



# **Curriculum of Bachelor of Business Administration**

**BRAC Business School  
BRAC University**

**This version of the curriculum is:**

Effective from Spring 2021

Applicable to the students who enrolled to the program in 2021 and onwards

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### A. Program General Information

<b>Title of the Academic Program:</b>	Bachelor of Business Administration
<b>Name of the Degree:</b>	Bachelor of Business Administration
<b>Abbreviation:</b>	BBA
<b>Program Offering Entity: (Department/School /Institute)</b>	BRAC Business School
<b>Name of the University:</b>	BRAC University
<b>Minimum Credit Hour Requirement:</b>	130
<b>Duration (Year/Semesters):</b>	4 Years (8 Semesters)
<b>Total Class Weeks per Semester:</b>	14 Weeks
<b>Minimum CGPA requirements for graduation:</b>	2.00
<b>Maximum Academic Years of Completion:</b>	8 Years
<b>Admission Requirements:</b>	<p>Minimum GPA of 3.5 in SSC/Equivalent and HSC/Equivalent separately (including additional subject).</p> <p>Minimum CGPA of 2.5 in O-Levels in five subjects and A-Levels in two subjects separately, according to the scale (A=5, B=4, C=3 &amp; D=2). Subjects with E grade will not be considered.</p> <p>Candidates completed 12 years of schooling from a reputed educational institution may also apply. (before applying please contact through <a href="mailto:admissions@bracu.ac.bd">admissions@bracu.ac.bd</a>)</p> <p>Candidates completed IB-DP with a minimum DP Score of 24 are eligible to apply.</p> <p>Candidates completed schooling outside Bangladesh will have to submit verified/attested copies of previous academic documents from their Institute/Foreign Ministry and equivalence certificates from the Board of Intermediate and Secondary Education, Dhaka.</p>

### B. Brief Description of the Program

The **Bachelor of Business Administration (BBA)** Program aims at enabling students to acquire and practice state-of-the-art business and management knowledge and skills, thereby helping them become outstanding business leaders in the highly dynamic global environment of the 21st century. The

program prepares students with knowledge and skills such that they are ready for entry-level managerial positions and will be able to advance to executive and senior positions in any organization. The program offers concentrations in Accounting, E-Business, Entrepreneurship, General Business, Information Management, Finance, Human Resource Management, Marketing, and Operations and Supply Chain Management. The BBA is a 130-credit hour program having a standard duration of 4 years.

## C. Mission and Vision

### Vision of the University:

To be a proud, global institution from Bangladesh.

### Mission of the University:

- To create and share knowledge
- To uphold human values
- To promote sustainability

### Vision of BRAC Business School:

To become a globally-recognized center of excellence in developing business leaders and knowledge dedicated to championing human values.

### Mission of BRAC Business School:

The mission of BBS is two-fold:

- To offer cutting-edge business education for grooming competent and ethical future leaders who cater to the interests of all stakeholders, and
- To advance knowledge - in the local and global contexts - promoting sustainable development, equity and universal well-being.

## D. Program Educational Objectives (PEOs)

The graduates of the program will be able to:

- PEO1** (proficiency): excel in their academic and professional endeavors through the applications of the acquired skills and knowledge related to general education, general business and specialized functional areas;
- PEO2** (progression): adapt to the dynamic world of business and integrate personal development through continuous learning and improvement;
- PEO3** (principles): exhibit firm commitment in developing sustainable solutions for emerging managerial problems incorporating social values and responsibilities; and
- PEO4** (primacy): assume leadership roles above and beyond their spectrums displaying professional and ethical standards.

## E. Program Learning Outcomes (PLOs)

Upon successful completion of the BBA program, the students will be able to:

#	Particulars
<b>PLO1</b>	comprehend the principles, functions and operations of businesses;
<b>PLO2</b>	apply problem-solving and decision-making skills to diverse management settings;
<b>PLO3</b>	demonstrate critical thinking and cognitive skills in relation to varying management challenges;



<b>PLO4</b>	conduct methodological research with analytics, business intelligence and technology;
<b>PLO5</b>	exhibit leadership traits keeping ethics, society, diversity and team work at the center;
<b>PLO6</b>	understand and identify business environment, risks and opportunities at different levels – local/global, functional/strategic;
<b>PLO7</b>	communicate business information and ideas effectively in different forms – such as oral/written; and
<b>PLO8</b>	acquire advance knowledge and application abilities to solve problems and make sound decisions in their areas of specialization.

#### F. Alignment of PEOs with the University Missions

<b>PEOs</b>	<b>Mission 1: (Create and share knowledge )</b>	<b>Mission 2: (Uphold human values)</b>	<b>Mission 3: (Promote sustainability)</b>
<b>PEO1</b> (proficiency)	X		X
<b>PEO2</b> (progression)	X	X	
<b>PEO3</b> (principles)		X	X
<b>PEO4</b> (primacy)		X	X

(‘X’ indicates correlation)

#### G. Mapping of PLOs with the PEOs

<b>PLOs</b>	<b>PEO1</b> (proficiency)	<b>PEO2</b> (progression)	<b>PEO3</b> (principles)	<b>PEO4</b> (primacy)
<b>PLO1</b>	X	X		
<b>PLO2</b>	X		X	
<b>PLO3</b>	X	X		
<b>PLO4</b>	X	X		
<b>PLO5</b>			X	X
<b>PLO6</b>	X	X	X	X
<b>PLO7</b>	X	X		X
<b>PLO8</b>	X	X	X	X

(‘X’ indicates correlation)

#### H. Mapping of PLOs with Learning Outcome Domains

- i. **Fundamental Domain:** Discipline specific knowledge and application skills that a student obtains after a completion of the program, which influence his/her performance and societal contributions.
- ii. **Social Domain:** Skills needed for working with people at various levels to achieve set goals, communication and community engagement, ability to coordinate, instruct, negotiate, persuade, be service oriented and have people and environment perceptiveness.
- iii. **Thinking Domain:** Skills such as learning to learn, decision-making, problem solving and entrepreneurship are part of the Thinking Domain. This involves the ability to be active learners and critical thinkers. It requires the graduates to be investigative, enterprising, scientific and analytical and have management skills.

- iv. **Personal Domain:** Skills such as life-long learning, self-direction, acting with integrity and the development of citizenship etc. The ability to be active listeners, manage one's own time and the time of others, care for others, develop and build teams, be responsible for one's own acts and results, perform civic duties and contribute to society are some examples of skills under this domain.

PLOs	Fundamental Domain	Social Domain	Thinking Domain	Personal Domain
PLO1	X		X	
PLO2	X	X	X	
PLO3	X	X	X	
PLO4	X		X	
PLO5		X	X	X
PLO6	X	X		X
PLO7		X		X
PLO8	X		X	X

('X' indicates correlation)

#### I. Mapping of courses with the PLOs

Course ID	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
ACT201	X					X	X	
ACT202	X	X						X
BUS102					X			
BUS201				X	X		X	
BUS204	X	X					X	
BUS209							X	X
BUS221							X	
BUS232			X				X	X
BUS301	X							
BUS490	X	X	X	X	X	X	X	X
FIN201	X					X	X	
FIN301	X	X				X		
MGT213	X				X			
MGT301	X				X		X	
MGT480	X	X	X	X	X	X	X	X
MKT201	X					X		
MKT301	X	X				X		
MSC221	X		X				X	X
MSC301	X			X				
MSC321	X			X			X	
Major: Required and Elective Courses								X

('X' indicates correlation)

## J. Curriculum Structure

### Course Categories

BBA Students are required to complete a minimum of 130 credits along with the internship program for successful completion of the BBA Program. The standard/average duration of the revised BBA program is 4 years (8 semesters). However, one may complete the graduation requirements within a slightly shorter or over a longer period – depending on the credit hours taken in different semesters. The overall structure of the program is given below:

Category	Minimum Credit Requirements
University Core (General Education) <ul style="list-style-type: none"><li>• <i>Writing</i></li><li>• <i>Mathematics and Sciences</i></li><li>• <i>Arts and Humanities</i></li><li>• <i>Social Sciences</i></li><li>• <i>Engaging Communities Seeking Transformation</i></li></ul>	<b>39</b>
School Core (Business Foundation Courses) <ul style="list-style-type: none"><li>• <i>Accounting</i></li><li>• <i>Business: General*</i></li><li>• <i>Finance</i></li><li>• <i>Management</i></li><li>• <i>Marketing</i></li><li>• <i>Operations Management and Information Systems</i></li></ul>	<b>33</b>
Allied Courses	<b>6</b>
Program Core (Business Core Courses) <ul style="list-style-type: none"><li>• <i>Business: General</i></li><li>• <i>Finance</i></li><li>• <i>Management</i></li><li>• <i>Marketing</i></li><li>• <i>Operations Management and Information Systems</i></li></ul>	<b>15</b>
Program Electives (Major)** <ul style="list-style-type: none"><li>• <i>Accounting</i></li><li>• <i>E-Business</i></li><li>• <i>Entrepreneurship</i></li><li>• <i>Information Management (IM)</i></li><li>• <i>Finance</i></li></ul>	<b>18</b>

<ul style="list-style-type: none"> <li>• <i>General Business</i></li> <li>• <i>Human Resource Management</i></li> <li>• <i>Marketing</i></li> <li>• <i>Operations and Supply Chain Management</i></li> </ul>	
Capstone Course and Internship/Thesis***	<b>7</b>
Open Electives <ul style="list-style-type: none"> <li>• <i>Minor/Open Elective****</i></li> <li>• <i>Minor in non-business areas*****</i></li> </ul>	<b>9</b>
<b>Total Credits*****</b>	<b>130</b>

\*A Business Foundation Course (BUS201: Business Communication) is listed in GenEd because it is also being offered to the students of other programs as a General Education Course. So BBA students are actually having 6 foundation courses in Business.

\*\*Students may opt to major in General Business by taking 6 courses from any of BBA major required or elective courses.

\*\*\*Thesis duration may extend by more than a semester and students opting for thesis should have a minimum CGPA of 3.5.

\*\*\*\*Students may opt to graduate without a minor and choose any three 300/400-level courses from any of BRACU courses. Alternatively, they may select a minor from another school/department of the University. The requirement for a minor in other departments/schools can be different in terms of credits required and students should check this requirement from the concerned department/school.

\*\*\*\*\*Students may opt for a minor in non-business areas, but the total credit requirements may exceed 9 credits depending on the offerings of the respective schools/departments.

\*\*\*\*\*Students may be required to take non-credit/foundation courses depending on the admission test results. In such cases, the total number of courses may increase.

### For Non-BBA Undergraduate Students

For the students of other schools and departments, BBS has two offerings – (i) Major in specific areas of business or (ii) Minor in Business. Prerequisite(s) of the courses in these two options should also be completed in order to register in those courses and consequently claim a major in specific areas of business or a Minor in Business.

Category	Minimum Credit Requirements
Major in Specific Areas of Business <ul style="list-style-type: none"> <li>• <i>Accounting</i></li> <li>• <i>E-Business</i></li> <li>• <i>Entrepreneurship</i></li> <li>• <i>Finance</i></li> <li>• <i>General Business</i></li> <li>• <i>Human Resource Management</i></li> <li>• <i>Information Management (IM)</i></li> </ul>	<b>24*</b>

<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Operations and Supply Chain Management</li> </ul>	
Minor in Business	<b>24*</b>

\*The total number of minimum credit requirements may exceed 24 depending on the prerequisites of courses preferred by students.

### Detail structure of the BBA program

Category	Course Code and Title	Credit Hours	Contact Hours/Week
<b>UNIVERSITY CORE (General Education - GenEd)</b>		<b>39</b>	<b>39</b>
<b>Stream 1: Writing (2 courses - 6 credits)</b>		<b>6</b>	<b>6</b>
<i>Students are required to take minimum two courses (if a student gets ENG102 based on the admission test result, s/he is required to take ENG103 instead of ENG101)</i>			
	ENG101 English Fundamentals	3	3
	ENG102 Composition I	3	3
	ENG103 Advanced Writing Skills and Presentation	3	3
<b>Stream 2: Math and Sciences (Minimum 2course – 6 credits)</b>		<b>6</b>	<b>6</b>
<i>Students are required to take MAT101 and STA101 (the rest of the courses from this stream are GenEd Electives)</i>			
	MAT101 Fundamentals of Mathematics	3	3
	STA101 Introduction to Statistics	3	3
<b>GenEd Electives from Stream 2:</b>			
	BIO101 Introduction to Biology	3	3
	CHE101 Introduction to Chemistry	3	3
	CSE101 Introduction to Computer Science	3	3
	ENV103 Elements of Environmental Science	3	3
	MAT110 MATH I: Differential Calculus and Co-ordinate Geometry	3	3
	PHY101 Introduction to Physics	3	3
	PHY111 Principles of Physics I	3	3
	STA201 Elements of Statistics and Probabilities	3	3
<b>Stream 3: Arts, Humanities (Minimum 3 courses – 9 credits)</b>		<b>9</b>	<b>9</b>
<i>BNG 103 and HUM 103 are compulsory. After completing that students have a choice to take min 1 course</i>			
	BNG103 Bangla Language & Literature	3	3
	HUM103 Ethics and Culture	3	3
<b>Any one (1) course from the following:</b>			
	ENG113 Introduction to English Poetry	3	3

ENG114	Introduction to English Drama	3	3
ENG115	Introduction to English Prose	3	3
ENG333	Globalization and the Media	3	3
HUM101	World Civilization and Culture	3	3
HUM102	Introduction to Philosophy	3	3
HST102	The Modern World	3	3
HST103	History of Bangladesh	3	3
HST104	Global History Lab	3	3
<b>Stream 4: Social Sciences (Minimum 2 courses - 6 credits)</b>		<b>6</b>	<b>6</b>
<i>Students are required to take BUS201 and EMB101 (The rest of the courses from this stream are GenEd Electives)</i>			
BUS201	Business Communication	3	3
EMB101	Emergence of Bangladesh	3	3
<b>GenEd Electives from Stream 4:</b>			
ANT101	Introduction to Anthropology	3	3
ANT342	Body and Society	3	3
ANT351	Gender and Development	3	3
ECO105	Fundamentals of Economics	3	3
POL101	Introduction to Political Science	3	3
POL102	Comparative Governance	3	3
POL201	Introduction to Civic Engagement	3	3
PSY101	Introduction to Psychology	3	3
SOC101	Introduction to Sociology	3	3
SOC201/ ANT202	Social Inequality	3	3
<b>Stream 5: Communities Seeking Transformation (1 course - 3 credits)</b>		<b>3</b>	<b>3</b>
<b>Only one (1) course from the following:</b>			
CST301	For the Love of Food	3	3
CST302	The Pursuit of Wellbeing	3	3
CST303	Law for Life, Peace and Justice	3	3
CST304	Demystifying Documentaries: Truth, Ethics and Storytelling in Non- Fiction Filmmaking	3	3
CST305	Inhabiting and Building our World	3	3
CST306	Business Leaders for Tomorrow: Is Cultural Knowledge Impactful?	3	3
CST307	How does Art Matter? Artists, Community and Future	3	3
<b>GenEd Elective (3 courses – 9 credits)</b>		<b>9</b>	<b>9</b>
<i>Three GenEd elective courses that students can take as they desire from streams 2, 3 and 4.</i>			
<b>SCHOOL CORE (Business Foundation Courses)</b>		<b>33</b>	<b>33</b>

