concepts, including supply chain design, coordination, and integration. • Learn to apply analytical methods and tools to assess supply chain performance and identify areas for improvement. • Explore strategies for managing global supply chains, including addressing challenges related to sourcing, inventory management, and demand forecasting.

	Course Summary	The course provides students with a comprehensive overview of the principles, strategies, and practices involved in managing supply chains effectively. Students learn about the key components of supply chains, including procurement, production, inventory management, logistics, and distribution. The course covers topics such as supply chain design, coordination, and integration, emphasizing the importance of collaboration among stakeholders. Students develop analytical skills to assess supply chain performance and optimize processes to enhance efficiency and reduce costs. The course also explores global supply chain management, addressing challenges related to sourcing, risk management, and sustainability. By the end of the course, students are equipped with practical knowledge and tools essential for navigating complex supply chain networks in diverse industries.

12. Course Learning Outcomes (CLOs)

CLO1	Describe supply chain designs, which are aligned with business models for manufacturing and service companies.	Cognitive
CLO2	Identify logistics networks and evaluate their performance impacts on efficiency and service levels.	Cognitive
CLO3	Analyze inventory efficiently and pool inventory risks across time, products, channels, and geography and optimally apply the push-pull boundary to leverage economies of scale an economy of scope.	Cognitive
CLO4	Design supply chain contracts for effective governance of supply chain relationships as well as Evaluate distribution strategies to balance responsiveness and efficiency.	Psychomotor
CLO5	Evaluate outsourcing decisions by applying the buy-make framework.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2				✓									✓			
CLO3		✓											✓			
CLO4							✓							✓		
CLO5										✓					✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Supply Chain Management: Overview of supply chain concepts and importance in business operations; Evolution of supply chain management practices.
- Supply Chain Strategy: Strategic alignment of supply chains with business objectives; Types of supply chain strategies (lean, agile, responsive).
- Supply Chain Design: Designing supply chain networks for efficiency and responsiveness; Considerations for supply chain configuration and optimization.

- Logistics and Transportation Management: Logistics network design and management; Transportation modes and optimization techniques.
- Inventory Management: Inventory types and their role in supply chains; Techniques for effective inventory control and optimization.
- Demand Forecasting and Planning: Forecasting methods and their impact on supply chain planning; Sales and operations planning (S&OP) processes.
- Supplier Relationship Management (SRM): Strategies for managing supplier relationships; Supplier selection, performance measurement, and development.
- Procurement and Strategic Sourcing: Procurement processes and best practices; Strategic sourcing techniques and supplier negotiations.
- Warehouse Management: Warehouse design and layout optimization; Warehouse operations and performance metrics.
- Lean and Six Sigma in Supply Chains: Application of lean principles to eliminate waste; Six Sigma methodologies for process improvement.
- Global Supply Chain Management: Challenges and strategies for managing global supply chains; Cross-border logistics and international trade regulations.

  Risk Management in Supply Chains: Identifying and mitigating supply chain risks; Business continuity planning and resilience.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching & Assessment strategy(s)	Assessment Strategy	CLO Alignment
Introduction to Supply Chain Management	-Understand the role of supply chains in modern business operations and their impact on overall business performance. -Identify the key components of a supply chain and their interrelationships within the broader business context.	Week 1	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-1
Supply Chain Strategy	-Analyze different supply chain strategies (e.g., lean, agile) and their applicability to various industry settings. -Develop strategic alignment between supply chain operations and organizational objectives.	Week 2	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-1
Supply Chain Design	-Design supply chain networks considering factors such as efficiency, responsiveness, and cost optimization. -Apply modeling techniques to optimize supply chain	Week 3	Lecture discussion with the aid of multimedia -students group work	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-1

		configurations based on business requirements.		-Collect Feedback & answer.		
	Logistics and Transportation Management	-Evaluate logistics network designs and transportation modes to improve supply chain efficiency. -Implement transportation optimization strategies to reduce costs and enhance service levels.	Week 4	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-1 CLO-3
	Inventory Management	-Apply inventory management techniques to minimize holding costs while ensuring adequate stock levels. -Optimize inventory control strategies to meet customer demand variability and improve cash flow.	Week 5	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-3
	Demand Forecasting and Planning	-Utilize demand forecasting methods to improve supply chain planning and decision-making. -Develop sales and operations planning (S&OP) processes to align supply with demand.	Week 6	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-2
	Supplier Relationship Management (SRM)	-Implement strategies for effective supplier selection, performance evaluation, and collaboration. -Develop supplier development programs to enhance supply chain resilience and sustainability.	Week 7	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-4
	Presentation	-Learn how to present product in a digital media -Demonstrate their idea about digital marketing	Week 8	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-3
	Procurement and Strategic Sourcing	-Apply procurement best practices and negotiation techniques to achieve cost savings and quality improvements. -Develop strategic sourcing plans to optimize supplier relationships and manage supply chain risks.	Week 9	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-2

	Warehouse Management	-Design efficient warehouse layouts and workflows to improve material flow and storage efficiency. -Implement warehouse operations strategies to minimize errors and optimize order fulfillment processes.	Week 10	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-4
	Lean and Six Sigma in Supply Chains	-Apply lean principles to identify and eliminate waste across supply chain processes. -Implement Six Sigma methodologies to improve process quality and reduce variability.	Week 11	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-4
	Global Supply Chain Management	-Evaluate challenges and opportunities associated with managing global supply chains. -Develop strategies for cross-border logistics, international trade compliance, and risk mitigation.	Week 12	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-5
	Risk Management in Supply Chains	-Identify and assess supply chain risks and develop risk mitigation strategies. -Implement business continuity plans to ensure supply chain resilience in the face of disruptions.	Week 13	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-5
	Review and Viva	-Discuss key concepts to prepare for a comprehensive final examination. -Students will attend a viva	Week 14-15	-Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	- CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO-2

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:	CIE (40%) Class test/ Assignment/ Viva/	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)

			Presentation/ Others			
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Supply Chain Management - Strategy, Planning, And Operation (Fifth Edition) by Sunil Chopra and Peter Meind.	• "Fundamentals of Supply Chain Management, A Practitioners Perspective", Second Edition, McLaury, Spiegle (ISBN 978-1-5249-0239-1). • Supply chain management – Concepts and Cases (2005) by Altekar, Rahul V.

Course Name: Brand Management
Course Code: 0414-4124

Part A- Introduction

1.	Course Code	0414-4124
2.	Course Title	Brand Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th year 1st Semester (Major in Marketing)
5.	Academic Session	Summer/Spring
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	Principles of Marketing / Marketing Management
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100

11.	Course Objective	The brand management course aims to equip students with a thorough understanding of the principles, strategies, and practices involved in building, managing, and sustaining strong brands. Students will explore the fundamental concepts of branding, including brand identity, brand equity, brand positioning, and brand value, gaining a holistic perspective on how brands influence consumer perceptions and behavior in competitive markets. Emphasis will also be placed on how to manage brands in dynamic environments, including launching new brands and revitalizing declining ones. Learners will gain practical insights into tools and techniques used in brand research, equity measurement, and brand performance evaluation. Through case studies and real-world applications, students will understand how successful brands build loyalty, maintain consistency, and adapt to cultural and market changes. By the end of the course, learners will be well-prepared to contribute to brand strategy development in various organizational contexts.
	Course Summary	Brands represent not just corporate identities but encapsulate values, expectations, and promises to consumers. This course delves into the principles and strategies of effective brand management, a vital component in today's highly competitive business environment. By engaging with up-to-date theories, concepts, and models, students will develop an understanding of how brands are built, managed, and assessed for brand equity. The course will involve real-world case studies, allowing students to apply theoretical knowledge to practical scenarios. By the end of the course, students will have honed their abilities to craft and manage brands effectively, maintain brand integrity, and optimize brand value.

12. Course Learning Outcomes (CLOs)

CLO1	Explain the fundamental concepts of branding, including brand equity, brand positioning, and the strategic brand management process, by analyzing real-world branding challenges and opportunities.	Cognitive
CLO2	Evaluate brand positioning strategies using tools like perceptual maps, differentiation techniques. brand mantra, and Keller's CBBE model to assess brand performance in real-world scenarios	Cognitive
CLO3	Design brand elements and marketing programs (pricing, distribution, digital branding) that enhance brand equity while adhering to ethical and socially responsible branding practices.	Cognitive
CLO4	Demonstrates the brand extension strategies, co-branding, and global branding challenges by considering socio-cultural, legal, and economic influences on consumer perception.	Cognitive
CLO5	Develop a brand audit and equity measurement system, demonstrating leadership in brand revitalization while committing to continuous learning in evolving digital branding trends.	Psychomotor

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs)

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2									✓						✓	
CLO3				✓							✓		✓	✓		✓
CLO4						✓		✓						✓	✓	
CLO5												✓	✓		✓	✓

	(FS:Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course content

- Introduction to Brands and Brand Management:
  Definition of brand, importance and evolution of branding, concept of Brand vs product, understanding the challenges and opportunities in branding, introducing the concept of brand equity, and understanding the strategic brand management process, role of marketing in brand strategy.
- Customer-Based Brand Equity and Brand Positioning:
  Understanding customer-based brand equity, Keller's CBBE model,Brand knowledge, awareness, and imagesources of brand equity, identifying and establishing brand positioning(Differentiation strategies, Positioning maps and perceptual mapping, USP Unique Selling Proposition) and its importance in the market, exploring guidelines for effective brand positioning, and understanding the concept of brand mantra and its role in branding.
- Brand resonance and the brand value chain:
  Steps of brand building, brand value chain.
- Choosing Brand Elements to Build Brand Equity:
  Understanding brand elements and their role in branding, discussing the criteria for choosing effective brand elements, and exploring options, and tactics for implementing brand elements.Brand Extension Strategies.
- Growing and Sustaining Brand Equity: Brand Architecture Strategies, House of brands, branded house, Sub-brands, endorsed brands, Brand hierarchy and portfolio, Brand reinforcement and revitalization, Brand life cycle, Rebranding and brand turnaround Brand Extension and Brand Licensing,, Risks and benefits of brand extensions, Co-branding and licensing strategies
- Designing marketing programs to build brand equity:
  Integrating marketing, product strategy, pricing strategy, and channel strategy.
- Leveraging Secondary Brand Associations to Build Brand Equity:
  Conceptualizing the leveraging process, understanding the effects of country of origin and other geographic areas, channels of distribution on branding, and exploring concepts of co-branding, licensing, and celebrity endorsement in building brand equity.
- Developing a brand equity measurement and management system:
  Conducting brand audits, designing brand tracking studies, establishing a brand equity management system
- Contemporary Issues in Brand Management: Global Branding Strategies,Digital Branding and Social Media, Brand Crisis and Brand Ethics

15. Weekly/ lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction to Brands and Brand Management	-Introduction of the course outline, different mark distribution phases, the course introduction, and fundamental concepts of brand management. -Understand the evolution, definition, importance, and strategic process of brand management.	Week 1	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO1

	Brand Equity and Strategic Brand Management	-Differentiate between brand and product, Challenges, Opportunities -explain brand equity and its implications.	Week 2	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO1
	Customer-Based Brand Equity & Keller's CBBE Model	-Analyze the components of customer-based brand equity and brand knowledge - Making a strong brand, Source of brand equity, advantage and establishment of brand awareness, Brand image-Criteria for segmentation and target market decision	Week 3-4	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO2
	Brand Positioning and Differentiation Strategies	-Create perceptual maps and develop brand positioning using USP and brand mantra (S)	Week 5	-Interactive discussion -Video case -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO2
	Brand Resonance and Brand Value Chain	-Describe the brand building process and assess brand value chain model.	Week 6	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. -Brand story analysis	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO2
	Brand Elements & Criteria for Selection	-Identify brand elements, Options and tactics for brand elements and apply selection criteria for effective branding.	Week 7	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO3

	Brand Extension and Brand Architecture	-Explain brand architecture types and evaluate brand extension strategies.	Week 8-9	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer. -Case study	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO4
	Brand Reinforcement, Rebranding and Revitalization	-Assess strategies for sustaining brand equity and turning around a failing brand.	Week 10	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO4
	Designing Marketing Programs	-Integrate product, pricing, and distribution strategies to enhance brand equity (S).	Week 11	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO3
	Leveraging Secondary Brand Associations	-Analyze co-branding, celebrity endorsement, and licensing strategies.	Week 12	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. -Analysis of celebrity endorsements	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO4
	Brand equity measurement and management system	- Develop a brand measurement and management framework - Conduct a brand audit and understand brand tracking metrics.	Week 13	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO5

	Digital Branding & Social Media	- Key issues for branding in digital era- -Mobile marketing, Content marketing - Design socially responsible and ethical digital branding strategies.	Week 14	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Ethical branding debate	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO3
	Global Branding Strategies and Brand Crisis	-Evaluate brand crisis, global branding ethics, and cross-cultural issues	Week 15	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Role play	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Quiz/Case study/others	CLO4

Part C- Assessment and Evaluation

19. Evaluation Policy &Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

CIE- Continuous Internal Evaluation-50 Marks (40+10 Marks)
SME- Semester Mid Examination (20 Marks)
SFE- Semester Final Examination (30 Marks

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

20. Exam Make-up:

	There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other resources
Recommended Textbooks: • Keller, K. L. (2012). "Strategic Brand Management: Building, Measuring, and Managing Brand Equity." Pearson.	Reference Books: • Wind, Y. (1982). "Product Policy: Concepts, Methods, and Strategy." Addison-Wesley. • Lehmann, D. R., &Winer, R. S. (2005). "Product Management." Tata McGraw Hill Education. • Crawford, C. M. (2011). "New Product Management." McGraw Hill/Irwin. • Upshaw, L. B. (1995). "Building Brand Identity: A Strategy for Success in a Hostile Marketplace." Wiley.