<i>Students are required to take 11 mandatory courses of business foundation</i>			
<b>Accounting (2 courses – 6 credits)</b>		<b>6</b>	<b>6</b>
ACT201	Financial Accounting	3	3
ACT202	Management Accounting	3	3
<b>Business: General (5 courses – 15 credits)</b>		<b>15</b>	<b>15</b>
BUS102	Business – Basics, Ethics and Environment	3	3
BUS204	Business Law and Corporate Governance	3	3
BUS209	Quantitative Methods in Business and Economics	3	3
BUS221	Principles of Entrepreneurship	3	3
BUS232	Research Methods and Business Analytics	3	3
<b>Finance (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
FIN201	Financial Environment and Banking	3	3
<b>Information Systems (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
MSC221	Computer Applications in Business	3	3
<b>Management (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
MGT213	Management Practices and Organizational Behavior	3	3
<b>Marketing (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
MKT201	Principles of Marketing	3	3
<b>ALLIED COURSES</b>		<b>6</b>	<b>6</b>
<i>Allied courses are courses offered by other departments/schools but are essential for the BBA students. The concepts from these courses are vital in business education as these courses strengthen students' understanding of the business world. They are also considered as prerequisites of some of the business core courses and major courses.</i>			
<b>Allied Courses (2 courses - 6 credits)</b>		<b>6</b>	<b>6</b>
ECO101	Introduction to Microeconomics	3	3
ECO102	Introduction to Macroeconomics	3	3
<b>PROGRAM CORE (Business Core Courses)</b>		<b>18</b>	<b>18</b>
<i>Students are required to take 6 mandatory courses of business foundation</i>			
<b>Business: General (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
BUS301	International Business	3	3
<b>Finance (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
FIN301	Principles of Finance	3	3
<b>Management (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
MGT301	Human Resource Management	3	3
<b>Marketing (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
MKT301	Marketing Management	3	3
<b>Information Systems (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
MSC321	Management Information Systems	3	3
<b>Operations Management (1 course – 3 credits)</b>		<b>3</b>	<b>3</b>
MSC301	Production and Operations Management	3	3



<b>PROGRAM ELECTIVES (Major)</b>	<b>18</b>	<b>18</b>
<i>Students are required to pursue a major in at least one area of business as mentioned below.</i>		
<b>Accounting (6 courses - 18 credits)</b>	<b>18</b>	<b>18</b>
<i>Students are required to take four mandatory courses and two elective courses for a Major in Accounting. For a Minor in Accounting they are required to take two mandatory courses and one elective course.</i>		
<b>Mandatory for Major and for Minor:</b>	<b>6</b>	<b>6</b>
ACT301 Intermediate Accounting	3	3
ACT422 Cost Accounting	3	3
<b>Mandatory for Major but Electives for Minor:</b>	<b>6</b>	<b>6</b>
ACT427 Auditing and Assurance	3	3
ACT431 Advanced Accounting	3	3
<b>Electives for Major and for Minor:</b>	<b>6</b>	<b>6</b>
ACT421 Accounting Information System	3	3
ACT423 Fundamentals of Taxation	3	3
ACT429 Financial Statement Analysis	3	3
ACT432 International Accounting	3	3
ACT435 Accounting for Governmental and Non-Profit Organizations	3	3
ACT438 Accounting Theory and Practices	3	3
ACT471 Special Issues in Accounting	3	3
<b>E-Business (6 courses - 18 credits)</b>	<b>18</b>	<b>18</b>
<i>Students are required to take four mandatory courses and two elective courses for a Major in E-Business. For a Minor in E-Business they are required to take two mandatory courses and one elective course.</i>		
<b>Mandatory for Major and for Minor:</b>	<b>6</b>	<b>6</b>
MSC441 Introduction to Electronic Commerce	3	3
MSC459 Designing Web Usability	3	3
<b>Mandatory for Major but Electives for Minor:</b>	<b>6</b>	<b>6</b>
MSC446 Marketing on the Internet	3	3
MSC452 E-Commerce Programming	3	3
<b>Electives for Major and for Minor:</b>	<b>6</b>	<b>6</b>
MSC447 Technology Fundamentals of Electronic Commerce	3	3
MSC448 Management of Online Business	3	3
MSC454 Managing e-Commerce projects	3	3
MSC456 E-Commerce Infrastructure	3	3
MSC457 E-Commerce Risk and Security Management	3	3
MSC471 Special Issues in E-Business	3	3
<b>Entrepreneurship (6 courses - 18 credits)</b>	<b>18</b>	<b>18</b>

*Students are required to take four mandatory courses and two elective courses for a Major in Entrepreneurship. For a Minor in Entrepreneurship they are required to take two mandatory courses and one elective course.*

<b>Mandatory for Major and for Minor:</b>		<b>6</b>	<b>6</b>
BUS421	Venture Development	3	3
BUS422	Small Business Management	3	3
<b>Mandatory for Major but Electives for Minor:</b>		<b>6</b>	<b>6</b>
FIN421	Corporate Finance	3	3
MKT428	Strategic Marketing	3	3
<b>Electives for Major and for Minor:</b>		<b>6</b>	<b>6</b>
BUS423	Business Plan Development	3	3
BUS471	Special Issues in Entrepreneurship	3	3
MSC448	Management of Online Business	3	3
MSC423	Introduction to Supply Chain Management	3	3
<b>Finance (6 courses - 18 credits)</b>		<b>18</b>	<b>18</b>

*Students are required to take four mandatory courses and two elective courses for a Major in Finance. For a Minor in Finance they are required to take two mandatory courses and one elective course.*

<b>Mandatory for Major and for Minor:</b>		<b>6</b>	<b>6</b>
FIN421	Corporate Finance	3	3
FIN422	Fundamentals of Investments	3	3
<b>Mandatory for Major but Electives for Minor:</b>		<b>6</b>	<b>6</b>
FIN425	International Financial Management	3	3
FIN441	Bank Management and Digital Banking	3	3
<b>Electives for Major and for Minor:</b>		<b>6</b>	<b>6</b>
ACT429	Financial Statement Analysis	3	3
FIN423	Security Analysis and Portfolio Management	3	3
FIN428	Real Estate Finance	3	3
FIN431	Introduction to Financial Derivatives	3	3
FIN432	Mergers and Acquisition and Corporate Restructuring	3	3
FIN433	Financial Modelling	3	3
FIN461	Insurance and Risk Management	3	3
FIN471	Special Issues in Finance	3	3
<b>General Business (6 courses - 18 credits)</b>		<b>18</b>	<b>18</b>

*Students are required to take any six courses from any of the mandatory or elective courses from any of the following areas:*

Accounting  
E-Business  
Entrepreneurship

Information Management (IM)		
Finance		
Human Resource Management		
Marketing		
Operations and Supply Chain Management		
<b>Human Resource Management (6 courses - 18 credits)</b>	<b>18</b>	<b>18</b>
<i>Students are required to take four mandatory courses and two elective courses for a Major in Human Resource Management. For a Minor in Human Resource Management they are required to take two mandatory courses and one elective course.</i>		
<b>Mandatory for Major and for Minor:</b>	<b>6</b>	<b>6</b>
MGT423 Training and Development	3	3
MGT425 Manpower Planning and Forecasting	3	3
<b>Mandatory for Major but Electives for Minor:</b>	<b>6</b>	<b>6</b>
MGT422 Compensation Management	3	3
MGT427 Strategic Human Resource Management	3	3
<b>Electives for Major and for Minor:</b>	<b>6</b>	<b>6</b>
MGT421 Leadership and Ethics	3	3
MGT424 Employee and Labor Relations	3	3
MGT431 Industrial Psychology	3	3
MGT432 International and Comparative HRM	3	3
MGT433 Conflict Management and Negotiation Tactics in Workplace	3	3
MGT434 Performance Management	3	3
MGT435 Occupational Health, Safety and Employee Well Being	3	3
MGT436 Managing Culture, Organizational Change and Innovation	3	3
MGT437 Human Resource Analytics and Applications	3	3
MGT471 Special Issues in Human Resource Management	3	3
<b>Information Management (IM) (6 courses - 18 credits)</b>	<b>18</b>	<b>18</b>
<i>Students are required to take four mandatory courses and two elective courses for a Major in Information Management. For a Minor in Information Management they are required to take two mandatory courses and one elective course.</i>		
<b>Mandatory for Major and for Minor:</b>	<b>6</b>	<b>6</b>
MSC445 Management of Information Systems	3	3
MSC449 Business Data Communications	3	3
<b>Mandatory for Major but Electives for Minor:</b>	<b>6</b>	<b>6</b>
MSC443 Applied Database Management	3	3
MSC444 Systems Analysis	3	3

<b>Electives for Major and for Minor:</b>		<b>6</b>	<b>6</b>
MSC442	Information Technology	3	3
MSC451	Local Area Network Administration	3	3
MSC453	Distributed Information Systems For Business	3	3
MSC472	Special Issues in Information Management	3	3
<b>Marketing (6 courses - 18 credits)</b>		<b>18</b>	<b>18</b>
<i>Students are required to take four mandatory courses and two elective courses for a Major in Marketing. For a Minor in Marketing they are required to take two mandatory courses and one elective course.</i>			
<b>Mandatory for Major and for Minor:</b>		<b>6</b>	<b>6</b>
MKT421	Consumer Behavior	3	3
MKT426	Marketing Research	3	3
<b>Mandatory for Major but Electives for Minor:</b>		<b>6</b>	<b>6</b>
MKT428	Strategic Marketing	3	3
MKT433	Integrated Marketing Communication	3	3
<b>Electives for Major and for Minor:</b>		<b>6</b>	<b>6</b>
MKT422	Sales Management	3	3
MKT423	Brand Management	3	3
MKT425	International Marketing	3	3
MKT431	Services Marketing	3	3
MKT434	Customer Relationship Management	3	3
MKT435	Marketing Analytics	3	3
MKT471	Special Issues in Marketing	3	3
MSC423	Introduction to Supply Chain Management	3	3
MSC446	Marketing on The Internet	3	3
<b>Operations and Supply Chain Management (6 courses - 18 credits)</b>		<b>18</b>	<b>18</b>
<i>Students are required to take four mandatory courses and two elective courses for a Major in Operations and Supply Chain Management. For a Minor in Operations and Supply Chain Management they are required to take two mandatory courses and one elective course.</i>			
<b>Mandatory for Major and for Minor:</b>		<b>6</b>	<b>6</b>
MSC423	Introduction to Supply Chain Management	3	3
MSC427	Demand Planning and Fulfillment	3	3
<b>Mandatory for Major but Electives for Minor:</b>		<b>6</b>	<b>6</b>
MSC422	Total Quality Management	3	3
MSC424	Operations Research (Quantitative Methods for Decision Making)	3	3
<b>Electives for Major and for Minor:</b>		<b>6</b>	<b>6</b>
MSC425	Material Management	3	3
MSC429	Services Management	3	3
MSC433	Lean Six Sigma	3	3

MSC434	Green Supply Chain Management	3	3
MSC435	Sustainable Procurement and Outsourcing	3	3
MSC473	Special Issues in Operations and Supply Chain Management	3	3
<b>CAPSTONE COURSE AND INTERNSHIP/THESIS</b>		<b>7</b>	<b>7</b>
<b>Capstone Course (1 courses - 3 credits)</b>		<b>3</b>	<b>3</b>
<i>Students are required to take the following capstone course in their final year</i>			
MGT480	Business Strategy	3	3
<b>Internship (4 credits)</b>		<b>4</b>	<b>4</b>
<i>Students are required to undertake an internship for one semester. Alternatively, they may opt of Thesis but students opting for thesis should have a minimum CGPA of 3.5.</i>			
BUS490	Internship	4	4
<b>OPEN ELECTIVES (Minor/Open Electives)</b>		<b>9</b>	<b>9</b>
<b>Minor/Open Electives (3 courses - 9 credits)</b>		<b>9</b>	<b>9</b>
<i>For minor in an area, two courses (6 credits) are stipulated as mandatory while another one (3 credits) is elective to be chosen from the list of courses mentioned under the PROGRAM ELECTIVE (Major) Section. Students may opt to graduate without a minor and choose any three 300/400-level courses from any of the BRACU courses. Alternatively, they may select a minor from another school/department of the University where the credit requirements may differ.</i>			

### For Non-BBA Undergraduate Students

For the students of other schools and departments, BBS has two offerings – (i) Major in specific areas of business or (ii) Minor in Business. Prerequisite(s) of the courses in these two options should also be completed in order to register in those courses and consequently claim a major in specific areas of business or a Minor in Business.

- (i) **Major in Specific Areas of Business:** Students are required to complete eight courses (24 credits) where two courses are from Business Core Courses (as given below) and six from the respective Major area (as stated in the PROGRAM ELECTIVE section above). Moreover, students are also required to complete the prerequisite(s) where applicable. Thus the total number of courses may exceed eight. The courses from Business Core for the respective areas are given in the table below:

Major Area	Course Code	Course Title	Prerequisite(s)*
Accounting	ACT201	Financial Accounting	
	ACT202	Management Accounting	ACT201

<b>E-Business</b>	MSC221	Computer Applications in Business	MAT101, STA101
	MSC321	Management Information Systems	MSC221
<b>Entrepreneurship</b>	BUS221	Principles of Entrepreneurship	EMB101, FIN201, MGT213, MKT201
	MGT213	Management Practices and Organizational Behavior	BUS102
<b>Finance</b>	FIN201	Financial Environment and Banking	ACT201
	FIN301	Financial Management	FIN201
<b>Human Resource Management</b>	MGT213	Management Practices and Organizational Behavior	BUS102
	MGT301	Human Resource Management	MGT213
<b>Information Management</b>	MSC221	Computer Applications in Business	MAT101, STA101
	MSC321	Management Information Systems	MSC221
<b>Marketing</b>	MKT201	Principles of Marketing	BUS102
	MKT301	Marketing Management	MKT201, MGT213
<b>Operations and Supply Chain Management</b>	BUS232	Research Methods and Business Analytics	BUS209, MSC221
	MSC301	Production and Operations Management	BUS209, MGT213
<b>Total 2 courses (6 credits)</b> <i>Six additional courses from the respective major area (Section 3.6), and the respective prerequisites are also required.</i>			

\*Course(s) equivalent to, alternative of or of higher level than the prerequisite(s) may be considered for waiving the prerequisite on a case-by-case basis. For example: STA201 can be considered in place of STA101. In such cases students should check with BBS in advance before starting Major in a specific area of business.

Minor in Business: For Minor in Business, students are required to complete eight courses (24 credits) where six courses are mandatory and two are electives. The list of courses for Minor in Business follows:

Category	Course Code	Course Title	Prerequisite(s)*
<b>Mandatory</b>	ACT201	Financial Accounting	
	BUS102	Business - Basics, Ethics and Environment	
	BUS201	Business and Human Communication	ENG101, ENG102
	FIN201	Financial Environment and Banking	ACT201
	MGT213	Management Practices and Organizational Behavior	BUS102
	MKT201	Principles of Marketing	BUS102
<b>Electives</b>	Any two other courses with code: ACT / BUS / FIN / MGT / MKT / MSC		See the <i>SCHOOL CORE, PROGRAM CORE and PROGRAM ELECTIVES sections above</i>

**Total 8 courses (24 credits)**

*\*Course(s) equivalent to, alternative of or of higher level than the prerequisite(s) may be considered for waiving the prerequisite on a case-by-case basis. For example: STA201 can be considered in place of STA101. In such cases students should check with BBS in advance before starting Minor in Business.*

### K. Program Flow (Year/Level/Semester/Term wise distribution of courses)

#### Recommended Course Sequences

YEAR	SEMESTER	RECOMMENDED COURSES					
1 <sup>st</sup> Year	1 <sup>st</sup> Semester	BUS102	ENG101	GENED ELECTIVE	GENED ELECTIVE	MAT101	STA101
	2 <sup>nd</sup> Semester	ACT201	BNG103	EMB101	ENG102	GENED ELECTIVE	HUM103
2 <sup>nd</sup> Year	3 <sup>rd</sup> Semester	ACT202	BUS204	BUS209	ECO101	GENED ELECTIVE (Stream 3)	MGT213
	4 <sup>th</sup> Semester	BUS201	ECO102	FIN201	MGT301	MKT201	MSC221
3 <sup>rd</sup> Year	5 <sup>th</sup> Semester	BUS232	BUS301	FIN301	GENED ELECTIVE (Stream 5)	MKT301	MSC321
	6 <sup>th</sup> Semester	BUS221	MAJOR MANDATORY	MAJOR MANDATORY	MINOR/OPEN ELECTIVES	MINOR/OPEN ELECTIVES	MSC301
4 <sup>th</sup> Year	7 <sup>th</sup> Semester	MAJOR ELECTIVE	MAJOR ELECTIVE	MAJOR MANDATORY	MAJOR MANDATORY	MGT480	MINOR/OPEN ELECTIVES
	8 <sup>th</sup> Semester	BUS490					