Major: Banking and Insurance

Course Name: Corporate and Retail Banking
Course Code: 0412-4125

Part A- Introduction

1.	Course Code	0412-4125
2.	Course Title	Corporate and Retail Banking
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th year 1st Semester (Major in Banking and Insurance)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hour	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The Corporate and Retail Banking course aims to equip students with a comprehensive understanding of both corporate and retail banking sectors. Students will explore key banking functions, services, and products, including account management, deposit pricing, and lending practices. The course also covers emerging trends in mobile banking, agent banking, and fintech innovations. Students will learn about risk management strategies, regulatory compliance, and the evolving financial services landscape in Bangladesh and globally. By the end of the course, students will be able to analyze, manage, and innovate within the dynamic banking industry, preparing them for professional success.
	Course Summary	This course will provide an in-depth understanding of both corporate banking and retail banking sectors, focusing on their operations, products, services, and the evolving trends in the global and Bangladeshi financial services industry. It will also explore how banks innovate and adapt to technological advancements in mobile banking, agent banking, and other digital banking services.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Differentiate between corporate and retail banking, and understand their roles in the economy.	Cognitive
CLO2	Analyze the impact of digital transformation, mobile banking, and fintech innovations on the banking sector.	Cognitive

	CLO3	Evaluate strategies for managing and pricing deposit products and loans in both corporate and retail banking.	Cognitive
	CLO4	Apply knowledge of banking operations, including agent banking, to enhance financial services and customer outreach.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2				✓					✓	✓			✓		✓	
CLO3		✓		✓					✓	✓			✓		✓	
CLO4		✓	✓					✓	✓			✓	✓	✓	✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Corporate and Retail Banking: Differences between Corporate Banking and Retail Banking, Roles and importance of banking in the economy, Retail Banking: Services for individual consumers such as savings accounts, loans, mortgages, etc.
- Overview of the Changing Financial Services Sector: Digital transformation in banking: mobile banking, fintech, blockchain, and artificial intelligence; Increasing competition from non-traditional financial institutions (e.g., fintech companies); Key players in the Bangladeshi retail banking sector; Banking in Emerging Markets; Comparison of retail banking in Bangladesh with other developing economies.
- Establishing New Banks, Branches, ATMs, Tele-Services, and Websites: Starting a New Bank: Regulatory approvals and guidelines for establishing a bank; Business planning and capital requirements; Expanding Bank Services: Setting up new branches: locations, market research, and customer segmentation; Implementing ATM networks and ensuring their accessibility; Tele-Services and Websites: Importance of a bank's website and mobile app in modern banking.
- Managing and Pricing Deposit Products: Types of Deposit Products: Savings accounts, fixed deposits, recurring deposits; Current accounts and their features; Interest Rates and Pricing Strategies: How banks determine interest rates on deposits; The impact of interest rates on consumer behavior; Managing deposit products to balance customer demand and bank profitability; Innovations in Deposit Products: Hybrid products combining features of savings, current, and fixed deposits.
- Corporate Banking and Its Role in Business Financing: Corporate Banking Services: Business loans, working capital financing, and trade finance; Treasury management, cash management, and corporate investment services; Banking Products for Large Corporations: Revolving credit, letter of credit, and corporate cards; Corporate Client Relationship Management; Risk management and loan monitoring in corporate banking.
- Lending to Business Firms and Pricing Loans: Types of Loans: Business loans, consumer loans, credit cards, and real estate loans; Small and medium-sized enterprises (SME) lending; Loan Pricing: Factors influencing loan pricing (interest rates, collateral, loan term, risk assessment); Risk-based pricing in lending to businesses and consumers; Loan amortization and repayment structures.
- Mobile Financial Services (MFS): The Rise of Mobile Banking: Growth of mobile banking in emerging markets, especially in Bangladesh; The role of smartphones and mobile apps in shaping consumer banking behavior; Driving Forces of Mobile Banking; Regulatory environment and

government initiatives in Bangladesh (e.g., mobile financial services, digital payment systems); Challenges in Mobile Banking; Future of Mobile Banking

- Agent Banking: Definition and Role of Agent Banking; Agent Banking Models: How banks partner with agents to extend services like deposits, withdrawals, and money transfers; Payment systems and commission structures for agents; Challenges and Future of Agent Banking

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction to Corporate and Retail Banking	- Understand the differences between corporate and retail banking and their roles in the economy. - Identify the types of services offered to individual consumers and businesses.	Week 1-2	-Lecture with the aid of multimedia. - Interactive Discussion. -White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Overview of the Changing Financial Services Sector	- Gain insights into the digital transformation in banking, including mobile banking, fintech, blockchain, and AI. - Analyze the competitive landscape of the financial sector, including the impact of non-traditional financial institutions.	Week 3-4	- Lecture with the aid of multimedia. - Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2
Establishing New Banks, Branches, ATMs, Tele-Services, and Websites	- Understand the regulatory process for establishing new banking services, including branches, ATMs, and tele-services. - Assess the importance of market research and customer segmentation in opening new branches and implementing ATM networks.	Week 5-6	-Lecture with the aid of multimedia. - Interactive Discussion. -White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

	Managing and Pricing Deposit Products: Types of Deposit Products	- Discuss about different types of deposit products and the factors influencing interest rates and pricing strategies. - Understand how to balance customer demand with bank profitability in managing deposit products.	Week 7-8	- Lecture with the aid of multimedia. - Open discussion - Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Corporate Banking and Its Role in Business Financing	- Understand the key services provided by corporate banking, including business loans, treasury management, and trade finance - Analyze the role of corporate banking in supporting business growth and financial stability.	Week 9-10	- Lecture with the aid of multimedia. - Open discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Lending to Business Firms and Pricing Loans	- Identify various types of loans and understand the factors influencing their pricing. - Evaluate risk-based pricing strategies and loan structuring.	Week 11-12	- Lecture with the aid of multimedia. - Open discussion - Case Discussions	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3
	Mobile Financial Services (MFS)	- Understand the growth of mobile banking in emerging markets, especially in Bangladesh. - Recognize the regulatory environment and driving	Week 13-14	- Lecture with the aid of multimedia. - Case Discussions - Statistics of some developing countries	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

		forces behind mobile banking adoption.				
	Agent Banking	- Understand the role of agent banking in extending financial services to underserved areas. - Analyze agent banking models and their potential to enhance financial inclusion.	Week 15	- Lecture with the aid of multimedia. - Case Discussions - Statistics of agent banking	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Bank Management and Financial Services by Peter S. Rose and Sylvia C. Hudgins • Retail Banking by Keith Pond	* The course teacher may refer to any other study materials.

Course Name: Monetary and Fiscal Policy
Course Code: 0412-4126

Part A- Introduction

1.	**Course Code**	**0412-4126**
2.	**Course Title**	**Monetary and Fiscal Policy**
3.	**Course Type (GED/Core/Major)**	**Major**
4.	**Level/Term and Section**	**4th year 1st Semester (Major in Banking and Insurance)**
5.	**Academic Session**	**Spring/Summer**
6.	**Course Instructor**	**Faculty, Business Administration.**
7.	**Pre-requisite (if any)**	**N/A**
8.	**Credit Value**	**3**
9.	**Class Hour**	**1 Hour 25 Minutes (Per Class)**
10.	**Total Marks**	**100**
11.	**Course Objective**	The objective of this course is to provide students with a comprehensive understanding of the fundamental concepts, tools, and impacts of monetary and fiscal policies. Students will learn to analyze the mechanisms and effectiveness of these policies in different economic contexts, evaluate policy coordination and conflicts, and critically examine contemporary issues and long-term challenges. Through historical and contemporary case studies, students will develop the skills necessary to assess policy responses to economic crises and contribute to informed decision-making in economic policy.
	Course Summary	This course covers the essential aspects of monetary and fiscal policies, exploring their roles in economic stabilization, growth, and distribution. Students will delve into the tools and mechanisms of monetary policy, including interest rates, open market operations, and quantitative easing, as well as the fiscal policy tools of government spending and taxation. The interaction between monetary and fiscal policies, their coordination and conflicts, and their effects in open economies will be analyzed. The course will also address the policy responses to economic crises, examining case studies from past financial crises and the recent COVID-19 pandemic. Long-term issues such as inflation, deflation, public debt sustainability, and emerging trends like digital currencies will be critically examined. The course will culminate in evaluating the effectiveness of these policies and exploring future directions in monetary and fiscal policy research and practice. Through a blend of theoretical knowledge and practical analysis, students will gain a robust understanding of economic policy-making and its implications.

12. Course Learning Outcomes (CLOs)

CLO1	Explain the fundamental concepts, history, objectives, tools of monetary and fiscal policy	Cognitive
CLO2	Analyze the transmission mechanisms of monetary policy and the effects of fiscal tools on economic growth, inflation, distribution, and stabilization.	Cognitive
CLO3	Apply the monetary and fiscal policy during economic crises, emerging trends and long-term challenges in domestic and open economy.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2						✓								✓		
CLO3									✓	✓					✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to Monetary and Fiscal Policy: - Fundamental concepts, objectives, and tools- Historical evolution
- Monetary Policy: -Transmission mechanisms and their impact on interest rates, inflation, and economic growth-Tools of monetary policy: open market operations, discount rate, reserve requirements
- Fiscal Policy: -Basic concept of government budget, spending, multipliers, and tax policies- Impact on economic growth, income distribution, and stabilization-Analyzing fiscal challenges: sustainability and public
- Policy in an Open Economy: -The monetary policy's effect on exchange rates and trade-Fiscal policy's impact on trade balance and international coordination- Sovereign debt crises and policy responses
- Policy Responses to Economic Crisis: -Central bank and government actions during crises- Case studies: 2008 financial crisis and COVID-19 pandemic
- Policy Evaluation, Contemporary Issues, and Future Outlook: - Policy effectiveness: criteria and empirical evidence- Emerging issues: negative interest rates, digital currencies, tax reforms-Long-term challenges: inflation, deflation, debt sustainability

15. Weekly/ Lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Chapter 1: **Introduction to Monetary and Fiscal Policy**	- Understand the fundamental concepts, objectives, and tools -Analyzing the historical evolution -Explaining the key differences between monetary and fiscal policies	**Week 1-2**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 1**

	Chapter 2: **Monetary Policy**	-Interpret the transmission mechanisms and their impact on interest rates, inflation, and economic growth - Compare the tools of monetary policy: open market operations, discount rate, reserve requirements	**Week 3-4-5**	- Lecture with the aid of multimedia. -Collect Feedback & answer	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
	Chapter 3: **Fiscal Policy**	-Understand the concept of government budget, spending, multipliers, and tax policies - Illustrate the Impact on economic growth, income distribution, and stabilization -Analyzing fiscal challenges: sustainability and public debt management	**Week 6-7**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
	Chapter 4: **Policy in an Open Economy**	-Recognize the monetary policy's effect on exchange rates and trade -Explaining the fiscal policy's impact on trade balance and international coordination -Understanding the sovereign debt crises and policy responses	**Week 8-10**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 2**
	Chapter 5: **Policy Responses to Economic Crises**	-Recognizing Central bank and government actions during crises - Analyzing some Case studies: 2008 financial crisis and COVID-19 pandemic	**Week 11-13**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -case study	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 3**
	Chapter 6: **Policy Evaluation, Contemporary Issues, and Future Outlook**	- Understanding the policy effectiveness: criteria and empirical evidence - Determining the emerging issues: negative interest rates, digital currencies, tax reforms -Analyzing the long-term challenges: inflation, deflation, debt sustainability	**Week 14-15**	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	**CLO 3**

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks

- "Fiscal Policy: Theory and Practice" by Kenneth N. Kuttner and Alan J. Auerbach &
- "Monetary Policy, Inflation, and the Business Cycle" by Jordi Galí

Other Resources

- "Macroeconomics" by N. Gregory Mankiw
- "The Economics of Money, Banking, and Financial Markets" by Frederic S. Mishkin

Course Name: Bank Information System & E-Banking
Course Code: 0412-4127

Part A- Introduction

1.	Course Code	0412-4127
2.	Course Title	Bank Information System & E-Banking
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th year 1st Semester (Major in Banking and Insurance)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course aims to provide students with a comprehensive understanding of bank information systems and electronic banking (e-banking). Students will learn about the architecture and components of bank information systems, the role of these systems in enhancing the operational and strategic functions of banks, and the various e-banking services available. The course will also cover the technological infrastructure needed for e-banking, regulatory and compliance issues, security threats, and risk management strategies. Additionally, students will explore the importance of customer relationship management in e-banking, learning how these systems enhance customer service and operational efficiency in a digital banking environment. By the end of this course, students will be equipped to understand and analyse the critical aspects of bank information systems and e-banking.
	Course Summary	This course offers an in-depth exploration of bank information systems and the evolving landscape of electronic banking (e-banking). It covers the essential architecture and components of bank information systems, focusing on their significance in the operational and strategic domains of banking. Students will gain insights into various e-banking services, including online banking, mobile banking, and ATMs, and understand the technological infrastructure that supports these services.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Assessing the theoretical and practical aspects of information technology effecting banking transaction and e-commerce	Cognitive
CLO2	Apply e-banking technologies to gather a practical knowledge regarding the emerging trends and future directions of e-banking and financial modeling.	Cognitive
CLO3	Identify the architecture of bank information systems and its Regulatory and Compliance Requirements.	Cognitive
CLO4	Evaluating Security Threats and Implementing Risk Management Strategies as well as Customer Relationship Management (CRM) Systems in E-Banking.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2				✓					✓				✓		✓	
CLO3												✓				✓
CLO4					✓						✓			✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Overview of bank information systems: Definition and significance, Evolution of information systems in banking, Components and architecture, Core banking systems.
- Transaction processing systems: Data management and analytics, Types of E-banking services, Online banking, Mobile banking, ATMs and kiosks, Technological infrastructure, Internet and mobile technologies
- Cloud computing in banking: APIs and integration with third-party services, MICR regulator services and implication.
- Overview of the regulatory environment: Overview of financial regulations (GDPR, AML, PSD2, etc.), Impact of regulations on bank information systems and e-banking, Compliance Management, Strategies for compliance, Case studies on regulatory compliance in banks.
- Understand security and risk management: Security threats and vulnerabilities, Common threats (phishing, malware, etc.), Vulnerabilities in bank information systems, Risk management strategies, Security measures (encryption, multi-factor authentication), Risk assessment and mitigation techniques, Incident response and recovery.
- Customer relationship management (CRM) in E-banking: Role of CRM Systems, Importance of CRM in banking, Features of banking CRM systems, Enhancing customer service, Personalization and customer engagement, Data analytics for customer insights, Operational efficiency, Automation of customer interactions, Integration of CRM with other banking system.
- Emerging trends and future directions: Innovations in E-banking, Block chain and crypto-currencies, Artificial intelligence and machine learning in banking, Future of bank information systems, Trends in digital banking, Potential challenges and opportunities.
- Practical applications and case studies: Case studies on bank information systems, Successful implementations, Lessons learned from failures, E-banking projects, Real-world examples, Project work, and presentations.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment

	Introduction to Bank Information Systems	- understand the overview and importance of bank information systems - Recites the evolution of core banking systems -Discuss the Components and architecture of Bank Information Systems	Week 1-2	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO1
	Core Components of Bank Information Systems	-Define core banking systems: Functions and Features - Discuss transaction processing systems: Streamlining operations - Analyze data management and analytics: Leveraging banking data	Week 3-4	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2
	E-Banking Services and Technologies	- Understand the foundation of E-Banking: Accessing services anytime, anywhere - Discuss - Internet and Mobile Technologies: mobile banking, Banking on the go, ATMs and Self-Service Kiosks - Describe cloud computing in banking: scalability and flexibility - Illustrate APIs and Integration: Connecting Banking Systems - Demonstrate Various E-banking applications and their implementations	Week 5-6	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2

	Overview of the regulatory environment	Understand the overview of financial regulations (GDPR, AML, PSD2, etc.) -Outline the Impact of regulations on bank information systems and e-banking -Discuss Compliance Management and Strategies for compliance -Solve Case studies on regulatory compliance in banks	Week 7-8	Discussion about the subject contents with the students -Recap main points -Forward plan	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO3
	Security and Risk Management in Banking	- Understand Security Threats: Safeguarding Banking Systems - Predict security measures: Protecting banking data - Demonstrate risk assessment and incident response: Mitigating risks	Week 9-10	-Discussion about the subject contents with the students - Group study - Solution of Problems	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO4
	Customer Relationship Management (CRM) in E-Banking	- Discuss the role of CRM Systems in Banking: Enhancing Customer Engagement - Illustrate the features and benefits of banking CRM Systems - Justify operational efficiency through CRM: Streamlining banking operations	Week 11-12	-Discussion about the subject contents with the students -Recap main points -Forward plan - Solution of Problems	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO4
	Emerging Trends and	Explain and the Overview of - Block chain and Crypto-currencies: Transforming	Week 13	-Discussion about the subject contents with the students	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2

	Innovations in E-Banking	Banking Transactions - AI and Machine Learning in Banking: Personalized Banking Experiences - Future Trends in Digital Banking: Anticipating Industry Developments		-Group Study -Recap main points		
	Practical Applications and Case Studies	Students will able to capture - Case Studies on Successful Bank Information Systems - Lessons Learned from Implementations and Failures - Real-World E-Banking Projects and Examples	Week 14	Discussion about the subject contents with the students -Recap main points -Forward plan	CT/Assignment/Mid-term/Final/Presentation/Viva/ /Case Study/Others	CLO2
	To conclude the syllabus for semester final examination		Week 15			CLO1 CLO2 CLO3 CLO4

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				

		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources
• Bank Management and Financial Services" by Peter S. Rose and Sylvia C. Hudgins.	• "Information Technology in Banking: Challenges and Solutions" by Jessica Keyes. • "E-Banking and Emerging Multidisciplinary Processes: Social, Economical and Organizational Models" edited by Mohiuddin Ahmed and Seyed Shahrestani. • "Financial Services Information Systems" by Jessica Keyes.

Course Name: SME & Micro Finance
Course Code: 0412-4128

Part A- Introduction

1.	Course Code	0412-4128
2.	Course Title	SME & Micro Finance
3.	Course Type (GED/Core/Major)	Major Course
4.	Level/Term and Section	4th year 1st semester
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The "SME & Micro Finance" course is designed to provide students with a thorough understanding of the financial services targeted at small and medium-sized enterprises (SMEs) and microfinance institutions (MFIs). This course explores the unique financial needs of SMEs and micro-entrepreneurs, the challenges they face in accessing finance, and the innovative financial solutions developed to address these needs. Students will learn about the role of microfinance in economic development, various microfinance models, and the impact of microfinance on poverty alleviation. Additionally, the course covers regulatory frameworks, risk management, and the sustainability of SME and microfinance institutions.

	Course Summary	This course provides a comprehensive exploration of the financial services designed for small and medium-sized enterprises (SMEs) and microfinance institutions (MFIs). It aims to equip students with an understanding of the unique financial needs and challenges faced by SMEs and micro-entrepreneurs. The course delves into the various microfinance models and their role in promoting economic development and poverty alleviation. Students will learn about the innovative financial products and services tailored for SMEs and micro-entrepreneurs, the regulatory environment governing these sectors, and strategies for managing risks associated with SME and microfinance lending. Additionally, the course covers the sustainability and impact assessment of SME and microfinance institutions, providing students with practical insights into the operational and strategic aspects of these financial services.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Analyze the financial needs and challenges of SMEs and Micro-entrepreneurs.	Cognitive
CLO2	Evaluate microfinance models and their impact.	Cognitive
CLO3	Develop innovative financial products and services.	Cognitive
CLO4	Understand regulatory frameworks.	Cognitive
CLO5	Implement different risk management strategies.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓			✓		✓		✓				✓	✓	✓	
CLO2		✓		✓						✓			✓	✓	✓	
CLO3	✓				✓					✓			✓	✓	✓	
CLO4			✓					✓	✓				✓		✓	
CLO5		✓			✓	✓	✓						✓		✓	

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Introduction to SME & Micro finance, Area of SME and Micro finance, Importance of SMEs and Micro-entrepreneurs in the economy, Key concepts and definitions, financial needs and challenges of SMEs and Micro-Entrepreneur.
- Distinct financial requirements of SMEs and Micro-entrepreneurs, Barriers to accessing traditional financial services, Case studies on financial challenges faced by SMEs and Micro-entrepreneurs, Types of E-Banking services, Online banking, Mobile banking, ATMs and kiosks, Technological Infrastructure, Internet and mobile technologies.
- Economic impact of microfinance, Comparative analysis of different microfinance models, Role of microfinance in economic development, Poverty alleviation through microfinance, measuring the social and economic impact of microfinance.

- Innovative financial products and services, Micro loans, Micro savings, Micro insurance, Mobile banking and Digital finance for SMEs and Micro-entrepreneurs, Development of tailored financial products
- Regulatory frameworks and compliance, Regulatory environment for SME and micro finance, Key regulations and compliance requirements, Impact of regulations on financial institutions.
- Case studies on regulatory compliance in microfinance, Risk management in SME and Micro finance, Identification of risks in SME and Microfinance lending, Credit risk management, Operational risk management, Strategies for effective risk mitigation.
- Overview of regulatory environment, Overview of financial regulations (GDPR, AML, PSD2, etc.), Impact of regulations on bank information systems and e-banking, Compliance management, Strategies for compliance, Case studies on regulatory compliance in banks.
- Sustainability and scalability of microfinance institutions (MFIs), Building sustainable MFIs, Scaling up microfinance operations, Best practices for sustainability in microfinance.
- Impact assessment and evaluation, Methods for evaluating the impact of microfinance, Tools for measuring financial and social performance, Case studies on impact assessment of microfinance programs.
- Practical applications and case studies, Case studies on successful SME finance programs, Lessons learned from microfinance failures, Real-World examples and project work.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introductory class and an overview of the course	- Understand the course outline, the structure of different mark distribution phases, the course introduction, and the fundamental concepts of development studies.	Week 1	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Chapter 1: Introduction to SME & Micro Finance	- Understand the basic terms - Understand the Overview of SME and Micro Finance - Understand the Importance of SMEs and Micro-Entrepreneurs in the Economy - Understand the Key Concepts and Definitions	Week 2-3	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Chapter 2: Financial Needs and Challenges of SMEs and Micro-Entrepreneurs	- Understand the distinct financial requirements of SMEs and micro-entrepreneurs. - Understand the Barriers to Accessing Traditional Financial Services - Understand the Case Studies on Financial	Week 4-5	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 2

	Challenges Faced by SMEs and Micro-Entrepreneurs		- Collect Feedback & answer.		
Chapter 3: E-Microfinance Models and Approaches	- Understand the Grameen Model - Understand the Village Banking Model - Understand Rotating Savings and Credit Associations (ROSCAs) - Self-Help Groups (SHGs) - Comparative Analysis of Different Microfinance Models	Week 6-7	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 1 CLO 4
Chapter 4: Economic Impact of Microfinance	- Understand the Role of Microfinance in Economic Development - Analyze Poverty Alleviation through Microfinance - Measuring the Social and Economic Impact of Microfinance	Week 8-9	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4
Chapter 5: Innovative Financial Products and Services	Understand the details discussion about – - Micro Loans - Micro Savings - Micro Insurance - Mobile Banking and - - -Digital Finance for SMEs and Micro-Entrepreneurs Development of Tailored Financial Products	Week 10-11	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO 4
Chapter 6: Regulatory Frameworks and Compliance	- Recognize the Regulatory Environment for SME and Micro Finance - Understand the Key Regulations and Compliance Requirements - Identify the Impact of Regulations on Financial Institutions - Discuss Case Studies on Regulatory Compliance in Microfinance	Week 12	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4
Chapter 7: Risk Management in SME and Micro Finance	Explain the Overview of - Identification of Risks in SME and Microfinance Lending - Credit Risk Management - Operational Risk –	Week 13			CLO1 CLO5

		- Management Strategies for Effective Risk Mitigation.				
	Chapter 8: Sustainability and Scalability of Microfinance Institutions (MFIs)	Understand the details discussion about – - Building Sustainable MFIs - Scaling Up Microfinance Operations - Best Practices for Sustainability in Microfinance - Methods for Evaluating the Impact of Microfinance - Tools for Measuring Financial and Social Performance	Week 14-15			CLO5

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• "The Economics of Microfinance" by Beatriz Armendáriz and Jonathan Morduch.	• "Small and Medium Enterprises: Concepts, Methodologies, Tools, and Applications" by Information Resources Management Association (IRMA). • "Microfinance Handbook: A Financial Market System Perspective" by Joanna Ledgerwood, Julie Earne, and Candace Nelson. • "The New Microfinance Handbook: A Financial Market System Perspective" by Joanna Ledgerwood.

Course Name: Bank Credit Management
Course Code: 0412-4129

Part A- Introduction

1.	Course Code	0412-4129
2.	Course Title	Bank Credit Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	7th (B & I)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite (if any)	N/A
8.	Credit Value *(hours)*	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The "Bank Credit Management" course aims to equip students with a comprehensive understanding of the principles and practices of bank credit, including the types and purposes of various credit facilities. It develops students' skills in assessing and analysing credit risk using both qualitative and quantitative methods to make informed lending decisions. The course enables students to understand and manage the entire credit application process, from initial application through to approval and disbursement, ensuring adherence to necessary documentation and compliance requirements. Additionally, it teaches effective strategies for managing a diverse credit portfolio, with a focus on risk mitigation, diversification, and performance monitoring to maintain the overall health of the portfolio.
	Course Summary	The "Bank Credit Management" course provides a comprehensive exploration of the principles, practices, and strategies involved in managing bank credit. This course is designed to equip students with the knowledge and skills necessary to effectively assess,

		approve, and manage credit within a banking context. Students will begin by understanding the foundational concepts of bank credit, including the various types of credit facilities available and the development and implementation of credit policies. They will delve into the regulatory environment that governs credit activities, ensuring compliance with banking regulations and standards.