#### Semester-wise Recommended Course Sequences with Prerequisite Course list

Semester	Total Credit Hours	Contact Hours/Week	Course Code and Title	Prerequisite
1 <sup>st</sup> Sem.	18	18	BUS102 Business – Basics, Ethics and Environment	
			ENG101 English Fundamentals	
			GENED ELECTIVE	
			GENED ELECTIVE	
			MAT101 Fundamentals of Mathematics	
			STA101 Introduction to Statistics	
2 <sup>nd</sup> Sem.	18	18	ACT201 Financial Accounting	
			BNG103 Bangla Language & Literature	
			EMB101 Emergence of Bangladesh	
			ENG102 English Composition	
			GENED ELECTIVE	
			HUM103 History of Bangladesh	
3 <sup>rd</sup> Sem.	18	18	ACT202 Management Accounting	ACT201



			BUS204 Business Law and Corporate Governance	BUS102
			BUS209 Quantitative Methods in Business and Economics	MAT101, STA101
			ECO101 Introduction to Microeconomics	MAT101
			GENED ELECTIVE (Stream 3)	
			MGT213 Management Practices and Organizational Behavior	BUS102
4 <sup>th</sup> Sem.	18	18	BUS201 Business Communication	ENG101, ENG102
			ECO102 Introduction to Macroeconomics	ECO101
			FIN201 Financial Environment and Banking	ACT201
			MGT301 Human Resource Management	MGT213
			MKT201 Principles of Marketing	BUS102
			MSC221 Computer Applications in Business	MAT101, STA101
5 <sup>th</sup> Sem.	18	18	BUS232 Research Methods in Business and Management	BUS209, MSC221
			BUS301 International Business	ECO101, MGT213, MKT201
			FIN301 Principles of Finance	FIN201
			GENED ELECTIVE (Stream 5)	
			MKT301 Marketing Management	MKT201, MGT213
			MSC321 Management Information Systems	MSC221
6 <sup>th</sup> Sem.	18	18	BUS221 Principles of Entrepreneurship	EMB101, FIN201, MGT213, MKT201
			MAJOR MANDATORY	
			MAJOR MANDATORY	
			MINOR/OPEN ELECTIVES	
			MINOR/OPEN ELECTIVES	
			MSC301 Production and Operations Management	BUS209, MGT213
7 <sup>th</sup> Sem.	18	18	MAJOR ELECTIVE	
			MAJOR ELECTIVE	
			MAJOR MANDATORY	
			MAJOR MANDATORY	
			MGT480 Business Strategy	BUS221, BUS232, BUS301, FIN301, MGT301, MKT301, MSC301, MSC321
			MINOR/OPEN ELECTIVES	
8 <sup>th</sup> Sem.	4	4	BUS490 Internship/Thesis	

## L. Grading/Evaluation

**Grading Scale:** As per Brac University academic policy, rules and regulations

**Grades:** As per Brac University academic policy, rules and regulations

**Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA):** As per BRACU academic policy, rules and regulations

**Course Withdrawal:** As per BRAC University academic policy, rules and regulations

**Incomplete (I) courses:** As per BRAC University academic policy, rules and regulations

**Retake:** As per BRAC University academic policy, rules and regulations

**Grade Improvement:** As per BRAC University academic policy, rules and regulations

**Dropout:** As per BRAC University academic policy, rules and regulation

## M. Course Outcomes and Catalog Description

### ACT201 Financial Accounting

#### A. Course General Information:

<b>Course Code:</b>	ACT201
<b>Course Title:</b>	Financial Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

#### B. Course Catalog Description:

Financial Accounting is designed to develop student's knowledge and skills to manage the financial affairs of individuals, communities and businesses. This course provides a basic knowledge of accounting to the students, which is a prime requirement for any business graduate in today's context. It intends to provide an understanding of the four key financial statements (balance sheet, income statement, statement of shareholder's equity and statement of cash flows) used in businesses and how they are prepared by using Financial Reporting Standards. In addition to providing an introduction to financial reporting, this course will also be a foundation for those who may later wish to specialize in accounting.

#### C. Rationale of the Course:

This business course of foundation-level is mandatory for all the learners of the BBA program. This is because business graduates are expected to have sound understanding of preparing and interpreting financial statements irrespective of their area of specialization. The course acts as one of the building blocks of knowledge for two core business functions – Accounting and Finance – and its successful completion will prepare learners for subsequent courses of these two areas. The course is designed to help learners develop these competencies: knowledge, skills and abilities.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize learners with the accounting environment and users of accounting information.
2. Enable learners to apply accounting vocabulary, principles and concepts.
3. Explain the differences between cash and accrual basis of accounting.
4. Enable learners to analyze transactions and prepare journals, ledgers, trial balance and worksheet for service and merchandising businesses.
5. Train learners in preparing financial statements – Income Statement, Owner's Equity Statement, Cash flow Statement and Balance Sheet.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Explain and recognize elements of financial statements and record transactions using accounting standards.
<b>CLO2</b>	Develop an understanding of the accounting cycle of service and merchandising business.
<b>CLO3</b>	Identify the major characteristics of different forms of businesses including corporations and differentiate between their equity structures.
<b>CLO4</b>	Analyze the contents of the corporate financial reports including that of corporations.
<b>CLO5</b>	Communicate accounting information accurately and confidently.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓						✓	
<b>CLO2</b>	✓						✓	
<b>CLO3</b>	✓					✓		
<b>CLO4</b>		✓				✓		
<b>CLO5</b>	✓						✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Accounting in Action</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Explain what accounting is.</li> <li>o Identify the users and uses of accounting.</li> <li>o Explain the accounting equation and its components</li> <li>o Analyze the effects of business transactions</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>2</b>	<b>● Accounting in Action</b> <i>(continued)</i>	Lecture, Discussions,	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3

	<ul style="list-style-type: none"> <li>o Analyze the effects of business transactions</li> <li>o Understand the four financial statements and use of these four statements</li> </ul> <p>● <b>The Recording Process</b></p> <ul style="list-style-type: none"> <li>o Define debits and credits and explain their use in recording business transactions</li> <li>o Identify the basic steps in the recording process</li> <li>o Explain journal and how it helps in the recording process</li> </ul>	Problem solving, Group work		
3	<p>● <b>The Recording Process</b> (continued)</p> <ul style="list-style-type: none"> <li>o Understand a ledger and how it helps in the recording process</li> <li>o Define a trial balance and explain its purposes</li> <li>o Understand the process of correcting errors and omissions</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
4	<p>● <b>Adjusting the Accounts</b></p> <ul style="list-style-type: none"> <li>o Explain the time period assumption.</li> <li>o Define the accrual basis of accounting and reasoning for adjusting entries.</li> <li>o Identify the major types of adjusting entries.</li> <li>o Analyze the effects of business transactions on the accounting equation</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
5	<p>● <b>Adjusting the Accounts</b> (continued)</p> <ul style="list-style-type: none"> <li>o Analyze the effects of business transactions on</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5

	<p>the accounting equation (continued)</p> <ul style="list-style-type: none"> <li>● <b>Completing the Accounting Cycle</b> <ul style="list-style-type: none"> <li>o State the required steps in the accounting cycle</li> <li>o Prepare a worksheet</li> <li>o Explain the process of closing the books</li> <li>o Describe the content and purpose of a post-closing trial balance</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Completing the Accounting Cycle (continued)</b> <ul style="list-style-type: none"> <li>o Identify the sections of a classified balance sheet</li> <li>o Explain the approaches to preparing correcting entries</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Midterm Examination</b></li> <li>● <b>Accounting for Merchandising Operations</b> <ul style="list-style-type: none"> <li>o Identify the differences between service and merchandising companies</li> <li>o Explain the recording of purchases and sales under a perpetual and a periodic inventory system</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Accounting for Merchandising Operations (continued)</b> <ul style="list-style-type: none"> <li>o Distinguish between a multiple-step and a single-step income statement</li> <li>o Explain the computation of Cost of Goods Sold</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3

	and importance of gross profit			
9	<ul style="list-style-type: none"> <li>● <b>Accounting for Long-term Assets</b> <ul style="list-style-type: none"> <li>○ Describe how the cost principle applies to plant assets</li> <li>○ Distinguish between revenue and capital expenditures, and explain the entries for each</li> <li>○ Explain the concept of depreciation</li> <li>○ Compute periodic depreciation using different methods</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Organizations and Capital Stock</b> <ul style="list-style-type: none"> <li>○ Identify the major characteristics of a corporation</li> <li>○ Record the issuance of common stock</li> <li>○ Record the issuance of preferred stock</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Organizations and Capital Stock</b> <ul style="list-style-type: none"> <li>○ Differentiate between paid-in capital and retained earnings</li> <li>○ Prepare a stockholders' equity section</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Accounting for Limited Companies</b> <ul style="list-style-type: none"> <li>○ Explain what is meant by corporate entity</li> <li>○ Identify the nature of capital invested in companies and the returns available on this capital</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO3, CLO4

<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Accounting for Limited Companies</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Prepare financial statements for companies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO4, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Cash Flow Statement</b> <ul style="list-style-type: none"> <li>o Usefulness of the statement of cash flows</li> <li>o Classification of cash flows Significant noncash activities</li> <li>o Format of the statement of cash flows</li> <li>o Indirect and direct methods</li> <li>o Free cash flow</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper	CLO1, CLO4, CLO5

## ACT202 Management Accounting

### A. Course General Information:

<b>Course Code:</b>	ACT202
<b>Course Title:</b>	Management Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	ACT201 Financial Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course is intended to build a solid foundation for the students to make managerial decisions with the help of accounting information in an organization. The core focus of the course is to introduce students to different management accounting techniques for supporting businesses in planning, controlling, and monitoring performance. The emphasis is placed on understanding different types of costs, preparations of cost statements, cost-volume-profit (CVP) relationships, the applications of relevant costing techniques, and budgetary tools to make informed business decisions.

### C. Rationale of the Course:

This foundation-level business course is mandatory for all learners of the BBA program. This is because business graduates are expected to have a sound understanding of making a business plan, controlling



for business activities, and making business decisions irrespective of their area of specialization. The course acts as one of the building blocks of knowledge, especially in the accounting area and its successful completion will prepare learners for subsequent courses such as 'Intermediate Accounting' and 'Cost Accounting' in the area. The course is designed to help learners develop their planning, controlling, and decision-making capability to help managerial people make managerial decisions.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Develop students' knowledge of the fundamental concepts of management accounting required to understand costs and break-even point analysis, prepare budgets, make managerial decisions, measure performance, and so on.
2. Develop students' knowledge of basic management accounting tools which are useful in making business plans, controlling, and decision-making contexts.
3. Build the necessary skills for preparing budgets for organizations in different kinds.
4. Equip students with the alternative techniques of organizational performance measurements.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Identify and apply the underlying concepts of management accounting useful in managerial decision-making.
<b>CLO2</b>	Prepare financial statements of manufacturing organizations including the cost of goods manufactured schedule.
<b>CLO3</b>	Differentiate between financial and management accounting with specific reference to their relevance to an organization.
<b>CLO4</b>	Analyze cost-volume-profit (CVP) relationships and target profit analyses to aid in controlling and decision-making activities.
<b>CLO5</b>	Prepare management accounting reports and schedules for planning, controlling, and performance measurements.
<b>CLO6</b>	Apply the knowledge of relevant costs and revenues for making informed decisions.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓		✓					
<b>CLO2</b>		✓					✓	
<b>CLO3</b>	✓							
<b>CLO4</b>		✓						
<b>CLO5</b>		✓						✓
<b>CLO6</b>		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Overview: Managerial Accounting</b> <ul style="list-style-type: none"> <li>o Importance &amp; Structure of the Course</li> <li>o Managerial Accounting and Financial Accounting</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Midterm Exam, Final Exam	CLO1, CLO3
2	<ul style="list-style-type: none"> <li>● <b>Cost Terms, Concepts, and Classifications</b> <ul style="list-style-type: none"> <li>o General Cost Classifications</li> <li>o Product Costs versus Period Costs</li> <li>o Basic Financial Statements of a Manufacturing Organization</li> <li>o Cost Classifications for Predicting Cost Behavior</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Cost Behavior: Analysis and Use</b> <ul style="list-style-type: none"> <li>o Types of Cost Behavior Patterns</li> <li>o The Analysis of Mixed Costs</li> <li>o The Contribution Format Income Statement</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Variable Costing and Segment Reporting: A Tool for Management</b> <ul style="list-style-type: none"> <li>o Overview of Variable &amp; Absorption Costing</li> <li>o Income Comparison of Absorption and Variable Costing</li> <li>o Reconciliation of Variable Costing with Absorption Costing Income</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Midterm Exam, Final Exam	CLO1, CLO3
5	<ul style="list-style-type: none"> <li>● <b>Cost-Volume-Profit Relationships</b> <ul style="list-style-type: none"> <li>o The Basics of Cost-Volume-Profit (CVP) Analysis</li> <li>o Break-even and Target Profit Analysis</li> <li>o CVP Considerations in Choosing a Cost Structure</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Cost-Volume-Profit Relationships</b> <ul style="list-style-type: none"> <li>o Implications of Margin of Safety</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Quiz, Midterm	CLO1, CLO4

	<ul style="list-style-type: none"> <li>o Usefulness of Operating Leverage</li> <li>o Sales Mix and Break-Even Analysis</li> </ul>		Exam, Final Exam	
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Mid-term Exam</b></li> <li>● <b>Planning and Budgets</b> <ul style="list-style-type: none"> <li>o The Basic Framework of Budgeting</li> <li>o The Sales Budget</li> <li>o The Production Budget</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Planning and Budgets (continued)</b> <ul style="list-style-type: none"> <li>o The Direct Materials Budget</li> <li>o The Direct Labor Budget</li> <li>o The Manufacturing Overhead Budget</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Final Exam	CLO1, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Planning and Budgets (continue)</b> <ul style="list-style-type: none"> <li>o The Manufacturing Overhead Budget</li> <li>o The Selling and Administrative Expense Budget</li> <li>o The Cash Budget</li> <li>o Budgeted Balance Sheet</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Quiz, Final Exam	CLO1, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Flexible Budgets</b> <ul style="list-style-type: none"> <li>o Deficiencies of the Static Budget</li> <li>o Preparation of Flexible Budgets</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Final Exam	CLO1, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Flexible Budgets (continue)</b> <ul style="list-style-type: none"> <li>o Variance Analysis with Flexible Budget</li> <li>o Solving exercises and problems</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Final Exam	CLO1, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Performance Measurement in Decentralized Organizations</b> <ul style="list-style-type: none"> <li>o Decentralization in Organizations</li> <li>o Responsibility Accounting</li> <li>o Decentralization and Segment Reporting</li> <li>o Evaluating Investment Center Performance</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Final Exam	CLO1, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Relevant Costs for Decision Making</b> <ul style="list-style-type: none"> <li>o Cost Concepts for Decision Making</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Final Exam	CLO1, CLO6

	<ul style="list-style-type: none"> <li>o Adding and Dropping Product Lines and Other Segments</li> <li>o The Make or Buy Decision</li> </ul>			
14	<ul style="list-style-type: none"> <li>● <b>Relevant Costs for Decision Making (continue)</b> <ul style="list-style-type: none"> <li>o Joint Product Costs and the Contribution Approach</li> <li>o Solving exercises and problems</li> </ul> </li> </ul>	Discussions and Problem Solving	Group project, Assignment, Final Exam	CLO1, CLO6

## ACT301 Intermediate Accounting

### A. Course General Information:

<b>Course Code:</b>	ACT301
<b>Course Title:</b>	Intermediate Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Accounting
<b>Prerequisites:</b>	FIN301 Financial Management, ACT202 Management Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course is designed to provide students the breath, depth, and application of accounting standards and regulations underlying financial reporting, along with the processes by which authoritative accounting guidelines are promulgated. More specifically, the course deals with measurement and reporting of financial condition of business firms and with Accounting Principles and Process of different types of assets, liabilities and equities. Topics include environment of accounting, generally accepted accounting principles, income measurement and reporting, plant assets acquisition, depreciation and depletion, accounting for shares, stock and debentures, cash flows, current liabilities, and accounting for changes, errors, and incomplete records.