12. Course Learning Outcomes (CLOs)

SL No.	Description	Bloom's Taxonomy Domain
CLO1	Analyzing and Understanding Credit Principles in Different Perspectives of Bank Business.	Cognitive
CLO2	Apply different Credit Risk Assessment tools in Business.	Cognitive
CLO3	Understand Credit Application Evaluation in different context of Bank Management.	Cognitive
CLO4	Understanding and Managing Credit Portfolios for Bank Management.	Cognitive
CLO5	Analysis of the impact of Microeconomics in Bank Management.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2				✓									✓			
CLO3						✓								✓		
CLO4									✓						✓	
CLO5	✓												✓			

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Overview of Bank Credit Management, Scope of Bank Credit, Historical context and evolution, types of credit, several credit policies, Banking regulations and compliance, Role of central banks, Regulatory bodies and their functions.
- Overview of credit risk assessment, Fundamentals of credit risk, Definition and types of credit risk, Factors influencing credit risk, Reading financial statements: balance sheet, Income statement, Cash flow statement, key financial ratios: liquidity, solvency, profitability, and efficiency ratios.
- Credit scoring and rating models, Introduction to credit scoring models, Building and interpreting credit scores, Role of credit rating agencies.
- Credit application evaluation, Credit application process, Stages of credit application: submission, documentation, Verification key information required in a credit application, Essential documents for different types of loans, Legal and regulatory compliance in credit evaluation.
- Credit portfolio management, Objectives and importance of portfolio management, Key elements of credit portfolio management, Risk mitigation strategies, Diversification and its benefits, Use of credit

derivatives and other hedging techniques, Monitoring and reviewing credit portfolios, performance metrics and monitoring tools, Stress testing and scenario analysis.

- Problem loan management, Identifying problem loans, Early warning signs of credit deterioration
- tools for monitoring loan performance, Strategies for problem loan resolution, Loan restructuring and workout, Legal remedies and recovery processes, managing non-performing assets (NPAs), Strategies for reducing NPAs, Impact of NPAs on bank's financial health.
- Ethical and legal considerations, Ethics in credit management, Ethical principles in lending, Conflict of interest and ethical dilemmas, Legal aspects of credit management, Relevant laws and regulations, Borrower rights and bank obligations.
- Macroeconomic factors and credit management, Macroeconomic environment, key Macroeconomic Indicators, Impact of economic cycles on credit demand and supply, Interest rates and inflation, Relationship between interest rates, inflation, credit risk, Managing credit risk in different economic scenarios.

15. Weekly/ lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique(s)	Assessment strategy(s)	Alignment to CLO
Introductory class and an overview of the course	- Understand the course outline, the conduction of different mark distribution phases, the course introduction, and fundamental concepts of Bank credit management - Describe a general overview of the course and its significance for business students	Week 1	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1
Chapter 1: Introduction to Bank Credit	-Understand the basic terms of Bank Credit Management - Explain the Scope of Bank Credit -Discuss historical Context and Evolution -Define various types of different loans, different Credit Policies	Week 2-3	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1
Chapter 2: Credit Risk Assessment	- Define aim and Scope of credit risk assessment - Explain various types of Credit Risk, factors Influencing Credit Risk, reading Financial Statements: Balance Sheet, Income Statement, Cash Flow Statement	Week 4-5	-Discussion about the subject contents with the students -Recap main points -Forward plan -class test	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO2

	-Break down key Financial Ratios: Liquidity, Solvency, Profitability, and Efficiency Ratios				
Chapter 3: Credit Application Process	-Define various Stages of Credit Application: submission, documentation, verification -Demonstrate key information required in a Credit Application -Define qualitative and quantitative analysis - Evaluating the 5 Cs of Credit: Character, Capacity, Capital, Collateral, and Conditions	Week 6-7	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO4
Chapter 4: Managing Credit Portfolio	-Understand key objectives and importance of Portfolio Management - Explain key elements of Credit Portfolio Management -Break down Diversification and its benefits, use of Credit Derivatives and Other Hedging Techniques - Define Performance Metrics and Monitoring Tools, Stress Testing and Scenario Analysis	Week 8	Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3 CLO4
Chapter 5: Problem Loan Management	-Simplify various identifying Problem with Loans - Explain early Warning Signs of Credit Deterioration, tools for Monitoring Loan Performance, Strategies for Problem Loan Resolution -Define Loan Restructuring and Workouts, Legal Remedies and Recovery Processes - Outline Managing Non-Performing Assets (NPAs), Strategies for Reducing NPAs and Impact of NPAs on Bank's Financial Health	Week 9-10	-Discussion about the subject contents with the students - Group study - Solution of Problems	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO4

	Chapter 6: Ethical and Legal Considerations	-Define Ethics in Credit Management, various Ethical Principles in Lending -Simplify Conflict of Interest and Ethical Dilemmas, Legal Aspects of Credit Management, Relevant Laws and Regulations and Borrower Rights and Bank Obligations -	Week 11-12	-Discussion about the subject contents with the students -Recap main points -Forward plan - Solution of Problems	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO4
	Chapter 7: Macroeconomic Factors and Credit Management	-Explain the Overview of Macroeconomic Indicators, Impact of Economic Cycles on Credit Demand and Supply, Interest Rates and Inflation -Outline the Relationship Between Interest Rates, Inflation, and Credit Risk, Managing Credit Risk in Different Economic Scenarios -Explain Economic Policies and Their Impact, Fiscal and Monetary Policies and Global Economic Trends and Their Influence on Domestic Credit Markets	Week 13	-Discussion about the subject contents with the students -Group Study -Recap main points	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO5
	Chapter 8: Emerging Trends in Credit Management	-Explain Technological Innovations, Role of Fintech in Credit Management -Define various Digital Lending Platforms and Their Impact, Sustainable Lending Practices -Understand Green Financing and ESG (Environmental, Social, and Governance) Criteria, Promoting Responsible Lending	Week 14	Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO5
	Chapter 9: Credit Appraisal and Sanctioning Process	-Define Credit proposal and documentation, credit Appraisal techniques (quantitative and qualitative) -Explain Project finance appraisal, Risk-adjusted return on capital (RAROC) and Role of Credit Committees	Week 15	Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%)	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
		Class test/ Assignment/ Viva/ Presentation/ Others			
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Bank Management & Financial Services, by Peter S. Rose and Sylvia C. Hudgins	• Credit Risk Management: How to Avoid Lending Disasters and Maximize Earnings by Joetta Colquitt

	• The Principles of Banking" by Moorad Choudhry • Financial Institutions Management: A Risk Management Approach" by Anthony Saunders and Marcia Millon Cornett

Course Name: Bank Liquidity Management
Course Code: 0412-4130

Part A- Introduction

1.	Course Code	0412-4130
2.	Course Title	Bank Liquidity Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	7th (B & I)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration.
7.	Pre-requisite	N/A
8.	Credit Value	3
9.	Class Hour	1 Hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	The objective of the "Bank Liquidity Management" course is to equip students with the knowledge and skills necessary to effectively manage liquidity risk within the banking sector. Throughout the course, students will develop a deep understanding of the conceptual framework, risk factors, measurement techniques, and regulatory requirements associated with liquidity management. By examining real-world case studies and industry best practices, students will learn to analyze liquidity risk, develop robust risk management strategies, and evaluate the impact of liquidity management on overall bank performance. Ultimately, the course aims to prepare students for careers in banking, finance, risk management, and regulatory compliance by providing them with the expertise needed to navigate the complex landscape of liquidity risk management in banking institutions.
	Course Summary	The "Bank Liquidity Management" course provides a deep dive into liquidity risk management within the banking sector. Over 20 weeks, students explore key concepts such as risk identification, measurement techniques, regulatory compliance, and strategic planning. Through real-world case studies and practical examples, students develop the skills needed to assess liquidity risk, devise effective risk management strategies, and ensure regulatory compliance. By the end of the course, students are equipped with the expertise to navigate the complexities of liquidity management in banking institutions, contributing to financial stability and resilience.

12. Course Learning Outcomes (CLOs)

SL No.	Description	Bloom's Taxonomy Domain
CLO1	Understanding liquidity management's conceptual framework is crucial, in balancing profitability and liquidity needs.	Cognitive
CLO2	Analyzing liquidity risk factors and techniques is essential for assessing liquidity dynamics comprehensively.	Cognitive
CLO3	Understanding effective liquidity risk management requires proactive strategies like reserves and diversification to mitigate shocks.	Cognitive
CLO4	Evaluating regulatory compliance and governance practices ensures alignment with regulations and fosters transparency.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓		✓									✓			
CLO2									✓	✓					✓	
CLO3		✓							✓				✓		✓	
CLO4				✓		✓					✓		✓	✓		✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course content

- Introduction to bank liquidity management, definition of liquidity, importance of liquidity management for banks, overview of liquidity risk.
- Measuring liquidity, liquidity ratios: current ratio, quick ratio, cash ratio, Cash flow analysis, liquidity gap analysis.
- Sources of liquidity, core deposits, wholesale funding, central bank facilities, marketable securities.
- Managing liquidity risk, asset-liability management (alm), liquidity risk tolerance and limits, stress testing.
- Regulatory framework, basel iii liquidity standards, liquidity coverage ratio (lcr), net stable funding ratio (nsfr).
- Tools and strategies for liquidity management, cash reserve management, liquidity buffers, contingency funding plans.
- Market liquidity vs. Funding liquidity, understanding the difference, impact on liquidity management strategies.
- Interbank market dynamics, role of interbank lending, interbank rates and spreads, contagion risk, technology and innovation in liquidity management.
- Automated liquidity management systems, real-time liquidity monitoring, machine learning applications, case studies and practical applications.

- Analysis of liquidity crises, responses to liquidity shocks, best practices in liquidity management, international perspectives on liquidity management.
- Cross-border liquidity considerations, global regulatory standards, challenges, and opportunities.
- Emerging trends and outlook, the impact of digitalization on liquidity management, climate-related risks, and liquidity management, evolving regulatory landscape.

15. Weekly/ Lesson Plan

Topics	Specific Objective (s)	Time Frame	Teaching Learning Technique(s)	Assessment strategy(s)	Alignment to CLO
Overview of Bank Liquidity Management	Overview of the course: • Understand the course outline, the conduction of different mark distribution phases, the course introduction, and fundamental concepts of Bank liquidity management • Describe a general overview of the course and its significance for business students	Week 1	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1
Introduction to Bank Liquidity Management	• Describe liquidity management in banks • Discuss the importance of liquidity management for banks • Define regulatory framework and guidelines	Week 2-3	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1
Liquidity Risk Identification & Liquidity Risk Assessment	• Restate different types of liquidity risks • Present various factors affecting liquidity risk • Describe liquidity risk measurement techniques • Classify liquidity risk metrics and ratios , liquidity gap analysis, stress testing for liquidity risk	Week 4-5	-Discussion about the subject contents with the student -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO2 CLO3
Funding Liquidity Management	• Demonstrate Sources of funding for banks, interbank markets and funding strategies • Describe asset-liability management (ALM) approach	Week 6-7	-Discussion about the subject contents with the students -Recap main points	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3

	Market Liquidity Management	• Explain market liquidity vs. funding liquidity, asset liquidity measurement • Define the strategies to manage market liquidity risk	Week 8-9	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO4
	Central Bank Operations and Liquidity Management	• Define central bank facilities and operations • Explain discount window borrowing • Discuss Open market operations	Week 10-11	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO4
	Liquidity Risk Monitoring and Reporting & Basel III Liquidity Standards	• Break down key liquidity risk indicators • Explain liquidity risk reporting requirements, role of the liquidity risk management committee, Basel III liquidity requirements Explain liquidity coverage ratio (LCR), net stable funding ratio (NSFR)	Week 12-13	-Discussion about the subject contents with the students -Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO3
	Liquidity Risk Governance	• Explain various roles and responsibilities of liquidity risk management function • Identify various compliance and regulatory considerations • Discuss various components of a liquidity risk management framework • Explain liquidity risk appetite and limits, liquidity risk governance structure	Week 14	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO4 CLO1
	Liquidity Risk and its Management in Banks	• Explain funding liquidity risk, market liquidity risk • Discuss role in bank solvency and stability • Understanding different sources of liquidity, liquidity stress testing.	Week 15	-Lecture with multi-media representation -Interactive discussion -Collect feedback, and visual demonstrations	CT/ Assignment/ Presentation/ Viva Mid-term/ Final/ Others	CLO1 CLO2

			• Evaluate bank liquidity positions under normal and stressed conditions.				