### C. Rationale of the Course:

This course is mandatory for all accounting students to enhance their knowledge of financial accounting and accounting standards. This course will be beneficial to explain the need for generally accepted accounting standards, conceptual framework development, and roles of major policy-setting bodies in the standard-setting process. It intends to provide a depth understanding of the four key financial statements (balance sheet, income statement, statement of shareholder's equity and statement of cash flows) and different types of assets, liabilities and revenue recognition by following global accounting and Financial Reporting Standards. This course will be a pathway for those who may later wish to be an accounting specialist.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Explain the aims of financial reporting and the need for accounting standards.
2. Enable learners to prepare financial reports for a significantly more challenging and complex environment than ever before.
3. Explain the principles and standards that govern financial reporting to the existing problems as well as emerging issues.
4. Describe ethical and international aspects to communicate financial information clearly and concisely.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Identify the objectives of financial reporting and explain the need for accounting standards.
CLO2	Prepare financial reports for challenging and complex business environment.
CLO3	Recognize revenues in different business aspects.
CLO4	Determine the value of different categories of assets and liabilities.
CLO5	Understand and communicate ethical and international aspects of financial reporting.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓		✓					
CLO2		✓	✓					
CLO3							✓	✓
CLO4	✓						✓	
CLO5				✓	✓			

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"><li>● Financial Accounting and Accounting Standards<ul style="list-style-type: none"><li>o Introduction</li><li>o Objective of Financial Reporting</li><li>o Importance of regulatory framework</li><li>o Need to Develop Standards</li><li>o Parties Involved in Standard-Setting</li></ul></li></ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO5

	<ul style="list-style-type: none"> <li>o Generally Accepted Accounting Principles</li> <li>o Issues in Financial Reporting</li> </ul>			
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Conceptual Framework</b> <ul style="list-style-type: none"> <li>o Need for a Conceptual Framework</li> <li>o Development of a Conceptual Framework</li> <li>o Overview of the Conceptual Framework</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Income Statement</b> <ul style="list-style-type: none"> <li>o Usefulness of the Income Statement</li> <li>o Limitations of the Income Statement</li> <li>o Quality of Earnings</li> <li>o Elements of the Income Statement</li> <li>o Reporting Irregular Items</li> <li>o Special Reporting Issues</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Balance Sheet</b> <ul style="list-style-type: none"> <li>o Usefulness of the Balance Sheet</li> <li>o Limitations of the Balance Sheet</li> <li>o Classification in the Balance Sheet</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Stockholders' Equity</b> <ul style="list-style-type: none"> <li>o The Corporate Form of Organization</li> <li>o Issuance of Stock</li> <li>o Reacquisition of Shares</li> <li>o Features of Preferred Stock</li> <li>o Accounting for Reporting Preferred Stock</li> <li>o Dividend Policy</li> <li>o Presentation and Analysis of Stockholders' Equity</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4
<b>6</b>	<ul style="list-style-type: none"> <li>● <b>Cash Flow Statement</b> <ul style="list-style-type: none"> <li>o Purpose of the Statement of Cash Flows</li> <li>o Usefulness of the Statement of Cash Flows</li> <li>o Classification of Cash Flows</li> <li>o Sources of Information for the Statement</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4

7	<ul style="list-style-type: none"> <li>● <b>Cash Flow Statement</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Preparation of the Statement of Cash Flows</li> <li>o Special Problems in Statement Preparation</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Cash Flow Statement</b> <ul style="list-style-type: none"> <li>o Preparation of the Statement of Cash Flows</li> <li>o Direct and Indirect Method</li> <li>o Special Problems in Statement Preparation</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Cash &amp; Receivables</b> <ul style="list-style-type: none"> <li>o What is cash and Cash Equivalent?</li> <li>o Summary of Cash-Related Items</li> <li>o Recognition and Valuation of Accounts Receivable</li> <li>o Recognition and Valuation of Notes Receivable</li> <li>o Special Issues</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Property, Plant and Equipment</b> <ul style="list-style-type: none"> <li>o Acquisition of Property, Plant, and Equipment</li> <li>o Valuation of Property, Plant, and Equipment</li> <li>o Costs Subsequent to Acquisition</li> <li>o Disposition of Property, Plant, and Equipment</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4
11	<ul style="list-style-type: none"> <li>● <b>Intangible Assets</b> <ul style="list-style-type: none"> <li>o Describe the characteristics of intangible assets</li> <li>o Identify the costs to include in the initial valuation of intangible assets</li> <li>o Procedure for amortizing intangible assets.</li> <li>o Describe the types of intangible assets</li> <li>o Explain the conceptual issues related to goodwill</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Describe the accounting procedures for recording goodwill</li> <li>o Explain the accounting issues related to intangible asset impairments</li> </ul>			
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Current Liability and Contingency</b> <ul style="list-style-type: none"> <li>o What Is a Liability?</li> <li>o What Is a Current Liability?</li> <li>o Contingencies: Gain and Loss Contingencies</li> <li>o Presentation and Analysis: Current Liabilities and Constancies</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4,
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Long-Term Liabilities:</b> <ul style="list-style-type: none"> <li>o Bonds payable</li> <li>o Extinguishment of Debt</li> <li>o Long-Term Notes Payable</li> <li>o Reporting and Analyzing Liabilities</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4,
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Revenue Recognition</b> <ul style="list-style-type: none"> <li>o Guidelines for Revenue Recognition</li> <li>o Departures from the Sale Basis</li> <li>o Revenue Recognition at Point of Sale (Delivery)</li> <li>o Revenue Recognition Before Delivery</li> <li>o Revenue Recognition after Delivery</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO3,

## ACT421 Accounting Information System

### A. Course General Information:

<b>Course Code:</b>	ACT421
<b>Course Title:</b>	Accounting Information Systems
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Accounting
<b>Prerequisites:</b>	ACT301 Intermediate Accounting, MSC321 Management Information Systems
<b>Co-requisites:</b>	None



**B. Course Catalog Description:**

This course is designed to present an understanding of accounting information systems and their role in the accounting environment. It will pay particular attention to transaction cycles and internal control structure. This course will cover topics like the software development life cycle, contemporary technology and applications, control concepts and procedures, auditing of information systems, and the role of information systems in a business enterprise. It will also cover accounting information systems—both computerized and non-computerized—with particular emphasis on internal controls.

**C. Rationale of the Course:**

Accounting Information Systems is concerned with the way computerized information systems impact how accounting data is captured, processed, and communicated. The course introduces learners to the people, technology, procedures, and controls that are necessary to conduct internal and external e-business, with an emphasis on the internal controls over such systems. In addition, this course will be beneficial to enhance the learning of auditing and computer crime, and security techniques through the technology adoption.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain the roles and components of Accounting Information System (AIS).
2. Explain how to evaluate internal control systems.
3. Familiarize learners with the various types of electronic systems used for transaction processing.
4. Explain AIS auditing, computer crime, and security techniques.
5. Introduce learners with common fraud in manual and computerized accounting system.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Examine how AIS can add value to an organization, and its role in company strategy and decision making.
<b>CLO2</b>	Create and use data flow diagrams and flowcharts to understand, evaluate, and document information systems.
<b>CLO3</b>	Identify the business activities and information processing operations in the revenue, expenditure, production and human resources management (HRM)/payroll cycles.
<b>CLO4</b>	Manage basic business processes using accounting package (QuickBooks).
<b>CLO5</b>	Critically appraise role of sound accounting information systems and use them in decision making and management support.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓		✓					
CLO2		✓		✓				
CLO3	✓	✓						
CLO4				✓			✓	
CLO5						✓		✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● Accounting Information System</b> <ul style="list-style-type: none"> <li>o An Overview: Introduction, what is an AIS? Why study the AIS?</li> <li>o Ten Most Important Activities Performed by Accountants,</li> <li>o Factors Influencing Design of the AIS</li> <li>o The role of the AIS in the value chain</li> <li>o The Value Chain,</li> <li>o The Value System</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<b>● Accounting Information System</b> <ul style="list-style-type: none"> <li>o The Supply Chain</li> <li>o How an AIS can add value to an organization</li> <li>o Data and Information</li> <li>o Decision making</li> <li>o Decision Structure, Decision Scope,</li> <li>o The AIS and Corporate Strategy- strategies and strategic positions, information technology and business strategy</li> <li>o What is the value of information?</li> <li>o The Role of the AIS.</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<b>● Overview of Business Processes</b> <ul style="list-style-type: none"> <li>o Introduction, Business activities and Information needs,</li> <li>o how an AIS can perform its basic functions</li> <li>o Basic Subsystems in the AIS</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4

	<ul style="list-style-type: none"> <li>o The Data Processing Cycle- Data Input-Common Source Documents and Functions- Data Processing Data Storage, Record Transaction Data, Post Transactions,</li> <li>o What is the Chart of Accounts? Providing Information for Decision Making-</li> <li>o Financial Statements- Managerial Reports,</li> <li>o Internal Control</li> <li>o Considerations- Adequate Documentation, Segregation of Duties.</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Introduction to e-Business</b> <ul style="list-style-type: none"> <li>o What e-business is and how it affects organizations</li> <li>o E-Business Models</li> <li>o Categories of E Business</li> <li>o E-Business Effects on Business Processes</li> <li>o Recent EDI Facilitators</li> <li>o Integrated Electronic Data Interchange (EDI)</li> <li>o E-Business Effects on Value Chain Activities</li> <li>o Purchasing and Inbound Logistics</li> <li>o Internal Operations Human Resources</li> <li>o Infrastructure</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Introduction to e-Business</b> <ul style="list-style-type: none"> <li>o Information Flows in Electronic Commerce</li> <li>o Financial Electronic Data Interchange (FEDI)</li> <li>o Factors to Consider When Evaluating ASPs</li> <li>o Outbound Logistics- Sales and Marketing</li> <li>o Post-Sale Support and Service</li> <li>o E-Business Success Factors</li> <li>o Digital Certificates &amp; Certificate Authorities</li> <li>o Types of Networks</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Data Communications System Components.</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>CSR information systems</b> <ul style="list-style-type: none"> <li>o What is a corporate tax information system?</li> <li>o What is CSR?</li> <li>o Purposes of CSR its disclosures</li> <li>o NBR guideline regarding CSR,</li> <li>o What is tax rebate?</li> <li>o Corporate tax rebate</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4
7	<ul style="list-style-type: none"> <li>● <b>CSR information systems (continued)</b> <ul style="list-style-type: none"> <li>o Criteria for getting CSR rebate for public and private limited companies in Bangladesh</li> <li>o Problem solving CSR and Corporate tax.</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Computer Controls and Security</b> <ul style="list-style-type: none"> <li>o Introduction, The Criteria Used to Evaluate Reliability Principles</li> <li>o Availability, Developing a Security Plan</li> <li>o Systems Function, Physical Access Controls</li> <li>o Protection of PCs and Client/Server Networks</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Computer Controls and Security</b> <ul style="list-style-type: none"> <li>o Internet and e-Commerce Controls, Maintainability</li> <li>o Change Management Controls</li> <li>o Integrity: Source Data Controls- Online Data Entry Controls</li> <li>o Data Processing and Storage Controls</li> <li>o Output Controls</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Auditing of Computer-Based Information Systems</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o the Nature of Auditing</li> <li>o Internal Auditing Standards</li> <li>o Types of Internal Auditing Work</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>o An Overview of the 31 Auditing Process</li> <li>o AAOIFI Shariah audit and external audit guidelines</li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Auditing of Computer-Based Information Systems</b> <ul style="list-style-type: none"> <li>o Information Systems Audits,</li> <li>o Shariah Audit</li> <li>o External audit</li> <li>o Artificial audit</li> <li>o The Risk-Based Audit Approach</li> <li>o Framework for Audit of Computer Security</li> <li>o Usage of Computer Software</li> <li>o Operational Audits of an AIS</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>The Revenue Cycle:</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Revenue Cycle Business Activities and Key Decisions-</li> <li>o Sales Order Entry- Information Needs and Procedures –</li> <li>o Shipping- Billing and Accounts Receivable- Cash Collections</li> <li>o Control: Objectives</li> <li>o Threats, and Procedures</li> <li>o Revenue Cycle Data Model</li> <li>o Revenue Cycle Information Needs: Current and Historical Information Performance Evaluation</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO5
13	<ul style="list-style-type: none"> <li>● <b>The Expenditure Cycle:</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Expenditure Cycle: Business Activities, Ordering Goods, Supplies and Services</li> <li>o Receiving and Storing Goods, Supplies and Services</li> <li>o Pay for Goods and Services: Approve Vendor Invoices- Improving Accounts Payable- Pay Approved Invoices</li> <li>o Expenditure Cycle, Control, Objectives, Threats, and Procedures</li> <li>o Expenditure Cycle Data Model</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO5

14	<b>• The Production Cycle:</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Production Cycle Activities</li> <li>o Product Design</li> <li>o Planning and Scheduling</li> <li>o Production Operations</li> <li>o Cost Accounting, Control, Objectives, Threats, and Procedures</li> <li>o Production Cycle Data Model</li> <li>o Production Cycle</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO4
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## ACT422 Cost Accounting

### A. Course General Information:

<b>Course Code:</b>	ACT422
<b>Course Title:</b>	Cost Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Accounting
<b>Prerequisites:</b>	ACT202 Management Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

It is a 3 credits-hour course, designed to develop students' understanding of the concepts and procedures of estimating costs of different cost objects – including goods, services, processes and facilities with special focus on allocating costs over units of products as well as on different types of products. The course also centers on the process through which cost accounting information is generated and used under different managerial situations ranging from determining selling prices to ensuring desired profits.

### C. Rationale of the Course:

Cost accounting plays a critical role in management of a business by providing necessary cost data of various cost objects, which may affect a business's profitability. This course has multifaceted role in furthering students' knowledge on cost accounting, an important area for a business. Knowledge acquired from this subject will help to identify various types of costs, cost drivers, and cost objects. Which enables students to be able to generate valuable cost information for the management. Students will acquire skills and abilities to apply cost information in different managerial situations using various tactics.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Explain the ways in which cost accounting aids management accounting and financial accounting.
2. Help learners develop an understanding of cost objects and the associated costs including their classifications.
3. Familiarize learners the measurement, analysis, accumulation and control of various elements of cost.
4. Explain the importance of overheads and allocation of overheads using different techniques.
5. Elucidate the control function of management from accounting perspective.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Apply various systems of maintaining cost accounting records.
<b>CLO2</b>	Compute costs of various objects including products, services, processes, finished and semi-finished goods.
<b>CLO3</b>	Prepare cost of production statements under different costing systems.
<b>CLO4</b>	Impart know-how of cost control and cost reduction tools.
<b>CLO5</b>	Set standard costs and prepare variance reports.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓	✓						
<b>CLO2</b>		✓	✓					
<b>CLO3</b>			✓				✓	
<b>CLO4</b>			✓					✓
<b>CLO5</b>							✓	✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>• <b>Introductory session and basics of cost accounting</b> <ul style="list-style-type: none"> <li>o Financial Accounting,</li> <li>o Management Accounting, and</li> <li>o Cost Accounting</li> <li>o Costs and Cost Terminology</li> <li>o Direct Costs and Indirect Costs</li> <li>o Cost Behavior Patterns</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO-1, CLO-2

	<ul style="list-style-type: none"> <li>o Total Costs and Unit Costs</li> </ul>			
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Introductory session and basics of cost accounting</b> <ul style="list-style-type: none"> <li>o A Framework for Cost Accounting and Cost Management</li> <li>o Illustrating the Flow of Inventoriable Costs and Period Costs</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Midterm Exam, Final Exam	CLO-1, CLO-2
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Accounting for materials</b> <ul style="list-style-type: none"> <li>o Materials Control</li> <li>o Materials Control Procedures</li> <li>o Accounting for Materials</li> <li>o Just-in-Time Materials Control</li> <li>o Scrap, Spoiled Goods, and Defective Work</li> </ul> </li> </ul>	In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO-1, CLO-2, CLO-3
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Accounting for labor</b> <ul style="list-style-type: none"> <li>o Wage Plans</li> <li>o Controlling Labor Cost</li> <li>o Accounting for Labor Costs and Employers' Payroll Taxes</li> <li>o Special Labor Cost Problems</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Midterm Exam, Final Exam	CLO-1, CLO-2, CLO-3
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Accounting for factory overheads</b> <ul style="list-style-type: none"> <li>o Allocating Support Department Costs Using the Single-Rate and Dual-Rate Methods</li> <li>o Budgeted Versus Actual Costs, and the Choice of Allocation Base</li> <li>o Allocating Costs of Multiple Support Departments</li> <li>o Allocating Common Costs</li> <li>o Bundled Products and Revenue Allocation Methods Subtopic</li> </ul> </li> </ul>	In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO-1, CLO-2, CLO-3
<b>6</b>	<ul style="list-style-type: none"> <li>● <b>Job Costing</b> <ul style="list-style-type: none"> <li>o Job Costing: Evaluation and Implementation</li> <li>o Normal Costing</li> <li>o A Normal Job-Costing System in Manufacturing</li> <li>o Budgeted Indirect Costs and End-of-Accounting-Year Adjustments</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Midterm Exam, Final Exam	CLO-2, CLO-4, CLO-5