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• "Bank Liquidity Creation and Financial Crises" by Allen N. Berger and Christa H.S. Bouwman	• "Liquidity Risk Management: A Practitioner's Perspective" by Leonard Matz and Peter Neu • Other study material may be provided by the course teacher if required

Major: Tourism and Hospitality Management

Course Name: Theory & Practice of Culinary Art
Course Code: 0414-4131

Part A- Introduction

1.	Course Code	0414-4131
2.	Course Title	Theory & Practice of Culinary Art
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th year 1st Semester (Major in Tourism and Hospitality Management)
5.	Academic Session	Summer/Spring
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 Minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	• Understanding Culinary Foundations • Developing Practical Skills • Exploring Culinary Creativity • Emphasizing Food Quality and Nutrition • Promoting Food Safety and Sanitation • Cultural and Global Perspective • Preparing for Culinary Careers • Encouraging Lifelong Learning
	Course Summary	This course provides students with a comprehensive understanding of the theory and practice of culinary arts, covering fundamental culinary techniques, principles of gastronomy, culinary history, and contemporary trends in the culinary industry. Through a combination of lectures, demonstrations, hands-on practical sessions, and culinary projects, students will develop the skills and knowledge necessary to excel in various culinary settings.
12.	Course Learning Outcomes (CLOs)	

SL. No	Description	Bloom's Taxonomy Domain
CLO1	Describe the fundamental techniques and principles of culinary art.	Cognitive
CLO2	Demonstrate the history and cultural significance of culinary traditions worldwide.	Cognitive
CLO3	Apply principles of flavour development, ingredient selection, and menu planning.	Cognitive
CLO4	Build teamwork, communication, and professionalism in culinary environments.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2		✓											✓			
CLO3									✓						✓	
CLO4								✓				✓		✓		✓

(FS:Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the course

14. Course content

Introduction to Culinary Arts-Overview of culinary history and evolution, Introduction to culinary, Introduction to culinary terminology and kitchen organization, Basic principles of food safety and sanitation.
Fundamentals of Cooking- Knife skills: Types of knives, cutting techniques, and safety precautions, Basic cooking methods: Grilling, sautéing, roasting, boiling, steaming, and frying.
Culinary Techniques- Stocks, sauces, and soups: Preparation methods and flavor profiles, Vegetable preparation and cooking techniques, Various methods of cooking eggs and their applications.
Culinary Creativity and Innovation- Menu planning and development, Exploring the integration of diverse culinary traditions, food presentation techniques
Contemporary Culinary Trends- Sustainable cooking practices and farm-to-table initiatives, Molecular gastronomy and avant-garde culinary techniques, Dietary trends and special dietary considerations.
Menu Planning and Development- Menu development, design, and pricing strategies, Principles of kitchen organization, workflow, and management.
Culinary Nutrition- Nutrition Labels, Sugar: Insulin resistance, Daily tolerance, Ingredient composition, Fats: Saturated, Unsaturated, dietary effect.
Culinary Project and Culminating Event- Create a themed culinary project, incorporating elements of menu planning, preparation, and presentation.

15. Weekly/ lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy(s)	CLOAlignment
Overview of Theory & Practice of Culinary Art	-Understand the mission and vision of the university and the department as a whole -Discuss the fundamental concepts ofTheory & Practice of Culinary Art.	Week 1	- Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO1

	Introduction to Culinary Arts	-Outline the overview of culinary history and evolution. - Discuss culinary terminology and kitchen organization. -Describe the basic principles of food safety and sanitation.	Week 2	- Lecture with the aid of multimedia. -Collect Feedback & answer.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO1 CLO2
	Culinary Foundations	-Evaluate Knife skills: Types of knives, cutting techniques, and safety precautions. -Analyze Basic cooking methods: Grilling, sautéing, roasting, boiling, steaming, and frying. -Describe the Principles of flavor development: Taste, aroma, texture, and presentation	Week 3	- Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO3
	Culinary Techniques	-Illustrate Preparation methods and flavor profiles. -Demonstrate Vegetable preparation and cooking techniques. -Develop Egg cookery: Various methods of cooking eggs and their applications.	Week 4	- Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. - Paperwork.	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO1 CLO3
	Culinary Creativity and Innovation	-Design Menu planning and development that Balance flavors, textures, and colors. -Exploring the integration of diverse culinary traditions. -Evaluate Food presentation techniques: Plating,	Week 5	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO1 CLO3

		garnishing, and styling				
	Contemporary Culinary Trends	-Demonstrate Sustainable cooking practices and farm-to-table initiatives. -Justify Molecular gastronomy and avant-garde culinary techniques. -Relate Dietary trends and special dietary considerations.	Week 6-7	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	- CT/Assignment/Mid-term/Final/Presentation/Viva/Others	CLO2
	Menue Planning and Kitchen Management	-Modify Menu development, design, and pricing strategies -Discuss the Principles of kitchen organization, workflow, and management -Analyze Food cost control, inventory management, and waste reduction	Week 8-9	Lecture discussion with the aid of multimedia -students group work -Collect Feedback & answer	- CT/Assignment/Mid-term/Final/Presentation/Viva/Others	CLO3
	Meat, Poultry, and Seafood	-Build the process of Selection, handling, and preparation of meat, poultry, and seafood. -Evaluate Cooking techniques for different cuts and types of meat, poultry, and seafood. -Formulate Food safety considerations when working with animal proteins.	Week 10	- Lecture with the aid of multimedia. -Collect Feedback & answer.	- CT/Assignment/Mid-term/Final/Presentation/Viva/Others	CLO1

	Baking and Pastry	-Identify Basic principles of baking ingredients, measurements and techniques -Determine Introduction to pastry doughs and their applications-Cake baking, decorating, and pastry presentation	Week 11-12	Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	. - CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO3
	Nutrition	-Evaluate Nutrition Labels, Sugar: Insulin resistance, Daily tolerance, Ingredient composition -Discuss Fats: Saturated, Unsaturated, dietary effect -Demonstrate Gov't Standards and Policy, Corporate influence	Week 13-14	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO3
	Culinary Project and Culminating Event	-Build Culinary project: Students will apply their knowledge and skills to create a themed culinary project, incorporating elements of menu planning, preparation, and presentation. -justify Culminating event: Showcase and presentation of culinary projects to peers, faculty, and invited guests.	Week 15	Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	- CT/Assignment/Mid-term/Final/Presentation/Viva/ Others	CLO4

Part C- Assessment and Evaluation

16. Evaluation policy& Marks Distribution

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:	CIE (40%)	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Class test/ Assignment/ Viva/			

			Presentation/ Others			
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Recommended Textbooks:
• Introduction to culinary arts Boston, MA: Pearson Prentice Hall.	• Foundations of Professional Cooking" by The Culinary Institute of America (CIA) – CIA. • "Culinary Fundamentals" by Johnson & Wales University.

Course Name: Program & Event Management
Course Code: 0413-4132

Part A- Introduction

1.	Course Code	0413-4132
2.	Course Title	Program & Event Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Tourism and Hospitality Management)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	• Determine meeting objectives. • Prepare a budget for an event or meeting. • Prepare a site suitable for a specific group and their event or meeting objectives. • Promote an event or meeting. • Accommodate essential housing, transportation, food, entertainment, and communications needs for an event or meeting. • Communicate effectively with clients, vendors, and support service personnel for an event or meeting. • Employ effective negotiation techniques in meeting arrangements. • Recognize the basic components of a facility contract. • Discuss legal issues about meeting management, such as liability, insurance, and confirmation letters. • Recognize ethical issues in event planning/meeting management practices.
	Course Summary	This course is designed to prepare students for entry-level employment in events planning and or meeting management. The content includes the principles and practices of sound public relations, planning and organizing events, meetings, conferences, or conventions, and prepares students for employment opportunities with trade and professional associations, consulting firms, non-profit organizations, and corporations. Integrated throughout this course are career preparation standards, which include basic academic skills, communication, interpersonal skills, problem-solving, workplace safety, technology, and employment literacy.
12.	Course Learning Outcomes (CLOs)	

Sl. No.	Description	Bloom's Taxonomy Domain

CLO1	Identify the requirements for education, training, and licensure and understand the scope of career opportunities.	Cognitive
CLO2	Develop a career plan that is designed to reflect career interests, pathways, and postsecondary options.	Cognitive
CLO3	Describe past, present, and future technological advances as they relate to a chosen pathway and selected segments of the economy.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO 1		✓										✓	✓	✓	✓	✓
CLO 2				✓				✓					✓	✓	✓	
CLO 3				✓					✓				✓	✓		✓

(FS:Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Event Objectives and Goals, Develop the program, a suitable environment, ethical issues in events planning/meeting management practices, Event Outcomes.
- Budget and financial management, Appropriate Event Sites, appropriate Promotion, marketing, and advertising, Use the Internet to acquire reliable information and data for and about event planning.
- The fundamental needs (e.g., food, shelter, safety) that must be met to ensure the success of an event or program, the challenges of addressing basic needs in events held in resource-limited or emergency settings, the role of cultural sensitivity when addressing basic needs in diverse participant groups.
- Identify the key interpersonal skills essential for successful collaboration in event planning, methods for resolving conflicts that may arise among team members or stakeholders, the importance of emotional intelligence in managing relationships with clients and vendors, Design a team-building activity aimed at strengthening collaboration among event staff.
- The registration procedures, the role of technology support in enhancing attendee experience during events, different types of Hospitality services -Contracted services, the importance of contingency planning for support services in case of unforeseen circumstances.
- Common legal requirements in event planning, such as permits, contracts, and liability insurance, the importance of transparency and honesty in vendor negotiations and agreements, the implications of data privacy laws on collecting and storing attendee information, a fully-developed proposal for an event or meeting.
- The effectiveness of various feedback collection methods (e.g., surveys, interviews, social media) in gathering attendee insights, the role of key performance indicators (KPIs) in measuring event success and, areas for improvement.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Planning an Event or Meeting	- Define Event Objectives and Goals -Develop the program - Creating a	Week 1-2	-Lecture with the aid of multimedia.	CT/Assignment/Mid-term/Final/Presentation/ Viva/Others	CLO1 CLO2

		suitable environment - Recognize ethical issues in events planning/meeting management practices -Evaluate Event Outcomes		-Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.		
	Preliminary Planning	-Determine budget and financial management -Select Appropriate Event Sites -Identify appropriate Promotion, marketing, and advertising -Use the Internet to acquire reliable information and data for and about event planning.	Week 3-4	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/ Viva/Others	CLO1 CLO3
	Addressing Basic Needs	-Identify the fundamental needs (e.g., food, shelter, safety) that must be met to ensure the success of an event or program. -Evaluate the challenges of addressing basic needs in events held in resource-limited or emergency settings. -Analyze the role of cultural sensitivity when addressing basic needs in diverse participant groups.	Week 5-6	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/ Viva/Others	CLO2
	Working with People	-Identify the key interpersonal skills essential for successful	Week 7-8	-Lecture with the aid of multimedia.	CT/Assignment/Mid-term/Final/Presentation/ Viva/Others	CLO2

		collaboration in event planning. -Discuss methods for resolving conflicts that may arise among team members or stakeholders. -Summarize the importance of emotional intelligence in managing relationships with clients and vendors. -Demonstrate Design a team-building activity aimed at strengthening collaboration among event staff.		-Interactive Discussion. -Group Discussion. -White Board Illustration.		
	Support Services	-Explain the registration procedures - Analyze the role of technology support in enhancing attendee experience during events. -Discuss different types of Hospitality services - Contracted services -Explore the importance of contingency planning for support services in case of unforeseen circumstances.	Week 9-10	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/ Viva/Assessment//Others	CLO1 CLO3
	Legal and Ethical Considerations	-Identify common legal requirements in event planning, such as permits,	Week 11-12	-Lecture with the aid of multimedia.	CT/Assignment/Mid-term/Final/Presentation/ Viva/Others	CLO3

		contracts, and liability insurance.- Evaluate the importance of transparency and honesty in vendor negotiations and agreements. -Discuss the implications of data privacy laws on collecting and storing attendee information. -Create and present a fully-developed proposal for an event or meeting.		-Interactive Discussion. -Group Discussion. -White Board Illustration.		
	The Big Event	-Identify potential challenges and obstacles that may arise during large-scale event planning and propose strategies to mitigate them. -Analyze the roles and responsibilities of various stakeholders involved in executing a big event, such as sponsors, vendors, and volunteers. -Discuss the importance of contingency planning and risk management in ensuring the success of a large event.	Week 13-14	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration.	CT/Assignment/Mid-term/Final/Presentation/ Viva/Others	CLO2

Review Class	Overall discussion of course.	Week 15	Interactive discussion	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 1

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources:
• The Business of Event Planning Judy Allen. Wiley Edition: 2002	• Event Planning Made Easy Paulette Wolf, Jodi Wolf and Donielle Levine Edition : 2005

Course Name: Tourism Destination Management
Course Code: 0414-4133

Part A- Introduction

1.	Course Code	0414-4133
2.	Course Title	Tourism Destination Management
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th year 1st Semester (Major in Tourism and Hospitality Management)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This course provides an in-depth exploration of the principles, strategies, and practices involved in managing tourism destinations effectively. Students will examine the various components of destination management, including planning, development, marketing, sustainability, and stakeholder engagement. Through case studies, discussions, and practical exercises, students will gain the knowledge and skills necessary to address the challenges and opportunities facing tourism destinations today.
	Course Summary	Overall, a tourism destination management course provides students with the knowledge and skills necessary to plan, develop, and manage tourist destinations in a sustainable and responsible manner, while enhancing the overall visitor experience and contributing to the economic development of the destination.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Level
CLO1	Discussion about Tourism Destinations.	Cognitive
CLO2	Develop strategic plans for tourism destinations, considering factors such as market trends, sustainability, and stakeholder engagement.	Cognitive
CLO3	Develop skills in destination marketing and promotion, including market segmentation, branding, and digital marketing techniques.	Cognitive
CLO4	Manage crises and emergencies within tourism destinations, including natural disasters, health pandemics, and geopolitical unrest.	Psychomotor

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1		✓											✓			
CLO2									✓						✓	

CLO3							✓							✓		
CLO4												✓				✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Tourism Industry, Historical Evolution of Tourism, Tourism Trends and Challenges, Sustainable Tourism Practices.
- Destination Life Cycle, Market Segmentation in Tourism.
- Destination Competitiveness, SWOT Analysis for Destinations.
- Destination Branding, Marketing Strategies for Destinations, Digital Marketing in Tourism, Destination Promotion and Advertising.
- Government Roles in Tourism Development, Tourism Policy Frameworks.
- Tourism Product Concept, Tourism Product Life Cycle, Innovation in Tourism Products, Cultural and Heritage Tourism Development.
- Destination Management Organizations (DMOs), Stakeholder Engagement in Destination Management, Crisis Management in Tourism, Quality Management in Tourism Destinations.