7	<ul style="list-style-type: none"> <li>● <b>Job Costing</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Over/under allocation of overheads</li> <li>o Problem Solving</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Mid Term Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Process costing</b> <ul style="list-style-type: none"> <li>o Process Costing with Zero Beginning and Some Ending Work-in-Process Inventory</li> <li>o Process Costing with Some Beginning and Some Ending Work-in-Process Inventory</li> <li>o Transferred-In Costs in Process Costing</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Final Exam	CLO-2, CLO-3, CLO-4
9	<ul style="list-style-type: none"> <li>● <b>Activity-Based Costing</b> <ul style="list-style-type: none"> <li>o Broad Averaging and Its Consequences</li> <li>o Simple Costing System at Plastim Corporation</li> <li>o Refining a Costing System</li> <li>o Activity-Based Costing Systems</li> </ul> </li> </ul>	In-class group discussion	Assignment, Quiz, Final Exam	CLO-2, CLO-3, CLO-4
10	<ul style="list-style-type: none"> <li>● <b>Activity-Based Costing</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Activity-Based Costing Systems</li> <li>o Implementing Activity-Based Costing</li> <li>o Using ABC Systems for Improving Cost Management and Profitability</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Final Exam	CLO-2, CLO-3, CLO-4
11	<ul style="list-style-type: none"> <li>● <b>Cost allocation: joint products and by-products</b> <ul style="list-style-type: none"> <li>o Approaches to Allocating Joint Costs</li> <li>o Choosing an Allocation Method</li> <li>o Irrelevance of Joint Costs for Decision Making</li> </ul> </li> </ul>	In-class group discussion	Assignment, Quiz, Final Exam	CLO-2, CLO-3, CLO-4

12	<ul style="list-style-type: none"> <li>● <b>Standard costing and variance analysis</b> <ul style="list-style-type: none"> <li>o Standard Costs—Management by Exception</li> <li>o A General Model for Variance Analysis Using Standard Costs—Direct Materials Variances</li> <li>o Using Standard Costs—Direct Labor Variances</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Final Exam	CLO-4, CLO-5
13	<ul style="list-style-type: none"> <li>● <b>Standard costing and variance analysis</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Using Standard Costs—Variable Manufacturing Overhead Variances</li> <li>o Variance Analysis and Management by Exception</li> <li>o Evaluation of Controls Based on Standard Costs</li> <li>o Operating Performance Measures</li> </ul> </li> </ul>	In-class group discussion	Assignment, Quiz, Final Exam	CLO-4, CLO-5
14	<ul style="list-style-type: none"> <li>● <b>Pricing decisions and cost management</b> <ul style="list-style-type: none"> <li>o Decentralization in Organizations</li> <li>o Responsibility Accounting</li> <li>o Decentralization and Segment Reporting</li> <li>o Hindrances to Proper Cost Assignment</li> <li>o Evaluating Investment Center Performance—Return on Investment.</li> <li>o Residual Income</li> <li>o Balanced Scorecard</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Final Exam	CLO-4, CLO-5

## ACT423 Fundamentals of Taxation

### A. Course General Information:

<b>Course Code:</b>	ACT423
<b>Course Title:</b>	Fundamentals of Taxation
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Accounting

<b>Prerequisites:</b>	ACT301 Intermediate Accounting
<b>Co-requisites:</b>	None

## **B. Course Catalog Description:**

Every person is affected by tax system in some ways, often on a daily basis and without even realizing it. The impact of taxation on the overall economy and the society is increasing day by day. And many business decisions will have tax consequences and without advice from an accountant, a business can easily find itself paying too much taxes and missing deadlines. It is important to have a good overall idea of the tax system so that you know where to look for detailed rules when you actually need them. This course aims to provide the students with the basic ideas regarding taxation concepts and ways of computing taxes from different sources as per the provisions of Bangladesh Income Tax Ordinance 1984, and the updated Finance Act.

## **C. Rationale of the Course:**

The primary purpose of this course is to provide the students with the basic ideas regarding taxation concepts of business i.e., Direct Tax and Indirect Tax from the perspective of Bangladesh. This course has been designed to give basic understanding of the taxation laws in Bangladesh specially the Income Tax Ordinance 1984 and the Value Added Tax and Supplementary Duty Act 2012. Special attention is given on the practical application of these laws under real life scenario.

## **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Describe the basic concepts of Bangladesh taxation structure, and demonstrate the concepts and practices of various types of sources of income within the scope of Bangladesh income tax laws.
2. Illustrate the basics of direct tax and indirect tax, Value Added Tax and Supplementary Duty Act.
3. Help learners develop the computational knowledge of total taxable income and tax liability of an individual.
4. Familiarize learners with the practice and process of filling up income tax return form and complete tax payment procedures.

## **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Interpret the basic concepts of Bangladesh taxation structure.
<b>CLO2</b>	Differentiate between direct tax and indirect tax.
<b>CLO3</b>	Interpret the basics of Value Added Tax and Supplementary Duty Act.
<b>CLO4</b>	Interpret the Income Tax law of Bangladesh.
<b>CLO5</b>	Calculate total taxable income and Tax Liabilities.

## **F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓					✓		
CLO2	✓							✓
CLO3	✓							✓
CLO4	✓							✓
CLO5		✓				✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introduction:</b> <ul style="list-style-type: none"> <li>o Budgetary system of the Government</li> <li>o Finance Act</li> <li>o Define Public Finance and Importance of public finance</li> <li>o Public revenue and major sources of public revenue</li> <li>o Public Finance Vs Private Finance</li> <li>o Definition of Tax</li> <li>o Characteristics and Objectives of Tax</li> <li>o Canons of Taxation</li> <li>o Characteristics of a good tax system</li> <li>o Role of Tax in the economic development</li> <li>o Classification of Taxes and their merits and demerits</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<ul style="list-style-type: none"> <li>● <b>Value Added tax and Supplementary Duty Act 2012</b> <ul style="list-style-type: none"> <li>o Introduction to Value Added tax and Supplementary Duty Act 2012</li> <li>o Understanding the concept of value addition and related accounting records.</li> <li>o Discussion on important definitions</li> <li>o Understanding turnover tax</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

3	<ul style="list-style-type: none"> <li>● <b>Value Added tax and Supplementary Duty Act 2012</b> <ul style="list-style-type: none"> <li>o Discussion on the basic VAT Books and Records</li> <li>o i. Input-output co-efficient form - Mushok-4.3 - Registered persons are required to file Input-Output Coefficient Declaration in Mushak Form 4.3.</li> <li>o ii. Purchase Register - Mushok-6.1</li> <li>o iii. Sales Register - Mushok-6.2</li> <li>o iv. VAT Challan– Mushok 6.3</li> <li>o v. VDS Certificate – Mushok-6.6</li> <li>o vi. Credit Note – Mushok-6.7</li> <li>o vii. Debit Note – Mushok-6.8</li> <li>o viii. VAT Return– Mushok 9.1</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Value Added tax and Supplementary Duty Act 2012</b> <ul style="list-style-type: none"> <li>o Discussion on:</li> <li>o i. the VAT rates</li> <li>o ii. Input credit mechanism</li> <li>o iii. VAT Deduction at sources (VDS)</li> <li>o Discussion on real life cases on different aspects of the law</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
5	<ul style="list-style-type: none"> <li>● <b>Bangladesh Income Tax</b> <ul style="list-style-type: none"> <li>o Define Income Tax</li> <li>o Characteristics of Income Tax</li> <li>o Role of Income Tax in the Economic Development of Bangladesh</li> <li>o Bangladesh Income Tax laws</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Basics of Income Tax</b> <ul style="list-style-type: none"> <li>o Important definitions</li> <li>o Meaning of Income Year and Assessment year</li> <li>o Identification of income year and assessment year</li> <li>o meaning of assessee and its classification</li> <li>o residential status of an assessed person and its impact</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4

	<ul style="list-style-type: none"> <li>o rules regarding determining residential status</li> </ul>			
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Basics of Income Tax</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o effects of residential status in assessment of income</li> <li>o charge of income tax with applicable rates</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<ul style="list-style-type: none"> <li>● <b>Income and Its Classification</b> <ul style="list-style-type: none"> <li>o Understanding the heads of income as per law</li> <li>o</li> <li>o Income from Salary</li> <li>o Important definitions</li> <li>o Tax exempted income under salary</li> <li>o Non Assessable income under salary</li> <li>o Tax deducted at source from Salary</li> <li>o computation of income from salary</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Income from House Property</b> <ul style="list-style-type: none"> <li>o Concept of Income from House Property</li> <li>o Conditions to be satisfied to consider income from house property</li> <li>o Critical evaluation of important terminologies relating to the income from house property</li> <li>o The concept of annual value</li> <li>o Rental status of a property</li> <li>o Admissible expenses against income from house property</li> <li>o Tax Deducted at source from house property</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Income from Business or Profession</b> <ul style="list-style-type: none"> <li>o Concept of income from business or profession</li> <li>o allowable deductions under this head</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4

	<ul style="list-style-type: none"> <li>o inadmissible expenses under this head</li> <li>o method of accounting</li> <li>o depreciation allowance</li> <li>o balancing allowance, balancing charge and capital gain</li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Capital Gain</b> <ul style="list-style-type: none"> <li>o Concept of capital gain, capital assets., fair market value and transfer</li> <li>o Chargeability under the head capital gain</li> <li>o applicable tax rate on capital gain</li> <li>o tax exempted capital gain</li> <li>o carry forward of losses under the head capital gain</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Income from Other Sources</b> <ul style="list-style-type: none"> <li>o Scope of income under other sources</li> <li>o unexplained investment deemed to be income</li> <li>o income not classified under other heads</li> <li>o allowable deduction under this head</li> <li>o inadmissible deductions</li> <li>o concept of deemed income, grossing up and tax exemption under the head</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Assessment of Individuals</b> <ul style="list-style-type: none"> <li>o Scope and sources of total income of an individual assessee</li> <li>o how to compute total income and tax liability</li> <li>o non- assessable income for an individual assessee</li> <li>o tax credit/investment allowances</li> <li>o incomes of which tax is deducted at source</li> <li>o income were grossing up is required</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Some other important topics:</b> <ul style="list-style-type: none"> <li>o Tax deduction at sources</li> <li>o Advance income tax</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Final Exam	CLO1, CLO4

	<ul style="list-style-type: none"> <li>o Appeals</li> <li>o Penalties</li> <li>o Tax accounting</li> </ul>	In-class group discussion		
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## ACT427 Auditing and Assurance

### A. Course General Information:

<b>Course Code:</b>	ACT427
<b>Course Title:</b>	Auditing and Assurance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Accounting, Elective for Minor in Accounting
<b>Prerequisites:</b>	ACT301 Intermediate Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This undergraduate accounting major course is designed to provide an introduction to auditing practices and responsibilities, including its social role as well as involvement of various stakeholders and relationship with corporate governance. With emphasis on the financial auditing process, this course also provides an understanding of audit planning and risk assessment, evaluation of internal control, gathering and evaluating audit evidence, and audit conclusions and reporting. This course also discusses about the professional ethics, auditors' independence, conflicts and threats and safeguards of the auditor in the entire process of audit engagement.

### C. Rationale of the Course:

The primary purpose of this course is to explore the practical orientation of Auditing as a separate branch of accounting. This course particularly helps the students in taking decisions on various relevant areas of audit work as well as managerial decision. In addition, students will be able to report on Financial Statements as auditors and communicate audit related information accurately and confidently. The course entails an in-depth participation with both graded and ungraded exercises and you are expected to learn at self-paced format. The course also requires you to solve cases related to audit practices.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Discuss the fundamental audit concepts.
2. Enable learners to apply critical thinking skills and solve auditing problems through the use of case studies.



3. Explain the legal framework under which company audits are conducted and apply the professions code of conduct.
4. Demonstrate the importance of audit planning and factors impacting on it.
5. Outline the role of auditing in Society.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate an understanding of the nature and scope of auditing and related services
<b>CLO2</b>	Describe and discuss the regulatory framework of auditing and related services
<b>CLO3</b>	Understand and explain the ethical standards of auditing
<b>CLO4</b>	Interpret different types of audit reports
<b>CLO5</b>	Apply and evaluate ethical and international aspects of financial reporting

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓		✓					
<b>CLO2</b>		✓					✓	
<b>CLO3</b>		✓						✓
<b>CLO4</b>	✓				✓			
<b>CLO5</b>				✓		✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>• <b>An Overview of Auditing</b> <ul style="list-style-type: none"> <li>o Nature of Auditing,</li> <li>o Distinction between Auditing and Accounting,</li> <li>o Types of Audits</li> <li>o Types of Auditors</li> <li>o Economics of Auditing</li> <li>o Scope of audit,</li> <li>o Audit objectives,</li> <li>o Activities of CPA Firms,</li> <li>o Generally Accepted Auditing Standards</li> <li>o Quality control, Elements of quality control.</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

2	<ul style="list-style-type: none"> <li>● <b>Audit Reports</b> <ul style="list-style-type: none"> <li>o Standard Unqualified Audit Report</li> <li>o Parts standard unqualified audit report</li> <li>o Unqualified Audit Report with explanatory Paragraph or Modified wording</li> <li>o Conditions Requiring Departure</li> <li>o Audit Report other than Unqualified</li> <li>o Materiality.</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4,
3	<ul style="list-style-type: none"> <li>● <b>Professional Ethics</b> <ul style="list-style-type: none"> <li>o Need for Ethics,</li> <li>o Parts of the Code,</li> <li>o Independence,</li> <li>o Integrity and Objectivity</li> <li>o Competence and Technical Standards,</li> <li>o Responsibility to Clients-Confidentiality,</li> <li>o Responsibility to Clients-Contingent Fees,</li> <li>o Responsibility to Colleagues.</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Legal liabilities</b> <ul style="list-style-type: none"> <li>o Changed Legal Environment</li> <li>o Distinction between Business Failure</li> <li>o Audit Failure and Audit Risk</li> <li>o Legal Concept Affecting Liability</li> <li>o Definitions, Liability to Clients</li> <li>o Liability to Third Parties under Common Law,</li> <li>o Responsibilities for Confidentiality</li> <li>o The profession's response to legal liability</li> <li>o Protecting individual from legal liability.</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Audit Responsibility and Objectives</b> <ul style="list-style-type: none"> <li>o Management responsibilities</li> <li>o Auditor's responsibilities</li> <li>o Assessing risk of fraud</li> <li>o Risk factor for financial reporting</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Risk factor for misappropriation of assets</li> <li>o Auditor's responsibilities for discovering illegal acts</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Audit Responsibility and Objectives</b> <ul style="list-style-type: none"> <li>o Management assertion</li> <li>o Transaction-Related audit objectives</li> <li>o Balance-Related audit objectives</li> <li>o General balance-related audit objectives</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Audit Responsibility and Objectives</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Specific balance-related audit objectives</li> <li>o How audit objectives are met</li> <li>o Phases of an audit.</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Audit Evidence:</b> <ul style="list-style-type: none"> <li>o Nature of evidence</li> <li>o Audit evidence decisions</li> <li>o Persuasiveness of evidence</li> <li>o Types of audit evidence</li> <li>o Cost of types of evidence</li> <li>o Analytical procedure</li> <li>o Types of analytical procedures</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Audit Planning and Documentation:</b> <ul style="list-style-type: none"> <li>o Planning</li> <li>o Pre-plan the Audit</li> <li>o Obtain Background Information</li> <li>o Obtain Information about Client's Legal Obligations</li> <li>o Working papers</li> <li>o Purposes of working papers</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Materiality and Risk:</b> <ul style="list-style-type: none"> <li>o Materiality,</li> <li>o Set primary judgment about materiality</li> <li>o Estimate error</li> <li>o Risk</li> <li>o Desired audit risk</li> <li>o Inherent risk</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4,

	<ul style="list-style-type: none"> <li>o Control risk</li> <li>o Detection risk.</li> </ul>			
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Internal Control and Control Risk</b> <ul style="list-style-type: none"> <li>o Client concerns</li> <li>o Auditor concerns</li> <li>o Components of internal control: <ul style="list-style-type: none"> <li>The control environment</li> </ul> </li> <li>o Risk assessment</li> <li>o Control activities</li> <li>o Information and communication,</li> <li>o Monitoring</li> <li>o Procedures to obtain an understanding of internal control.</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO4
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Audit procedures at substantive test stage</b> <ul style="list-style-type: none"> <li>o testing financial statements assertions</li> <li>o audit sampling procedures</li> <li>o test of details of transactions</li> <li>o test of balances</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO3,
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Audit procedures at completion stage</b> <ul style="list-style-type: none"> <li>o Review of Contingent Liabilities</li> <li>o Review of subsequent events</li> <li>o Critical Review of Accounts Questionnaire</li> <li>o File Completion Questionnaire-Pre-Partner Review</li> <li>o Audit Standards Review Questionnaire</li> <li>o Accumulate Final Evidence</li> <li>o Evaluate Results</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Reporting</b> <ul style="list-style-type: none"> <li>o ISA 700</li> <li>o ISA 701</li> <li>o ISA 705</li> <li>o ISA 706</li> <li>o AAOIFI Shariah Audit</li> <li>o AAOIFI External Shariah Audit</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO5

**A. Course General Information:**

<b>Course Code:</b>	ACT429/FIN429
<b>Course Title:</b>	Financial Statement Analysis
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Accounting/Finance
<b>Prerequisites:</b>	ACT301 Financial Accounting, FIN301 Principles of Finance
<b>Co-requisites:</b>	None

**B. Course Catalogue Description:**

This course focuses on the application of analytical tools and techniques to assess financial statements and other relevant data which are vital for analyzing a company's past performance, generating reasonably accurate forecasts of its future performance and generating inferences useful for business analysis. The course put special emphasis on developing the skills needed to understand the complexities inherent to financial statements, and unravel the significant information not discernible to the inexperienced eye.