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction to Tourism Management	-Discussion about the Tourism Industry -Historical Evolution of Tourism -Tourism Trends and Challenges -Sustainable Tourism Practices	Week 1-2	-Students will give brief introductions about themselves -Course outline will be discussed in detail -Discussion about the subject contents	CT/Assignment/Mid-term/Final/Presentation/Viva/Others	CLO1
Destination Analysis	-Destination Life Cycle -Market Segmentation in Tourism	Week 3-4	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1

	Destination Analysis	-Destination Competitiveness -SWOT Analysis for Destinations	Week 5-6	-Discussion about the subject contents with the students -Recap main points -Forward plan -class test	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO2 CLO4
	Destination Marketing	-Destination Branding -Marketing Strategies for Destinations -Digital Marketing in Tourism -Destination Promotion and Advertising	Week 7	-Discussion about the subject contents with the students -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO2 CLO4
	Exam Review	-A problem solving class of previous lectures will be conducted.	Week 8	-Discussion about the subject contents with the students -Recap main points -Forward plan.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3
	Tourism Policy and Planning	-Government Roles in Tourism Development -Tourism Policy Frameworks	Week 9-10	-Discussion about the subject contents with the students - Case Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3 CLO4
	Tourism Policy and Planning	-Tourism Planning Process -Sustainable Tourism Development	Week 11	-Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/Others	CLO3

	Destination Product Development	-Tourism Product Concept -Tourism Product Life Cycle -Innovation in Tourism Products Cultural and Heritage Tourism Development	Week 12	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO1
	Destination Management	-Destination Management Organizations (DMOs) -Stakeholder Engagement in Destination Management -Crisis Management in Tourism Quality -Management in Tourism Destinations	Week 13	Discussion about the subject contents with the students -Group Study -Recap main points -Forward plan	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 2 CLO 4
	Class Presentation	-Students will present any topic from previous classes.	Week 14	Discussion about the subject contents with the students -Group Study -Recap main points.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO 4
	Exam Review	-A problem solving class of previous lectures will be conducted.	Week 15	Discussion about the subject contents with the students	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva/ Others	CLO3

				-Recap main points -Forward plan.		

Part C- Assessment and Evaluation

16. Evaluation Policy&Marks Distribution:
The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		CIE (40%) Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
Cognitive Domain	C1 Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	A1 Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	P1 Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:
There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concernedauthority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Other Resources
• Tourism Principles and Practice By John Fletcher, Alan Fyall, David Gilbert and Stephen Wanhill	• Destination Marketing Organisations By Steven Pike

Course Name: Tourism and Hospitality Entrepreneurship
Course Code: 0414-4134

Part A- Introduction

1.	Course Code	0414-4134
2.	Course Title	Tourism and Hospitality Entrepreneurship
3.	Course Type (GED/Core/Major)	Major
4.	Level/Term and Section	4th Year 1st Semester (Major in Tourism and Hospitality Management)
5.	Academic Session	Spring/Summer
6.	Course Instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Class Hours	1 hour 25 minutes (Per Class)
10.	Total Marks	100
11.	Course Objective	This subject is designed to introduce students to the fundamentals of planning and developing an owner-operated business and the role of the entrepreneurship and innovation in the hospitality industry. It also exposes students to the management issues when making innovation effective in the market place and converting change into opportunity in the hospitality context, along with exploring the contemporary issues of the retail sector of the industry.
	Course Summary	A tourism and hospitality entrepreneurship course typically covers a range of topics aimed at preparing students to start and manage their own businesses within the tourism and hospitality industry.

12. Course Learning Outcomes (CLOs)

Sl. No.	Description	Bloom's Taxonomy Domain
CLO1	Explain the significance of the tourism and hospitality sector, including its economic impact, key stakeholders, and major trends.	Cognitive
CLO2	Develop comprehensive business plans for tourism and hospitality ventures, including market analysis, marketing strategies, financial projections, and operational plans.	Cognitive
CLO3	Identify risks in tourism and hospitality businesses, as well as develop crisis response plans to effectively manage unexpected events such as natural disasters, pandemics, or security threats.	Cognitive
CLO4	Analyze case studies of successful tourism and hospitality entrepreneurs and apply lessons learned to their own business ventures, incorporating best practices and avoiding common pitfalls.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO 1		✓											✓			
CLO 2									✓						✓	
CLO 3						✓								✓		
CLO 4										✓					✓	

(FS:Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

- Entrepreneurship and the entrepreneurial process from both a historical and a research perspective.
- Attributes and attitudes of the entrepreneur; functional areas, particularly the managing and financing issues, into a venture creation and growth.
- Performance measures for enterprise management and identify growth problems in transition from artisan to entrepreneurial identity and at other stages of growth.
- Fostering innovativeness and creativity in organizations especially the established ones.
- Skills and knowledge of launching a venture.
- Business idea and planning that communicates the viability of that idea for a new business.
- Communication and critical thinking skills needed to present and respond to critical questions related to one's business plan.
- Entrepreneurial behavior and capabilities related to opportunity identification, evaluation, and resource generation.
- Sustainable practices in business mode, the impact of global trends on local tourism business, determine the impact of technology on successful tourism business, potential risks in tourism and hospitality business

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment strategy	CLO Alignment
Introduction	- Define entrepreneurship in the context of tourism and hospitality -Recognize the importanceof entrepreneurship in economic and sectorial development - Classify different types of entrepreneurs(innovative, imitative, social, etc.) - Distinguish between traditional and tourism/hospitality entrepreneurs	Week 1-2	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1

	Introduction	- Describe the roles and responsibilities of an entrepreneur - Explain how entrepreneurs identify opportunities, mobilize resources, and manage risks - Evaluate the Role of Entrepreneurship in Tourism and Hospitality - Recognize the Challenges and Opportunities in Tourism Entrepreneurship	Week 3-4	- Lecture with the aid of multimedia. -Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO1
	Theories on Entrepreneurship	-Analyze Psychological Theories of Entrepreneurship -Evaluate theories by McClelland, Schumpeter, and others that emphasize individual motivation - Interpret Socio-Psychological and Cultural Theories - Evaluate Economic and Opportunity-Based Theories - Compare Institutional and Environmental Theories - Use case studies to illustrate theoretical application in real-world tourism and hospitality businesses	Week 5-6	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. - Paperwork.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO2 CLO4
	Dynamics of Tourism and Hospitality	-Analyze the Economic Impact of Tourism and Hospitality -Identify Key Stakeholders in the Tourism and Hospitality Sector -Determine major trends in tourism and hospitality -Analyze the tourism sector in Bangladesh -Summarize the challenges and opportunities of tourism and hospitality	Week 7-8	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO2 CLO3

	Market Research and Opportunity Identification	-Demonstrate the techniques for conducting market analysis - Recognize consumer behavior and trends -Identifying gaps and opportunities in the market	Week 9-10	-Discussion about the subject contents with the students -Recap main points -Forward plan .	CT/Assignment/Mid-term/Final/Presentation/Viva	CLO2
	Business Plan and Financial plan	-Analyze the components of a comprehensive business plan -Determine vision, mission and objectives -Perform strategic planning and competitive analysis -Develop budgeting and financial forecasting -Analyze funding options and investment	Week 11-12	-Interactive discussion -Lecture discussion with the aid of multimedia -students group work -Library work. - Paperwork.		CLO3 CLO4
	Marketing Strategies and Operations Management in tourism and hospitality	-Develop effective marketing plans -Identify digital marketing and social media utilization -Design efficient operational process -Apply quality control and service excellence	Week 13-14	-Interactive discussion -Lecture discussion with the aid of multimedia - White Board Illustration. - Collect Feedback & answer.	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain the case study and discuss the case study. -Assessment of LOs	CLO3 CLO4
	Innovation and sustainability in Tourism	-Apply sustainable practices in business models -Analyse the impact of global trends on local tourism business -Determine the impact of technology on successful tourism business. -Identify potential risks in tourism and hospitality business	Week 15	- Lecture with the aid of multimedia. -Collect Feedback & answer.	-Interactive discussion -Lecture discussion with the aid of multimedia -Explain case study and discuss case study questions to the students -Collect Feedback & answer. -Assessment of LOs	CLO3 CLO4

Part C- Assessment and Evaluation

16.	Evaluation Policy & Marks Distribution: The final grade for this class will be based on the points achieved in the following areas: CIE (40%)

			Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Bloom's Taxonomy Domain:					
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Exam Make-up: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbooks	Other Resources:
Entrepreneurship by Hisrich, R.D. Peters, M.P & Shepherd, D, A (2017	Entrepreneurship: A process Perspective by Baron, R.A and Shane, S.A (2008)

Course Name: Aviation and Flight Management
Course Code: 0413-4135

Part A- Introduction

1.	**Course Code**	**0413-4135**
2.	**Course Title**	**Aviation and Flight Management**
3.	**Course Type (GED/Core/Major)**	**Major**
4.	**Level/Term and Section**	**4th Year 1st Semester (Major in Tourism and Hospitality Management)**
5.	**Academic Session**	**Spring/Summer**
6.	**Course Instructor**	**Faculty, Business Administration.**

<table>
<tr><td>7.</td><td>Pre-requisite (if any)</td><td>N/A</td></tr>
<tr><td>8.</td><td>Credit Value</td><td>3</td></tr>
<tr><td>9.</td><td>Class Hour</td><td>1 Hour 25 Minutes (Per Class)</td></tr>
<tr><td>10.</td><td>Total Marks</td><td>100</td></tr>
<tr><td rowspan="2">11.</td><td>Course Objective</td><td>This course aims to equip students with the essential knowledge, practical skills, and strategic understanding required for successful careers in aviation and flight management. It provides a solid foundation in aviation operations, regulatory compliance, and emerging industry trends, preparing students to navigate the complexities of a fast-evolving global aviation sector.
Students will gain a thorough understanding of aviation regulations and safety standards, with a focus on risk assessment, safety management systems, and international compliance protocols. They will also learn to evaluate airline operations, including flight scheduling, fleet utilization, fuel efficiency, and crew resource management, emphasizing real-time decision-making for optimal performance.
The course also introduces key elements of aviation management, such as airport operations, air traffic management, and ground handling logistics. Special emphasis will be placed on current and future trends, including sustainable aviation, automation, artificial intelligence in flight systems, and the role of digital innovation in enhancing passenger experience and operational efficiency.
By the end of the course, students will be prepared to contribute effectively to the aviation industry, equipped with analytical, technical, and managerial skills to respond to challenges and opportunities in both domestic and international aviation environments.</td></tr>
<tr><td>Course Summary</td><td>This course offers an in-depth exploration of aviation management, focusing on key areas such as airline operations, flight planning, safety management, and regulatory compliance. Students will study aviation laws, crew resource management, air traffic control, and airport operations while gaining practical skills in optimizing flight efficiency and ensuring safety. The course also examines emerging trends, including sustainability and technological innovation, to prepare students for the evolving demands of the aviation industry. By the end, students will be equipped with the knowledge and competencies needed to support the safe, efficient, and future-ready operation of aviation systems.</td></tr>
<tr><td>12.</td><td colspan="2">Course Learning Outcomes (CLOs)
<table>
<tr><th>Sl. No.</th><th>Description</th><th>Bloom's Taxonomy Level</th></tr>
<tr><td>CLO1</td><td>Describe the underlying concepts and principles associated with Aviation and Airport Management, and evaluate and interpret these within the context of Aviation and Flight Management.</td><td>Cognitive</td></tr>
<tr><td>CLO2</td><td>Evaluate, present and interpret qualitative and quantitative data, develop lines of argument, and make sound judgments by basic theories and concepts of Aviation and Flight Management.</td><td>Cognitive</td></tr>
<tr><td>CLO3</td><td>Demonstrate knowledge of the main methods of inquiry in Aviation and Flight Management, and evaluate critically the appropriateness of</td><td>Cognitive</td></tr>
</table></td></tr>
</table>

	different approaches to solving problems in Aviation and Airport Management.	
CLO4	Presenta range of established techniques to initiate and undertake critical analysis of information, and to propose solutions to problems arising from that analysis.	Affective
CLO5	Develop a systematic understanding of key aspects of Aviation and Flight Management, including the acquisition of coherent and detailed knowledge, at least some of which is at, or informed by, the forefront of defined aspects of a discipline.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓												✓			
CLO2		✓											✓			
CLO3						✓				✓				✓	✓	
CLO4									✓						✓	
CLO5										✓		✓			✓	✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the Course

14. Course Content

1. **Introduction to Modern Aviation Management**
   - Global scope and economic impact of the aviation industry
   - Evolution of aviation regulation, digital transformation, and post-pandemic recovery
2. **Smart Airport Operations and Digital Management**
   - Airport automation, biometric systems, and passenger experience innovation
   - Terminal operations, sustainability practices, and integrated security systems
3. **Global Aviation Regulations and Safety Compliance**
   - ICAO, IATA, EASA, and FAA frameworks
   - Safety Management Systems (SMS), real-time compliance tools, and audit readiness
4. **Advanced Flight Planning and Navigation Technologies**
   - Satellite-based navigation (GNSS), PBN, and digital flight planning tools
   - Airspace optimization using AI and data analytics
5. **Aviation Safety, Risk, and Crisis Management**
   - Predictive risk modeling, real-time data use, and just culture in safety
   - Global safety case studies and crisis response frameworks
6. **Aviation Weather Intelligence and Forecasting**
   - Impact of climate change on flight operations
   - Use of AI in aviation weather prediction and risk mitigation
7. **Aircraft Performance, Maintenance, and Sustainability**
   - Next-gen aircraft technologies, performance metrics, and fuel efficiency
   - Predictive maintenance, carbon offset programs, and green aviation
8. **Modern Air Traffic Management Systems**
   - Global harmonization of ATM systems (SESAR, NextGen)
   - Integration of drones (UAVs) and unmanned traffic management (UTM)
9. **Aviation Security and Cybersecurity Management**
   - Advanced security screening, cybersecurity threats, and digital forensics
   - Threat assessment and integrated emergency response protocols
10. **Human Factors, Crew Resource Management & Wellbeing**
    - Human performance in automation-heavy environments

- Crew resource management (CRM), mental health, and resilience strategies

11. **Leadership and Strategic Aviation Management**

- Adaptive leadership in global aviation
- Managing diverse aviation teams and organizational transformation

12. **Crisis Communication, Media, and Stakeholder Engagement**

- Strategic crisis communication in digital and media-intensive environments
- Building trust and managing public relations during aviation disruptions

15. Weekly/ Lesson Plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Introduction to Aviation Management	-Understand the historical development and significance of the aviation industry. -Identify key stakeholders and regulatory bodies influencing aviation operations.	**Week 1**	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-1**
Airport Operations and Management	-Describe the functions and operations of airports, including terminal management and ground handling procedures. -Explain airport security protocols and procedures for ensuring passenger safety.	**Week 2**	-Lecture with the aid of multimedia. -Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	- CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-1**
Aviation Regulations and Compliance	-Interpret international and local aviation regulations and their impact on airline operations.	**Week 3**	-Lecture with the aid of multimedia. -Interactive Discussion.	- CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-1**

		-Analyze safety management systems (SMS) and their role in maintaining regulatory compliance.		-Group Discussion. -White Board Illustration. -Case study.		
	Flight Planning and Navigation	-Develop flight plans considering route optimization and airspace restrictions. -Interpret navigation systems and instruments used in modern aircraft.	**Week 4**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-3**
	Aviation Safety and Risk Management	-Identify principles of aviation safety and risk assessment methodologies. -Apply incident reporting procedures and contribute to a safety-focused aviation culture.	**Week 5**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-2**
	Aviation Weather and Meteorology	-Analyze weather patterns and their impact on aviation operations. -Interpret meteorological data to make informed decisions for flight planning.	**Week 6**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-4**
	Presentation	-Learn how to present product in a digital media	**Week 7**	Lecture with the aid of multimedia.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-1**

		-Demonstrate their idea about digital marketing		- Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.		
	Aircraft Performance and Maintenance	-Evaluate aircraft performance characteristics and limitations. -Understand aircraft maintenance programs and safety inspection protocols.	**Week 8**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-2**
	Air Traffic Control Systems	-Explain the role of air traffic control (ATC) in managing airspace and ensuring safety. -Demonstrate effective communication skills for interacting with ATC.	**Week 9**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-4**
	Aviation Security and Emergency Response	-Implement aviation security measures and threat assessment strategies. -Develop emergency response plans and crisis management procedures for aviation incidents.	**Week 10**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-4**
	Aviation Human Factors and Crew	-Analyze human factors influencing	**Week 11**	-Lecture with the aid	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others-Collect Feedback & answer	**CLO-5**

	Resource Management	aviation safety and performance. -Apply crew resource management (CRM) principles to enhance teamwork and decision-making in flight operations.		of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.		
	Aviation Leadership and Management	-Apply leadership principles and management strategies in aviation organizations. -Analyze organizational behavior and culture within the context of aviation management.	**Week 12**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-5**
	Aviation Crisis Communication and Public Relations	-Develop effective crisis communication strategies for aviation incidents. -Demonstrate skills in public relations and stakeholder management in the aviation industry.	**Week 13**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	-CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-5**
	Review and Viva	-Discuss key concepts to prepare for a comprehensive final examination.	**Week 14**	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-2**

	Review and Viva	Students will attend a viva	**Week 15**	- Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/Assignment/Mid-term/Final/Presentation/Viva/Others	**CLO-2**

Part C- Assessment and Evaluation

16. Evaluation Policy & Marks Distribution:

The final grade for this class will be based on the points achieved in the following areas:

Bloom's Taxonomy Domain:		**CIE (40%)** **Class test/ Assignment/ Viva/ Presentation/ Others**	**Class Attendance (10%)**	**Semester Mid Examination (SME) (20%)**	**Semester Final Examination (SFE) (30%)**
Cognitive Domain	**C1** Remembering				
	C2 Understanding				
	C3 Applying				
	C4 Analyzing				
	C5 Evaluating				
	C6 Creating				
Affective Domain	**A1** Receive				
	A2 Respond				
	A3 Value				
	A4 Organize				
	A5 Internalize				
Psychomotor Domain	**P1** Imitation				
	P2 Manipulation				
	P3 Precision				
	P4 Articulation				
	P5 Naturalization				

17. Exam Make-up:

There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.

Part D- Learning Resources

Required Textbooks	Reference Book:
• Airline Operations and Management 2nd Edition by Gerald N. Cook and Bruce G. Billig • Commercial Aviation Safety, Seventh Edition 7th Edition by Anthony Lawrenson, Clarence C. Rodrigues, Shem Malmquist, Matthew Greaves, Graham Braithwaite and Stephen K. Cusic	• Aviation Leadership: The Accountable Manager 1st Edition by Mark J. Pierotti • Airline Operations Control 1st Edition by Peter J. Bruce, Chris Mulholland • Managing Airline Networks: Design, Integration and Innovative Technologies 1st Edition by Markus Franke

Course Name: Tourism in Bangladesh
Course Code: 0314-4136

Part A- Introduction

1.	Course Code	0314-4136
2.	Course Title	Tourism in Bangladesh
3.	Course Type (GED/Core/Major)	Major Course
4.	Level/Term and Section	4th year 1st Year ((Major in Tourism and Hospitality Management)
5.	Academic Session	Spring/Summer
6.	Course instructor	Faculty, Business Administration
7.	Pre-requisite (if any)	N/A
8.	Credit Value	3
9.	Credit Hours	1 Hour 25 Minutes
10.	Total Marks	100
11.	Course Objective	The objective of the course is to provide students with a comprehensive understanding of the tourism industry within the context of Bangladesh's cultural, historical, natural, and economic landscape. The course aims to explore the potential of tourism as a driver of economic development and employment, while also examining the challenges related to sustainability, infrastructure, policy, and service quality. Students will learn about key tourist destinations, heritage sites, eco-tourism opportunities, and the role of both public and private sectors in promoting tourism. The course also emphasizes the importance of preserving cultural identity and environmental resources while developing responsible tourism practices that benefit local communities. By the end of the course, students will be equipped with the knowledge to critically assess tourism trends in Bangladesh and contribute to strategic planning and innovation in the sector.

	Course Summary	In this course, which serves as an introduction to the tourism sector, students will learn how to comprehend the elements that must come together to build the tourism business and investigate the sector's economic impact. The tourist industry's many sectors are looked at, and the industry's influencing variables are investigated. Students have the chance to look into possible career options and prospects in this fascinating sector during this session.

12. Course Learning Outcomes (CLOs)

CLO1	Describe the concepts of tourism from the perspective of Bangladesh.	Cognitive
CLO2	Discuss the tourism history in Bangladesh and demonstrate various types of tourism industry.	Cognitive
CLO3	Analyze and contrast the relationship of the tourism industry with the community around it.	Cognitive
CLO4	Predict and justify the barriers and roles of government in tourism industry in Bangladesh.	Cognitive
CLO5	Generate goals for future with consideration of the tourism industry and its employment opportunities in Bangladesh.	Cognitive

13. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs), and BNQF Domain Level

	PLO 1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO 11	PLO 12	BNQF			
													FS	SS	TS	PS
CLO1	✓	✓											✓			
CLO2				✓									✓			
CLO3					✓									✓		
CLO4						✓	✓			✓				✓	✓	
CLO5											✓	✓				✓

(FS: Fundamental skills, SS: Social skills, TS: Thinking skills, PS: Personal Skills).

Part B- Content of the course

14. Course content

- Overview of Tourism in Bangladesh: The fundamental concepts of tourism.
- Different Forms of Tourism in Bangladesh.
- Brief History and Overview of Tourism in Bangladesh: The brief history of tourism in Bangladesh, Tourism in central Bangladesh, Tourism in Eastern Bangladesh, Tourism in Northern Bangladesh, Tourism in Southern Bangladesh.
- Economic Prospects of the Tourism Industry in Bangladesh.
- Barriers to the Tourism Industry in Bangladesh and the Way Forward: Social Barriers of Tourism Industry, Institutional Barriers of Tourism Industry, Proposed Policies to Overcome the Barriers.
- Role of Government and the Private Sector in Bangladesh Tourism: Role of Government in Tourism Development in Bangladesh, Private Sector Participation in Tourism Industry in Bangladesh.

- Overview of the South Asian Tourism Industry and Significance of the Regional Tourism Integration: Introduction to the South Asian Tourism Industry, The prospects and barriers of the South Asian tourism industry.
- Tourism and Globalization Nexus in Bangladesh: Introduction and analysis to the Dynamic Simulation Framework.

15. Weekly/ lesson plan

Topics	Specific Outcome (s) (KSA)	Time Frame	Teaching Learning Technique	Assessment Strategy	CLO Alignment
Overview of Tourism in Bangladesh	-Understand the course outline, the conduction of different mark distribution phases, the course introduction, and the fundamental concepts of tourism.	Week 1	-Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1
Different Forms of Tourism in Bangladesh	- Analyze different forms of tourism in Bangladesh	Week 2-3	--Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2 CLO3
Brief History and Overview of Tourism In Bangladesh	-Understand the brief history of tourism in Bangladesh. - Illustrate the Tourism in central Bangladesh, Tourism in Eastern Bangladesh, Tourism in Northern Bangladesh, and Tourism in Southern Bangladesh.	Week 4-5	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO1 CLO2
Economic Prospects of the Tourism Industry in Bangladesh	-Understand the Economic Prospects of the Tourism Industry in Bangladesh	Week 6-7	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO2

		Barriers to the Tourism Industry in Bangladesh and the Way Forward	-Demonstrate the Social Barriers, Institutional Barriers and Proposed Policies to Overcome the Barriers	Week 8-9	-Lecture discussion with the aid of multimedia -Students group work -Assignment preparation.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO3 CLO4
		Role of Government and the Private Sector in Bangladesh Tourism	-Evaluate of the Role of Government in Tourism Development in Bangladesh - Illustrate the Private Sector Participation in Tourism Industry of Bangladesh.	Week 10-11	--Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO5
		Overview of the South Asian Tourism Industry and Significance of the Regional Tourism Integration	- Describe the South Asian Tourism Industry -Understand the prospects and barriers of South Asian tourism industry	Week 12-13	-Lecture with the aid of multimedia. - Interactive Discussion. -Group Discussion. -White Board Illustration. -Case study.	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO4
		Tourism and Globalization Nexus in Bangladesh	-Introduce Dynamic Simulation Framework. -analysis from Dynamic Simulation Framework	Week 14-15	--Interactive discussion -Lecture discussion with the aid of multimedia -Students group work	CT/ Assignment/ Mid-term/ Final/ Presentation/ Viva	CLO5

Part C- Assessment and Evaluation

16.	Evaluation Policy & Marks Distribution: The final grade for this class will be based on the points achieved in the following areas:

	CIE (40%)			

	Bloom's Taxonomy Domain:		Class test/ Assignment/ Viva/ Presentation/ Others	Class Attendance (10%)	Semester Mid Examination (SME) (20%)	Semester Final Examination (SFE) (30%)
	Cognitive Domain	C1 Remembering				
		C2 Understanding				
		C3 Applying				
		C4 Analyzing				
		C5 Evaluating				
		C6 Creating				
	Affective Domain	A1 Receive				
		A2 Respond				
		A3 Value				
		A4 Organize				
		A5 Internalize				
	Psychomotor Domain	P1 Imitation				
		P2 Manipulation				
		P3 Precision				
		P4 Articulation				
		P5 Naturalization				
17.	Make-up Procedure: There shall be no make-up for any examination, including mid-term and final exams. Exceptions may only be made in extreme circumstances, subject to the discretion and decision of the faculty. In such cases, students must provide valid written permission from the concerned authority in order to be considered for a make-up exam.					