**C. Rationale of the Course:**

Financial statements help managers, practitioners, and stakeholders to understand, analyze, and predict organizational performance to make prudent judgement and decisions about their involvement with the organization. Such understanding, analyses, and prediction require one to have a comprehensive knowledge of the contents of the financial statements and their effects on the liquidity, asset management, debt management, and market value of the organization. The financial analyst also needs to recognize variations in the financial statements of organizations operating in different sectors of the economy. The course allows students to recognize financial statements of different types of organizations.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Acquaint students with the standards and practices of recording and reporting financial information.
2. Explain the strategic environment for analyzing financial statements.
3. Elaborate on the contents of the financial statements.
4. Discuss the tools and techniques for understanding, analyzing, and interpreting financial statements for discerning present and foreseeable organizational performance.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Develop the industry economics and strategic framework for financial statement analysis
<b>CLO2</b>	Recognize in-depth the financial statements and their contents (balance sheet, income statement, and statement of cash flows)
<b>CLO3</b>	Explain the basics of analyzing financial statements
<b>CLO4</b>	Assess liquidity of short-term assets
<b>CLO5</b>	Evaluate the long-term debt paying ability and associated risk
<b>CLO6</b>	Assess the profitability of different types of organizations
<b>CLO7</b>	Analyze leverage and its effects on earnings and stock value
<b>CLO8</b>	Implement the analyses of financial statements for specialized industries, e.g., banks, regulated utilities, insurance, real estate companies, and not-for-profit organizations

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>				✓				
<b>CLO2</b>			✓					
<b>CLO3</b>				✓				
<b>CLO4</b>				✓				
<b>CLO5</b>				✓				
<b>CLO6</b>				✓				
<b>CLO7</b>				✓				
<b>CLO8</b>								✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introduction to Financial Reporting</b> <ul style="list-style-type: none"> <li>o Users of Financial Statements</li> <li>o Accounting Principles and Regulatory Bodies</li> <li>o The Conceptual Framework for Accounting and Reporting</li> <li>o Traditional Assumptions of the Accounting Model</li> <li>o</li> </ul> </li> </ul>	Lecture and discussion.	Quiz Test.	<b>CLO 2</b>
2	<ul style="list-style-type: none"> <li>● <b>Economic and Strategic Perspectives of FSA</b> <ul style="list-style-type: none"> <li>o Industry characteristics</li> <li>o Value chain</li> <li>o Porter's 5 forces model</li> <li>o Economic attribute framework.</li> <li>o Framework for strategy analysis</li> <li>o Differentiation and competitive advantage</li> </ul> </li> </ul>	Lecture and discussion.	Quiz. Tests. Case study.	<b>CLO 1</b>
3	<ul style="list-style-type: none"> <li>● <b>Introduction to Financial Statements and Other Reporting Topics</b> <ul style="list-style-type: none"> <li>o Forms of Business Entities</li> <li>o Financial statements.</li> <li>o Notes.</li> <li>o Accounting cycle.</li> <li>o Auditor's Opinion.</li> </ul> </li> </ul>	Lecture and discussion.	Quiz. Tests.	<b>CLO 2</b>
4	<ul style="list-style-type: none"> <li>● <b>The Balance Sheet</b> <ul style="list-style-type: none"> <li>o Assets and their classifications.</li> <li>o Liabilities and their classifications.</li> <li>o Stockholders' equity and its classification.</li> <li>o Treasury stock.</li> <li>o Stockholders' equity in unincorporated firms</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO2</b>

5	<ul style="list-style-type: none"> <li>● <b>The Income Statement</b> <ul style="list-style-type: none"> <li>o Revenues and their classifications.</li> <li>o Expenses and their classifications.</li> <li>o Special income statement items.</li> <li>o Income taxes related to operations.</li> <li>o Earnings per share</li> <li>o Retained earnings</li> <li>o Dividends and stock splits.</li> <li>o International consolidated income statement.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO2</b>
6	<ul style="list-style-type: none"> <li>● <b>Basics of Analysis</b> <ul style="list-style-type: none"> <li>o Ratio Analysis.</li> <li>o Common size analysis.</li> <li>o Year-to-year change analysis.</li> <li>o Review of descriptive information.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO3</b>
7	<ul style="list-style-type: none"> <li>● <b>Basics of Analysis</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Relative size of the firm.</li> <li>o Comparisons.</li> <li>o</li> </ul> </li> <li>● <b>Review for the Midterm</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Liquidity of Short-term Assets</b> <ul style="list-style-type: none"> <li>o Current assets, current liabilities and the operating cycle.</li> <li>o Current assets compared with current liabilities.</li> <li>o Other liquidity considerations.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO4</b>
9	<ul style="list-style-type: none"> <li>● <b>Long-term Debt Paying Ability</b> <ul style="list-style-type: none"> <li>o Income statement consideration.</li> <li>o Balance sheet consideration.</li> <li>o Special items influencing long-term debt paying ability.</li> <li>o Joint ventures.</li> <li>o Contingencies.</li> <li>o Financial instruments with off-balance sheet risk.</li> <li>o Financial instruments with concentrations of credit risk,</li> <li>o Disclosure about fair value of financial instruments.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO5</b>



10	<ul style="list-style-type: none"> <li>● <b>Profitability</b> <ul style="list-style-type: none"> <li>o Profitability measures.</li> <li>o Trends in profitability.</li> <li>o Segment reporting.</li> <li>o Revenues by major product lines.</li> <li>o Gains and losses from prior period adjustments.</li> <li>o Comprehensive income.</li> <li>o Pro-forma financial information.</li> <li>o Interim reports.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO6</b>
11	<ul style="list-style-type: none"> <li>● <b>Analysis from the Investors' Perspective</b> <ul style="list-style-type: none"> <li>o Leverage and its effects on earnings.</li> <li>o Earnings per common share.</li> <li>o Price/earnings ratio.</li> <li>o Percentage of earnings retained.</li> <li>o Dividend payout.</li> <li>o Dividend yield.</li> <li>o Book value per share.</li> <li>o Restricted stock.</li> <li>o Stock appreciation rights.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO7</b>
12	<ul style="list-style-type: none"> <li>● <b>Statement of Cash Flows</b> <ul style="list-style-type: none"> <li>o Basic elements of the cash flow statement.</li> <li>o Financial ratios and the statement of cash flows.</li> <li>o Alternative cash flow.</li> <li>o Procedures for developing the cash flow statement.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO2</b>
13	<ul style="list-style-type: none"> <li>● <b>Financial Statement Analysis of Specialized Industries.</b> <ul style="list-style-type: none"> <li>o Banks.</li> <li>o Regulated utilities.</li> <li>o Insurance.</li> <li>o Real estate.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO8</b>
14	● <b>Project submission and defense</b>			

## ACT431 Advanced Accounting

### A. Course General Information:

Course Code:	ACT431
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<b>Course Title:</b>	Advanced Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Accounting, Elective for Minor in Accounting
<b>Prerequisites:</b>	ACT301 Intermediate Accounting
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

This course is designed to introduce students to the principles and concepts of preparing and using accounting information in the field of advanced financial accounting. It will contribute to understand the reasons for business combination, and related accounting actions in preparing, and analyzing the consolidated financial statements. This course will also provide an overview of accounting treatments for business entities while dealing with foreign currencies and leasing activities. Moreover, the role of corporate governance in ensuring financial reporting quality and accounting and legal matters related to financially distressed firms are covered.

#### **C. Rationale of the Course:**

This intermediate-level specialization course is required for learners with a major or minor in accounting. It builds on the knowledge and skills developed in the prerequisite course – ACT301: Intermediate Accounting. All BBA learners with a major in accounting are expected to gain advanced knowledge in Financial Accounting - a major area of accounting discipline. This course will enable accounting students to treat and generate accounting information within the financial reporting standard and ethical boundaries through understanding the role of corporate governance and so on.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Elucidate the economic motivations for the underlying business combinations.
2. Explain the process of consolidation and preparing consolidated financial statements.
3. Describe the ethics of financial accounting and the role of corporate governance in ensuring financial reporting standards.
4. Help learners develop a sound understanding of accounting treatments of business entities during liquidation.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Recognize alternative forms and accounting concepts of business combinations. Analyze Stock Investments—Investor Accounting and Reporting

<b>CLO2</b>	Analyze information for consolidated financial statements for business combinations (changes in ownership interests).
<b>CLO3</b>	Analyze information and record transactions for business related to joint ventures.
<b>CLO4</b>	Explain the nature, economic substance, and advantages of lease transactions.
<b>CLO5</b>	Identify and analyze governmental entities and General Fund Accounting.
<b>CLO6</b>	Demonstrate the knowledge of financial reporting and the knowledge of assessing reporting quality during liquidation and reorganization.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓	✓						
<b>CLO2</b>		✓	✓					
<b>CLO3</b>		✓						✓
<b>CLO4</b>					✓			✓
<b>CLO5</b>			✓					
<b>CLO6</b>			✓					✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<b>● Introduction &amp; Business Combinations</b> <ul style="list-style-type: none"> <li>o Reasons for Business Combinations</li> <li>o Antitrust Considerations</li> <li>o Legal Form of Business Combinations</li> <li>o Accounting Concept of Business Combinations</li> <li>o Accounting for Combinations as Acquisitions</li> <li>o Disclosure Requirements</li> </ul>	Lecture, Discussions	Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>● Stock Investments—Investor Accounting and Reporting</b> <ul style="list-style-type: none"> <li>o Accounting for Stock Investments</li> <li>o Equity Method—a One-Line Consolidation</li> <li>o Investment in a Step-by-Step Acquisition</li> <li>o Sale of an Equity Interest</li> </ul>	Lecture, Discussions, and problem solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO2

	<ul style="list-style-type: none"> <li>o Stock Purchases Directly from the Investee</li> <li>o Investee Corporation with Preferred Stock</li> <li>o Extraordinary Items and other Considerations</li> <li>o Disclosures for Equity Investees</li> </ul>			
3	<ul style="list-style-type: none"> <li>• <b>Corporate Governance (CG) and Financial Reporting Quality</b> <ul style="list-style-type: none"> <li>o What is Corporate Governance</li> <li>o Development of Corporate Governance</li> <li>o Mechanisms of Corporate Governance</li> <li>o Role of Corporate Governance in Firm Decision</li> </ul> </li> </ul>	Lecture and Discussions	Midterm Exam, Final Exam	CLO3
4	<ul style="list-style-type: none"> <li>• <b>An Introduction to Consolidated Financial Statements</b> <ul style="list-style-type: none"> <li>o Business Combinations Consummated through Stock Acquisitions</li> <li>o Consolidated Balance Sheet at Date of Acquisition</li> <li>o Consolidated Balance Sheets after Acquisition</li> <li>o Assigning Excess to Identifiable Net Assets and Goodwill</li> <li>o Consolidated Income Statement</li> <li>o Push-Down Accounting</li> <li>o Preparing a Consolidated Balance Sheet</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Midterm Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> <li>• <b>Consolidation Techniques and Procedures</b> <ul style="list-style-type: none"> <li>o Consolidation under the Equity Method</li> <li>o Locating Errors</li> <li>o Excess Assigned to Identifiable Net Assets</li> <li>o Consolidated Statement of Cash Flows</li> <li>o Preparing a Consolidation Worksheet</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Midterm Exam, Final Exam	CLO2

6	<ul style="list-style-type: none"> <li>● <b>Consolidations—Changes in Ownership Interests</b> <ul style="list-style-type: none"> <li>○ Acquisitions During an Accounting Period</li> <li>○ Piecemeal Acquisitions</li> <li>○ Sale of Ownership Interests</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Quiz, Midterm Exam, Final Exam	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Consolidations—Changes in Ownership Interests</b> <ul style="list-style-type: none"> <li>○ Changes in Ownership Interests from Subsidiary Stock Transactions</li> <li>○ Stock Dividends and Stock Splits</li> <li>○</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Corporate Joint Ventures</b> <ul style="list-style-type: none"> <li>○ Nature of Joint Ventures</li> <li>○ Organizational Structures of Joint Ventures</li> <li>○ Accounting for Corporate Joint Ventures</li> </ul> </li> </ul>	Lecture, Discussions and problem solving	Quiz, Final Exam	CLO3
9	<ul style="list-style-type: none"> <li>● <b>Foreign Currency Financial Statements</b> <ul style="list-style-type: none"> <li>○ Objectives of Translation and the Functional Currency Concept</li> <li>○ Application of the Functional Currency Concept</li> <li>○ Illustration: Translation</li> <li>○ Illustration: Re-measurement</li> <li>○ Hedging a Net Investment in a Foreign Entity</li> </ul> </li> </ul>	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Corporate Liquidations and Reorganizations</b> <ul style="list-style-type: none"> <li>○ Bankruptcy Act</li> <li>○ Liquidation</li> <li>○ Illustration of a Liquidation Case</li> <li>○ Reorganization</li> <li>○ Financial Reporting During Reorganization</li> <li>○ Illustration of Reorganization Case</li> </ul> </li> </ul>	Lecture, Discussions and Problem solving	Quiz, Final Exam	CLO6
11	<ul style="list-style-type: none"> <li>● <b>Governmental Entities: Introduction and General Fund Accounting</b></li> </ul>	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO5

	<ul style="list-style-type: none"> <li>o Differences between Governmental and Private Sector Accounting</li> <li>o History of Governmental Accounting</li> <li>o Major Concepts of Governmental Accounting</li> <li>o Financial Reporting of Governmental Entities</li> </ul>			
12	<ul style="list-style-type: none"> <li>● <b>Governmental Entities: Introduction and General Fund Accounting (continue)</b></li> <li>o Measurement Focus and Basis of Accounting</li> <li>o Budgetary Aspects of Governmental Operations</li> <li>o Accounting for Expenditures Overview of Accounting and Financial Reporting for the General Fund</li> </ul>	Lecture, Discussions and Problem solving	Assignment, Final Exam	CLO5
13	<ul style="list-style-type: none"> <li>● <b>Leasing</b></li> <li>o Explain the nature, economic substance, and advantages of lease transactions.</li> <li>o Describe the accounting criteria and procedures for capitalizing leases by the lessee.</li> <li>o Contrast the operating and capitalization methods of recording leases.</li> <li>o Identify the classifications of leases for the lessor.</li> </ul>	Lecture, Discussions	Assignment, Final Exam	CLO4
14	<ul style="list-style-type: none"> <li>o Leasing (continue)</li> <li>o Describe the lessor's accounting for direct financing leases.</li> <li>o Identify special features of lease arrangements that cause unique accounting problems.</li> <li>o Describe the effect of residual values, guaranteed and unguaranteed, on lease accounting.</li> <li>o Describe the lessor's accounting for sales-type leases.</li> </ul>	Lecture, Discussions	Term paper and Presentation, Final Exam	CLO4

	o List the disclosure requirements for leases.			
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## **ACT432 International Accounting**

### **A. Course General Information:**

<b>Course Code:</b>	ACT432
<b>Course Title:</b>	International Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Accounting
<b>Prerequisites:</b>	ACT431 Advanced Accounting
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

The course is intended to investigate theoretical and practical aspects of international accounting. Thus, it enables the students to gain an understanding of differences in international accounting systems. In gaining such understanding, the course covers global practices and efforts of accounting harmonization and convergence processes. The core focus of the course will be on covering 'International Financial Reporting Standards' (IFRS) and to apply them in a multi-national firm.