Part D- Learning Resources

Required Textbook	Reference Book
• The Economy of Tourism in Bangladesh Prospects, Constraints, and Policies: Sakib Bin Aman	• Human Resource Management in Tourism: Dr. G. Jyothi, N. Geetha Sony

PART D

D.1. GRADING SYSTEM

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

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

i. The Letter Grade A+, A, A-, B+, B-, B, C+, C and D are considered as pass grades.
ii. F grade is considered as 'FAIL' and in such cases students must go for retake.
iii. After completion of program, final transcript will be issued mentioning Letter Grade, Corresponding Grade Points, Attempted Credit, Earned Credit and CGPA.
iv. Numerical marks in Grade Sheet/Transcript will not be shown.

Final Result Preparation

The Cumulative Grade Point Average (CGPA) will be computed according to following formula:

$$\textbf{CGPA} = \frac{\text{Sum of (Earned Credit} \times \text{Corresponding Grade Points)}}{\textbf{\textit{Total Credit}}}$$

Evaluation Procedure for OBE based Curriculum

Evaluation of students' performance will be based on Continuous Internal Evaluation (CIE) and Semester End Examination (SEE). SEE includes midterm examination and final examination whereas CIE contains class-test, quiz, attendance, presentation and assignments/case study/term paper/project/viva/group work. CIE will cover 50% of the total marks and the remaining 50% are reserved for SEE.

Theory Course:

SEE	**Mid Term**	**20%**
	Final	30%
CIE	Class-test, quiz, attendance, presentation and assignments/case study/term paper/project/viva/group work	50%
	Total	100%

The distribution of marks for Thesis/Project/Internship/ Dissertation and Viva courses will depend on the respective department.

D.2. CLASS ATTENDANCE

a. Students are required to attend all lectures, tutorials, assignments, lab works etc., of the courses that they have registered in. 75% attendance is required of a student to be eligible to sit for the final examination.
b. A student having 60% or more but less than 75% attendance will have to pay requisite amount of fine to appear at the final examination (Non collegiate). However, the Non-collegiate fee will not be applied for the semester-dropout students.
c. A student attending less than 60% classes will not be allowed to sit for the final examination (Dis-collegiate).
d. Course teacher will enter the attendance of the student before the final examination in the online database by due date as decided by the department.

D.3. EXAMINATION

a. Midterm and final examinations of all departments will start according to the Academic Calendar.
b. Head/Coordinator of the Department will officially declare the dates and schedules of midterm and final examinations as per Academic Calendar and will inform it to the Controller of Examinations.
c. Departments will take necessary steps to conduct midterm and final examinations.
d. A hard copy of question paper duly signed by the course teacher or a soft copy must be submitted to the Heads/Coordinators of the respective departments.
e. Heads/Coordinators of the departments may take necessary steps to moderate the question papers.
f. Students will get their admit cards issued by the Controller of Examinations. Without admit card a student will not be allowed to sit for midterm and final examinations.
g. If a student does not pay semester fees or other fees (i.e. retake, improvement etc.) or if a student is declared dis-collegiate, Controller of Examinations will not issue him/her Admit Card.
h. For viva board, there may be external member appointed by the departments for a semester (one external member per section if applicable) and approved by the authority.

D.4. PROMOTION

i. Promotion of the undergraduate will be based on the individual semester result.
ii. For promotion to the next semester, a student needs to earn at least 50% of the total credits in the final examination. If the number of earned credits in a semester is a fraction figure, then the number of earned credits will be rounded up. (Example: If the number of total credits is 9, and the fraction figure of the earned credit is 4.5 or above, then the credit will be rounded up as 5).

D.5. INTERNSHIP POLICIES

i. The duration of the internship will be six months.
ii. The internship credits will be 6.
iii. Internship opportunities should be sourced from a diverse range of industries, including private, public, and non-profit sectors, to provide a broad spectrum of experiences.
iv. The student will arrange their internship organization.
v. The department will provide a forwarding letter.
vi. Each intern will be assigned a faculty member as supervisor from the department.
vii. On any issue relating to their internship, students must maintain regular contact with the department's assigned supervisor.
viii. Interns will receive a certificate of completion from the host organization following complete fulfilment of the internship requirements.
ix. Upon completion of the internship, students must submit a comprehensive report focusing on a particular topic related to their internship experience.
x. The concerned supervisor will guide the student in writing the internship report, and the student is required to abide by the department's formatting guidelines.
xi. A defense presentation/viva will be scheduled, where students will present their findings and experiences to a committee for evaluation.
xii. The department expects students participating in the internship program to represent themselves responsibly and professionally. It is up to the students to uphold the reputation of the department, the faculty, and the university at the respective organizations.
xiii. These policies are subject to review and amendment by concerned departments and the university's academic council to reflect changes in educational standards, industry practices, and legal requirements.

D.6. EXPELLED OR ABSENT IN COURSE WORK/MIDTERM/FINAL EXAM

i. If a student fails to sit for midterm/final examination for any valid reason beyond his/her control (such as illness, accident and any other emergency), the student/guardian will have to inform the Head/Coordinator of relevant department and formally submit an application to the Registrar’s office through Heads/Coordinators with valid documents (i.e. medical certificate etc.) during the period of the examination. In such cases, university authority will consider the merit of applications and permit accordingly. If university authority permits him/her to sit for examination, the departments will arrange the examinations within seven (7) working days upon receiving the permission.
ii. To attend such delay exam (s), the student will have to pay Delay Exam Fee as decided by the authority. The student must submit the late payment receipt along with the application.
iii. There is no provision for improvement in case of absence in continuous assessments (e.g. assignment, class test, quiz etc.).
iv. A student adopting unfair means in midterm or final examination in any course will be reported to the Disciplinary Committee. This committee will take the necessary decision according to the merits of the individual case.

D.7. RULES FOR GRADE IMPROVEMENT EXAMINATION

i. A student obtaining B, B-, C+, C and D grades may improve the grade(s) by appearing in the midterm and final examinations or final examination.

ii. A student may improve above mentioned grade(s) in any semester along with regular courses. In case of improvement after passing all courses of the respective program, a student will be allowed once in the succeeding semester, but s/he has to take approval from the head/coordinator of the department

iii. For improvement and retake a student can take a maximum of 18 credits or 6 courses altogether in any semester.

iv. To prepare the improvement results, the course teachers can only modify midterm and final examination marks of the students in the result automation process. Other marks (i.e., class test, assignment etc.) will be automatically generated by the software from the previous database.

v. A student will have to pay requisite fee of the per credit fees for the improvement of grades.

vi. If an examinee fails to improve his/her result, the previous result in the software will stand.

vii. If a student improves his/her course(s) after finishing normal duration of the program, s/he will pay only registration fee, exam fee and requisite fee for improve of course(s). If s/he fails again, no refund of fees will be made.

D.8. RULES FOR RETAKE EXAMINATION

i. If a student obtains F grade(s) in any courses for any reasons, s/he must retake the course(s).

ii. For retake and improvement a student can take a maximum of 18 credits or 6 courses altogether in any semester.

iii. If s/he passes after appearing at the retake examination, the (passed) result 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' (Retake). But in final official transcript (after completion of the degree) 'R' will not be shown.

iv. If a student obtains F grade(s) after the end of the program, s/he will get a chance to complete the course (s) within additional 2 years after the end of his/her specific time of completing the degree. But in case of fail in Pre-Requisite course(s), the student must retake the course in the succeeding semester.

v. Except for Pre-Requisite course(s), a student can retake the course(s) at his/her convenient semester(s).

vi. A retake student will complete all course curriculums (i.e. class attendance, class test, assignment etc.) including midterm and final examinations of the specific course(s). In special cases, if the student cannot attend classes or continuous assessment (i.e., assignment, class test etc.), previous marks can be accepted to calculate GPA.

vii. If course(s) cannot be offered due to any reason (i.e., course drop or unavailability of students etc.), department can take necessary steps to arrange only midterm and final examination for the retake student(s). In such cases, other marks except midterm and final examination will be carried forward from the previous semester where s/he attended the course(s).

viii. 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.

ix. Students who want to retake a course must get his/her registration completed at the beginning of each semester.

x. A student will have to pay requisite fee of the per credit fees for the retake course(s).

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

xii. If a student retakes his/her failed course(s) after finishing normal duration of the program, s/he will pay only registration fee, exam fee and requisite fee for retake of course(s). If s/he fails to improve again, no refund of fees will be made.

D.9. RULES FOR READMISSION

i. Students failing to get promotion to the next semester must seek Re-Admission (Re-Ad) within the stipulated time of his/her program.

ii. Grades, other than F, obtained by a student in the preceding semester of re-admission will remain valid; and the student will have to repeat the courses in which s/he did not earn credit (if failed). Improvement (other than F) of any grades (B and lower) may be allowed.

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

iv. Students will have to pay tuition fees only for repeated course (s). Also s/he is to pay other fees (except development fees as it is payable once for a semester).

D.10. SEMESTER DROP AND CANCELATION OF ADMISSION

i. After getting enrolled for a semester, if any student fails to continue academic activities (i.e. class, exam, practical, assignment, presentation etc.) up to midterm examination, s/he will be considered as a semester drop student. In this case s/he will not be allowed to sit for the final exam.

ii. After getting enrolled for a semester, if any student completes all academic activities, but fails to appear at the midterm examination, the student may be allowed to sit for the final exam.

iii. Semester drop student may get readmission in the subsequent semester on payment of semester drop fee and his/her paid amount (full/partial) will be adjusted at the time of readmission. However, if any student discontinues the study forever, s/he will not get back the money paid at the time of admission.

iv. In case of semester drop or withdrawal, a student will be considered as a fresh student for the semester. S/he will get all chances for improvement, retake and re-admission like a fresh

student. However, a student must complete his/her program within the time mentioned in section 7 from the time of his /her first semester admission.

v. After cancellation of admission, If a student returns, s/he will be admitted to the same semester by paying the requisite fee (considered as semester drop student), but s/he must complete degree within stipulated time period.

vi. If a student wants to cancel his/her admission, s/he should have to pay requisite fee for Admission Cancellation.

D.11. PUBLICATION OF THE RESULT

i. Result will be prepared only through automation process.

ii. Course teacher(s) will prepare final results of the specific course(s) by giving entry of marks (i.e., attendance, class test, assignment, presentation, midterm and final examination etc.) into the software within due date declared by the head/coordinator of the department.

iii. After completing data entry, the teacher will finally submit marks to the head of the department through online and submit a singed printed copy of mark sheet to the head/coordinator.

iv. Course teacher(s) are totally responsible for the marks s/he has posted into the software.

v. Departmental Heads/Coordinators will verify/check the marks after submission by the course teacher(s) if possible. After verifying the results, Head/Coordinator will approve and process the results through online for final approval from the Dean.

vi. Dean of the faculty will then finally approve and publish final results through online.

vii. Semester final results will be published by the department within 7 working days after the final examination including retake and improvement is over. Results will be shown in the departmental notice boards and also in the VU website. Semester final results will show only Letter Grades and semester GPA.

viii. Only in cases of improvement examinations, students can know their numerical marks from the departments.

ix. Dean of the faculty will be responsible for the final publication of final results.

x. Department should preserve a hard copy of results (individual courses and consolidated) and also send another hard copy of the same to the controller of examination.

xi. All results will be published in Individual Letter Grades of the courses and semester GPA. No numerical score will be given to the students either in result sheets or in transcripts.

xii. After publishing final results or Program final results by the Dean of the Faculty, if any error(s) is identified, Heads of the departments will seek permission in written from the Vice Chancellor of the university to correct the result(s) and after getting permission, Head/Coordinator of the departments will take action to correct result with the help of IT department.

xiii. In case of correction of semester final grade sheet, Head/Coordinator will inform the Controller of Examinations along with necessary documents.

D.12. GRADUATION REQUIREMENTS

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

a. Minimum CGPA should be 2.50.

b. Students having ‘F’ grade(s) in any course(s) will not be eligible for the degree.