### **C. Rationale of the Course:**

In a global business environment, knowledge of different accounting practices is essential for accountants. Based on the knowledge acquired in ACT 431- Advanced Accounting, this course enables students to gain a critical appreciation of differences in accounting practices internationally and the issues around the harmonization efforts. Particular, students will gain deeper knowledge of 'International Financial Reporting Standards' (IFRS) and will be able to apply them in a multinational business setting.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain different practices of national accounting systems and reasons to those differences.
2. Discuss the global process of accounting harmonization and convergence efforts.
3. Describe the influence of IFRS and its implications to a multinational organization.
4. Elucidate different mechanisms and tools pertaining to international tax planning and peculiarities of international financial analysis.

### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Investigate the significance of the complexities and dynamism of the diversified accounting standards and practices for multinational organizations.
<b>CLO2</b>	Examine the principles and practices of 'International Accounting Standards Board' (IASB) in setting accounting standards.
<b>CLO3</b>	Assess the differences between national accounting systems and IFRS reporting systems.
<b>CLO4</b>	Identify and analyze the harmonization and convergence efforts of global accounting standards and their implications to multinational organizations.
<b>CLO5</b>	Apply international taxation policies and global structures for a multinational organization.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓							
<b>CLO3</b>						✓		
<b>CLO4</b>			✓			✓		
<b>CLO5</b>		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li><b>International accounting and convergence of international financial reporting practices</b> <ul style="list-style-type: none"> <li>Global influences on the internationalization of accounting.</li> <li>The nature and growth of multinational companies.</li> <li>Culture and accounting practices</li> <li>Influence of legal, taxation, finance, financial reporting, and the profession on accounting practices.</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li><b>International financial reporting standards</b></li> </ul>	Lecture, Discussions, Problem-solving,	Assignment, Quiz, Midterm	CLO1, CLO2



	<ul style="list-style-type: none"> <li>o Classifications of national accounting systems and influence/practice.</li> <li>o Focus of a classification</li> <li>o Practice or regulation</li> <li>o Regulations and regulatory systems</li> <li>o All businesses vs listed companies only</li> <li>o Measurement of disclosure</li> <li>o Countries with similar accounting classifications and grouping of cultures.</li> </ul>	In-class group discussion	Exam, Final Exam	
3	<ul style="list-style-type: none"> <li>● <b>International financial reporting standards</b> <ul style="list-style-type: none"> <li>o International harmonization <ul style="list-style-type: none"> <li>-The concept and contrary views</li> <li>- Historical development</li> <li>- IASB and surrounding issues</li> </ul> </li> <li>o Objective and assumptions International Financial Reporting Standards</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
4	<ul style="list-style-type: none"> <li>● <b>International financial reporting standards</b> <ul style="list-style-type: none"> <li>o Conflict of Relevance and Reliability</li> <li>o Asset and Liabilities- Valuation and recognition</li> <li>o Basic features- group accounting, joint venture and associations.</li> <li>o Differences and enforcement</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
5	<ul style="list-style-type: none"> <li>● <b>Analysis of international financial statements</b> <ul style="list-style-type: none"> <li>o The conceptual framework</li> <li>o Presentation and accounting policies</li> <li>o Group accounting</li> <li>o Revenue and recognition</li> <li>o Recognition of intangible assets</li> <li>o Measurement of assets</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3

6	<ul style="list-style-type: none"> <li>● <b>Analysis of international financial statements</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Financial instruments</li> <li>o Provisions</li> <li>o Employee benefits</li> <li>o Deferred tax</li> <li>o Measurement of liabilities</li> <li>o Comprehensive income</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> <li>● <b>Foreign currency transactions and translations of foreign currency in financial statements</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Translation of transactions and financial statements</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Foreign currency transactions and translations of foreign currency in financial statements</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Translation of transactions and financial statements (<i>continued</i>)</li> <li>o Methods of translating financial statements</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Foreign currency transactions and translations of foreign currency in financial statements</b> <ul style="list-style-type: none"> <li>o Principal provisions of US GAAP and IFRS in currency conversion</li> <li>o Accounting for gain and losses</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>International taxation</b> <ul style="list-style-type: none"> <li>o International differences of tax base and accounting base</li> <li>o Objective of companies and taxation authorities international tax planning</li> <li>o Aspects of classical and imputation systems of corporate taxation</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>International corporate social reporting</b> <ul style="list-style-type: none"> <li>o IFRS guidelines</li> <li>o Central Bank's CSR guidelines</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>o Corporate Governance: International Perspectives</li> <li>o Corporate governance guidelines</li> <li>o Models in Corporate Governance, such as: Anglo Saxon Model; Stakeholder model; Stewardship model; Islamic corporate governance etc.</li> </ul>			
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>International financial reporting on additional issue</b> <ul style="list-style-type: none"> <li>o Transfer pricing,</li> <li>o Changing prices</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Global contemporary issues in international financial reporting standards</b> <ul style="list-style-type: none"> <li>o Issues in consolidation and segment reporting</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>International strategic accounting issues in MNCs</b> <ul style="list-style-type: none"> <li>o US, EUROPE, ASIA and MNE's</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5

## ACT435 Accounting for Governmental and Non-Profit Organizations

### A. Course General Information:

<b>Course Code:</b>	ACT435
<b>Course Title:</b>	Accounting for Governmental and Non-Profit Organizations
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Accounting
<b>Prerequisites:</b>	ACT431 Advanced Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Financial statements of governmental and non-profit-organizations are quite different from those of the commercial ones and hence this course will familiarize the students with the basic concepts and

techniques used in financial reporting of governmental entities and non-profit organizations. The key emphasis will be on the fund accounting system employed by non-profit entities. The course will cover unique methods of accounting used by governmental entities and non-profit institutions in various activities like reporting, budgeting, auditing, and financial planning.

### C. Rationale of the Course:

Based on the knowledge acquired in Advanced Accounting, this subject expands students' accounting skills and abilities in the governmental and non-profit sector. In the process, students will be able to learn, apply, and appreciate the differences and unique characteristics of accounting practices and requirements of this sector. This course is designed to help learners develop these competencies: knowledge, skills, and abilities to effectively manage accounting for government and Non-profit sectors.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Explain the conceptual framework and unique issues for governmental and non-profit accounting and reporting.
2. Develop learners' knowledge about the basic fund types and their characteristics.
3. Familiarize learners with the accounting process followed by different non-profit organizations like colleges, universities, and hospitals.
4. Illustrate the process of developing and incorporating budgets by governmental and non-profit entities.

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Apply the unique accounting principles and techniques for different governmental and non-profit entities.
<b>CLO2</b>	Demonstrate an understanding of fund accounting system and how it works in governmental accounting environment.
<b>CLO3</b>	Analyze and critically evaluate the information provided in the financial statements for governmental and non-profit organizations.
<b>CLO4</b>	Exhibit an understanding of the governmental and non-profit entities' budgetary procedures and related accounting policies.
<b>CLO5</b>	Demonstrate an understanding of the distinctive auditing process for governmental and non-profit institutions.

### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		

CLO2		✓	✓					
CLO3			✓					
CLO4		✓						✓
CLO5		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● The Government and Non-Profit Environment</b> <ul style="list-style-type: none"> <li>o Government and non-profit organizations and characteristics</li> <li>o Source of Financial Reporting Standards and Objective of Financial Reporting</li> <li>o Key measurements</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<b>● Government Accounting-reporting</b> <ul style="list-style-type: none"> <li>o Key Elements of Government Financial Statements and the Bases of Accounting</li> <li>o Government Financial reporting entity</li> <li>o Integrated accounting and financial reporting model</li> <li>o Major fund reporting</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
3	<b>● Government Accounting-reporting</b> <ul style="list-style-type: none"> <li>o Recognizing Revenues and Expenses (Modified Accrual Basis) in Governmental Accounting</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
4	<b>● Government Accounting- fund accounting</b> <ul style="list-style-type: none"> <li>o Fund Accounting (Fund Types and Methods of Accounting)</li> <li>o General fund</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2

5	<ul style="list-style-type: none"> <li>● <b>Government Accounting- fund accounting</b> <ul style="list-style-type: none"> <li>o Major fund reporting</li> <li>o Budgetary accounts</li> <li>o Fund budgets and accounts</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
6	<ul style="list-style-type: none"> <li>● <b>Government Accounting- operations</b> <ul style="list-style-type: none"> <li>o Accounting for government operating activities</li> <li>o Accounting for general capital assets and capital projects</li> <li>o Accounting for general long-term and debt service</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
7	<ul style="list-style-type: none"> <li>● <b>Government Accounting- operations (continued)</b> <ul style="list-style-type: none"> <li>o Accounting for general long-term and debt service (continued)</li> <li>o Accounting for Business-type activities</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Government Accounting- operations</b> <ul style="list-style-type: none"> <li>o Analysis and performance measures</li> <li>o Accounting for fiduciary activities</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Not-for Profit Accounting</b> <ul style="list-style-type: none"> <li>o Characteristics</li> <li>o Financial reporting and accounting</li> <li>o Interrelated entities</li> <li>o Regulatory, taxation and performance issues</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO2, CLO3
10	<ul style="list-style-type: none"> <li>● <b>Accounting for Health Care and other Medical Service Providers, and Higher Education Sector</b> <ul style="list-style-type: none"> <li>o Accounting and reporting issues and standards</li> <li>o Accounting and measurement issues</li> </ul> </li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1, CLO3

11	<b>● Auditing Governments and Non-Profit Organizations</b> <ul style="list-style-type: none"> <li>o Requirements for independence</li> <li>o Types of audits and independence</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO5
12	<b>● Budgeting and Control</b> <ul style="list-style-type: none"> <li>o Objectives of budgeting</li> <li>o Budgetary process among various governments</li> <li>o</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO4
13	<b>● Budgeting and Control</b> <ul style="list-style-type: none"> <li>o Integration of planning, budgeting and performance measurement</li> <li>o Budgeting approaches</li> <li>o Performance improvements</li> </ul>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO3
14	<b>● Overview of Financial Reporting by the Bangladesh Government</b>	Lecture, Discussions, Problem-solving, In-class group discussion	Assignment, Quiz, Final Exam	CLO1

## ACT438 Accounting Theory and Practices

### A. Course General Information:

<b>Course Code:</b>	ACT438
<b>Course Title:</b>	Accounting Theory and Practices
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Accounting
<b>Prerequisites:</b>	ACT301 Intermediate Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course provides students with the conceptual and technical skills that are necessary to apply in professional practices. The course emphasizes on major theoretical and practical aspects of accounting, covering major areas of both financial and management accounting. As such, the course covers contemporary and international issues within the literature of accounting so that students can apply accounting tools in accordance with the local and international standards.

**C. Rationale of the Course:**

This business course of concentration-level is elective course for the learners want to graduate in the field of "Accounting." This course covers financial and managerial accounting theory, the evolution of logic and theory, viewpoints on accounting, and a critical examination of existing and alternative accounting systems. The graduates are expected to gain an understanding of accounting that can be applied to realistically appreciate the process of financial reporting, the accounting profession, and the contentious role of accounting in the current changing corporate environment.

**D. Course Objectives (COs):**

The major learning objectives of the course are to:

1. Familiarize students with contemporary and international issues pertaining to accounting practice.
2. Explain major accounting theories to solve corporate reporting problems and dilemmas.
3. Help learners develop knowledge of contemporary accounting tools and techniques to exercise judgements in applying accounting standards.
4. Elucidate an insight into the code of ethics in accounting to make informed decisions for the organizations.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Develop a theoretical foundation of related accounting theories.
<b>CLO2</b>	Assess the basis of the theoretical base to systemize the accounting policies and frameworks.
<b>CLO3</b>	Investigate the relationship between accounting theory and practice.
<b>CLO4</b>	Apply accounting theories to solve contemporary business and ethical issues.
<b>CLO5</b>	Formulate accounting thought and structure in prevailing accounting methods for the entities.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>			✓					
<b>CLO3</b>						✓		
<b>CLO4</b>		✓						
<b>CLO5</b>							✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**



Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Accounting and Agency Theory</b> <ul style="list-style-type: none"> <li>o What theory is?</li> <li>o Theories, laws and theorems</li> <li>o Accounting theory, economics and laws</li> <li>o Agency theory</li> </ul> </li> </ul>	Lecture, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Accounting theory construction</b> <ul style="list-style-type: none"> <li>o Pragmatic theories</li> <li>o Syntactic and semantic theories</li> <li>o Normative theories</li> <li>o Positive theories</li> <li>o Different perspectives</li> <li>o Approach applied to accounting</li> <li>o Issues for auditing theory construction</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Applying theory to accounting</b> <ul style="list-style-type: none"> <li>o regulation</li> <li>o The theories of regulation relevant to accounting and auditing</li> <li>o How theories of regulation apply to accounting and auditing practice</li> <li>o The regulatory framework for financial reporting</li> <li>o The institutional structure for setting accounting and auditing standards</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Measurement theory</b> <ul style="list-style-type: none"> <li>o Importance of measurement</li> <li>o Scales</li> <li>o Permissible operations of scales</li> <li>o Types of measurement</li> <li>o Reliability and accuracy</li> <li>o Measurement in accounting</li> <li>o Measurement issues for auditors</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

5	<ul style="list-style-type: none"> <li>● <b>Accounting measurement systems</b> <ul style="list-style-type: none"> <li>o Three main income and capital measurement systems</li> <li>o Historical cost accounting</li> <li>o Current cost accounting</li> <li>o Financial capital versus physical capital</li> <li>o Exit price accounting</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Accounting measurement systems</b> <ul style="list-style-type: none"> <li>o Value in use versus value in exchange</li> <li>o A global perspective and International Financial</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Accounting measurement systems</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Reporting Standards</li> <li>o Issues for auditors</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Assets, Liabilities, Owners' Equity and Revenue</b> <ul style="list-style-type: none"> <li>o Defined</li> <li>o Recognition</li> <li>o Measurement</li> <li>o Challenges for standard setters</li> <li>o Issues for auditors</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Assets, Liabilities, Owners' Equity and Revenue</b> <ul style="list-style-type: none"> <li>o Defined</li> <li>o Recognition</li> <li>o Measurement</li> <li>o Challenges for standard setters</li> <li>o Issues for auditors</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Positive theory of accounting policy and disclosure</b> <ul style="list-style-type: none"> <li>o Background</li> <li>o Contracting theory</li> <li>o Agency theory</li> <li>o Price protection and shareholder-manager agency problems</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> <li>o Shareholder-debtholder agency problems</li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Positive theory of accounting policy and disclosure</b> <ul style="list-style-type: none"> <li>o Ex post opportunism versus ex ante efficient</li> <li>o contracting</li> <li>o Signaling theory 3</li> <li>o Political processes</li> <li>o Conservatism, accounting standards</li> <li>o and agency costs</li> <li>o Additional empirical tests of the theory</li> <li>o Evaluating the theory</li> <li>o Issues for auditors</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Behavioral research in accounting</b> <ul style="list-style-type: none"> <li>o Behavioral accounting research: definition and scope</li> <li>o Why is BAR important?</li> <li>o Representativeness: the evidence</li> <li>o Accounting and behavior</li> <li>o Limitations of BAR</li> <li>o Issues for auditors</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Final Exam	CLO3, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Emerging issues in accounting and Auditing</b> <ul style="list-style-type: none"> <li>o Current factors influencing accounting and auditing research, regulation and practice</li> <li>o Issues surrounding the application of fair value accounting during the global financial crisis</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Final Exam	CLO3, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Emerging issues in accounting and Auditing</b> <ul style="list-style-type: none"> <li>o Possible directions in future international</li> </ul> </li> </ul>	Lecture, Discussions, Group work	Assignment, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>o accounting standard setting arrangements</li> <li>o Sustainability accounting, reporting and assurance</li> <li>o Other non-financial accounting and reporting issues</li> </ul>			
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## ACT471 Special Issues in Accounting

### A. Course General Information:

<b>Course Code:</b>	ACT471
<b>Course Title:</b>	Special Issues in Accounting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Accounting
<b>Prerequisites:</b>	ACT301 Intermediate Accounting
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course examines special issues and/or contemporary events in the area of Accounting at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

### C. Rationale of the Course:

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

***Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.***

## BUS102 Business – Basics, Ethics and Environment

### A. Course General Information:

<b>Course Code:</b>	BUS102
<b>Course Title:</b>	Business – Basics, Ethics and Environment
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3

<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

The course aims to offer students a unique and fulfilling learning experience by shedding light on the basic elements of business and entrepreneurship. In this course students will learn to assess the opportunities and threats for businesses arising from global, national and local business environments. In addition, they will learn to analyse the key strengths, weaknesses and competitive positioning of organizations belonging to different industries. The course will also give an insight into managerial ethical and corporate social responsibilities and how to incorporate them into all business functions.

#### **C. Rationale of the Course:**

Business: Basics, Ethics and Environment course is designed to provide students with an overview of the business fundamentals, ethics, important aspects of environment, and more through timely, real world case studies and examples. This course will introduce students with a well-rounded perspective of how a business works in real life; different aspects of management & leadership; promotion & marketing; discover what is behind the numbers in financial statements; demonstrate understanding of entrepreneurship; the role of entrepreneurship in the economy etc. Alongside hard skills, it orients their soft skills too.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain the key concepts and terminologies of different business functions, various tools to identify the strengths and weaknesses, human resource management and sources and uses of funds of an organization.
2. Recognize the importance of micro enterprises, SMEs, start-ups, women and youth entrepreneurship in our society and appreciate their roles.
3. Examine and analyse the business environment and to appreciate the legal, social, economic, global and ethical responsibilities of businesses.
4. Identify the possibilities that technological and marketing environments can craft in the evolution of e-commerce in Bangladesh.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Describe complex business environment through interactive class participation and evaluate political, legal, technological, social, financial, global and ethical responsibilities of business.

<b>CLO2</b>	Demonstrate familiarity with the basic business practices and exhibit proficiency in presentation of business ideas in terms of various analytical tools.
<b>CLO3</b>	Apply the business concepts and theories and critically investigate real life case studies that contribute to SDGs.
<b>CLO4</b>	Value the dynamic business environment and assess the microenterprises, SMEs, diversity, demographic changes, women and youth entrepreneurship in our society.
<b>CLO5</b>	Exhibit understanding of the roles of various entrepreneurial forms and ethical leadership styles, through various group activities and team work.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>						✓		
<b>CLO2</b>		✓						
<b>CLO3</b>			✓					
<b>CLO4</b>					✓			
<b>CLO5</b>					✓			

**G. Mapping of Course Outcomes (COs) with GenEd Program Outcomes (POs):**

	PLO1	PLO2	PLO3	PLO4	PLO5
<b>CLO1</b>	✓				
<b>CLO2</b>		✓			
<b>CLO3</b>			✓		
<b>CLO4</b>				✓	
<b>CLO5</b>					✓

**H. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Business and Entrepreneurship</b> <ul style="list-style-type: none"> <li>o Business</li> <li>o Concept</li> <li>o Importance</li> <li>o Entrepreneurship</li> <li>o Serial Entrepreneurs</li> <li>o Social Entrepreneurs</li> <li>o Difference between business and entrepreneurship</li> <li>o Various forms of ownership</li> <li>o Sole Proprietorship</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4

	<ul style="list-style-type: none"> <li>o Partnership</li> <li>o Corporation</li> <li>o Business and Ethics</li> </ul> <p>● <b>Business Environment</b></p> <ul style="list-style-type: none"> <li>o Sectors (Public, private, third, informal)</li> <li>o Environmental Scanning</li> <li>o PESTLE Analysis</li> <li>o Stakeholder and Competitor Analysis</li> <li>o Ethical Perspective on Managing</li> <li>o Stakeholders</li> </ul>			
2	<p>● <b>Ethical and Socially Responsible Behavior</b></p> <ul style="list-style-type: none"> <li>o Corporate Ethical Standards</li> <li>o Responsibility to Customers</li> <li>o Responsibility to Investors</li> <li>o Responsibility to Employees</li> <li>o Responsibility to Society and the Environment</li> <li>o Social Auditing</li> <li>o Justifying CR</li> <li>o The nature of responsibility, and motivations</li> <li>o for pursuing a CR policy</li> </ul> <p>o <b>Global Business Environment and Economies</b></p> <ul style="list-style-type: none"> <li>o Nature and Dynamics of Business Environment (page 3)</li> <li>o The Global Capitalism—Free Market Model (page 7)</li> <li>o Role of developing countries. (Page 8)</li> <li>o Globalization and Business Environment (page 60)</li> <li>o Globalization—Meaning and Scope (page 61)</li> <li>o Globalization—Phases and Indicators (page 62)</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5

3	<ul style="list-style-type: none"> <li>● <b>Global Business Environment and Economies</b> <ul style="list-style-type: none"> <li>o Economic and Business Environment in SAARC Countries (page 418)</li> <li>o Section 1: SAARC—Objectives and Structure (page 419)</li> <li>o Section 2: Bangladesh (page 421)</li> <li>o Ethics in International Business</li> <li>o Macroeconomic Environment</li> <li>o Major branches of economics</li> <li>o Resource development</li> <li>o Invisible Hand Theory</li> </ul> </li> <li>● <b>Global Business Environment and Economies</b> <ul style="list-style-type: none"> <li>o Capitalism</li> <li>o Understanding Free Market Capitalism</li> <li>o Foundation of Capitalism</li> <li>o Demand curve, Supply Curve and Equilibrium Point</li> <li>o Competition within Free Market System</li> <li>o Four Types of Economic System</li> </ul> </li> </ul>	Lecturer, discussion, class exercise	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Management and Leadership</b> <ul style="list-style-type: none"> <li>o Four functions of management</li> <li>o Sharing the vision</li> <li>o Defining mission, goals &amp; objectives</li> <li>o Types of planning</li> <li>o Steps of decision-making process</li> <li>o Organizational chart</li> </ul> </li> <li>● <b>Management and Leadership</b> <ul style="list-style-type: none"> <li>o Levels of Management</li> <li>o SWOT analysis</li> <li>o Porter's generic strategies</li> <li>o Managerial skills</li> <li>o Staffing, leadership, transparency etc.</li> </ul> </li> </ul>	Lecture and Discussions, Problem solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5



	o Managerial Ethics			
5	<ul style="list-style-type: none"> <li>● <b>Human Resource Management</b> <ul style="list-style-type: none"> <li>o HRM and its importance in business</li> <li>o Evolution of HRM as a function of Business</li> <li>o Human Resource Planning Process</li> <li>o HRM Functions <ul style="list-style-type: none"> <li>o -Recruitment and Selection</li> <li>o -Training &amp; Development</li> <li>o -Compensation</li> <li>o -Performance Appraisal</li> <li>o - Ethical HRM</li> </ul> </li> </ul> </li> <li>● <b>Review</b></li> </ul>	Lecture and Discussions, Take home reading	Quiz, Midterm Exam, Final Exam	CLO2. CLO4
6	<ul style="list-style-type: none"> <li>● <b>Midterm Examination</b></li> <li>● <b>Marketing</b> <ul style="list-style-type: none"> <li>o Define marketing, its goals and environmental forces</li> <li>o Evolution of marketing concept</li> <li>o Differentiate consumer and business markets</li> <li>o Identify and explain the 4Ps of the marketing mix</li> <li>o Explain marketing research process</li> <li>o Needs recognition</li> <li>o Information search</li> <li>o Evaluation of alternatives</li> <li>o Purchase decision</li> <li>o Post-purchase behavior</li> </ul> </li> </ul>		Midterm Exam	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Marketing (continued)</b> <ul style="list-style-type: none"> <li>o Define target marketing and market segmentation and position strategies <ul style="list-style-type: none"> <li>o -Geographic</li> <li>o -Demographic</li> <li>o -Psychographic</li> <li>o -Behavioral</li> </ul> </li> <li>o Explain the consumer buying process</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Final Exam, Problem solving exercises	CLO1, CLO2, CLO5

	<ul style="list-style-type: none"> <li>o Consumer decision making process and outside influences</li> <li>o Ethical issues in Marketing</li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Understanding accounting and financial information</b> <ul style="list-style-type: none"> <li>o What are accounting and finance</li> <li>o Users of accounting information</li> <li>o Management accounting &amp; financial accounting</li> <li>o The major financial statements (Statement of cash flow, Income statement, statement of financial position)</li> <li>o Revenue, cost of goods sold, operating expenses, depreciation</li> <li>o -Classifying assets</li> <li>o -Classifying Claims (liability &amp; equity)</li> <li>o Accounting Equation</li> <li>o -Analyzing financial performance using ratio (Liquidity, debt, profitability, activity ratio)</li> </ul> </li> </ul>	Lecture and Discussions, Group work	Quiz, Midterm Exam, Final Exam	CLO1, CLO2, , CLO5
9	<ul style="list-style-type: none"> <li>● <b>Financial Management</b> <ul style="list-style-type: none"> <li>o What is finance?</li> <li>o Major fields of finance and interrelationships with other fields or business administration</li> <li>o Career opportunities in finance and essential knowledge, skills and abilities for success</li> <li>o An overview of financial management/corporate finance</li> <li>o -The Value Maximization Objective of the Corporation, Agency Conflicts, Corporate Social Responsibility (CSR) and Corporate Governance</li> </ul> </li> </ul>	Lecture and Discussions,	Quiz, Final Exam	CLO1, CLO5

	<ul style="list-style-type: none"> <li>o -Major Functions under Financial Management: Investment and Financing Decisions</li> <li>o Ethical Issues for Finance Professionals</li> <li>o An overview of financial environment</li> <li>o -Capital Allocation Process and Interest Rate Determination</li> <li>o -The Roles of Financial Securities, Markets and Institutions/Intermediaries</li> <li>o -Management of Financial Institutions</li> </ul>			
10	<ul style="list-style-type: none"> <li>● <b>Investment Management</b> <ul style="list-style-type: none"> <li>o An overview of investment management</li> <li>o -Security Analysis and Valuation</li> <li>o -Portfolio management</li> <li>o An overview of risk management and derivatives</li> <li>o -Risk Types and Management Process: Identification, Measurement and Management</li> <li>o -Application of Derivatives for Risk Management (and Speculation)</li> <li>o Contemporary and exciting issues in finance</li> <li>o -Behavioral Finance</li> <li>o -Alternative Investments</li> <li>o -Fraud, Manipulation, Greed and Financial Crises</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Final Exam	CLO1, CLO3, CLO5
11	<ul style="list-style-type: none"> <li>● <b>E-commerce</b> <ul style="list-style-type: none"> <li>o Overview of e-commerce</li> <li>o - E-commerce and various technologies, including online payment system</li> <li>o - Business to Business E-commerce</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Midterm Exam, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>o -Business to Consumer E-commerce</li> <li>o E-marketing and advertising</li> <li>o - Privacy issues</li> <li>o - Cybercrime and Cyber security</li> <li>o - E-commerce opportunities and implementation</li> <li>o - E-business and technology</li> </ul>			
12	<ul style="list-style-type: none"> <li>● <b>Specialized Entrepreneurship</b> <ul style="list-style-type: none"> <li>o Specialized Entrepreneurs</li> <li>o - Intrapreneurs</li> <li>o - Female Entrepreneurs</li> <li>o - Youth Entrepreneurs</li> <li>o Key drivers of economic performance</li> <li>o - Importance of start-up</li> <li>o - Importance of SMEs</li> <li>o - Importance of Enterprises</li> <li>o - Importance of Entrepreneurship Education in the Universities</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Midterm Exam, Final Exam	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>How to build good presentation skills</b> <ul style="list-style-type: none"> <li>o Good Presentation Skills</li> <li>o Making PowerPoint Slides</li> <li>o Power of Words</li> <li>o How to be a Good Public Speaker</li> <li>o Public Speaking Skill</li> <li>o</li> </ul> </li> <li>● <b>Effective Business Communication Skills</b> <ul style="list-style-type: none"> <li>o The Art of Effective Communication</li> <li>o Communication - Basics and Importance</li> <li>o Choosing Communication Tools for Virtual Teams</li> </ul> </li> </ul>	Lecture and Discussions	Term paper	CLO2
14	<ul style="list-style-type: none"> <li>● <b>Term Paper Submission and Presentation</b></li> <li>● <b>Review</b></li> </ul>	Group work	Term paper	CLO1, CLO2, CLO3, CLO5

## **BUS201 Business Communication**

### **A. Course General Information:**

<b>Course Code:</b>	BUS201
<b>Course Title:</b>	Business Communication
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation/GenEd Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	ENG101 English Fundamentals, ENG102 Composition I
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

From learning study materials to getting selected for a job, students will need effective communication skills to succeed in every aspect of their life. This course will familiarize students with the basic principles, frameworks, tools and practices of effective communication that will enable them to accomplish both academic and professional career goals. The major emphasis will be on approaches for planning, organizing and conveying persuasive messages in today's challenging business world. The verbal skills acquired from this course will help students in advanced business courses, internships, and professional career.

### **C. Rationale of the Course:**

This foundation-level course is mandatory for all the learners of the BBA program and is part of General Education for other departments. This is because business (and other) graduates are expected to have sound communication skills to accomplish both academic and professional career goals. The course introduces learners to the various forms of written and oral communication methods and techniques that are helpful and, in most cases, necessary in real-life business situations. The course also focuses on communication in a diverse work setting with ethics at the forefront which is an integral part of workplaces worldwide.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Describe various forms of written and oral communication methods that are essential in real-life business situations and in professional lives.
2. Develop reading, writing, listening and speaking proficiencies with the aim of achieving standard corporate objectives.
3. Familiarize learners with a strategic perspective of business communication, i.e., knowing which type of communication tool/technique to use to create the desired effect.
4. Equip learners with the ability to differentiate between verbal and nonverbal communication, and use them effectively.
5. Develop ethics in learners in relation to business communication in a diverse work setting.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Interpret the theories and ethical aspects of communication within a local and international business context to ensure ethical leadership.
<b>CLO2</b>	Produce and present artefacts such as memos, business letters, emails and reports that managers utilize in traditional business contexts in an organizational setting.
<b>CLO3</b>	Prepare résumés and cover letters so that local, and global employment seeking endeavors can be professionally supported with requisite artefacts and documents.
<b>CLO4</b>	Apply analytical writing skills, correct grammar and stylistic techniques in producing grammatically accurate, professionally appropriate, and standard business documents.
<b>CLO5</b>	Identify and address SDG issues concerning racial inclusion, workplace diversity and gender sensitivity to acquire bias free written and spoken communication skills.
<b>CLO6</b>	Apply nonverbal communication skills in relation to kinesics, vocalics, personal appearance, environmental stimuli, proxemics, haptics and chronemics.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>					✓			
<b>CLO2</b>				✓			✓	
<b>CLO3</b>				✓			✓	
<b>CLO4</b>							✓	
<b>CLO5</b>		✓			✓			
<b>CLO6</b>							✓	

**Mapping of Course Learning Outcomes (CLOs) with Program Objectives (POs) of Gen-Ed:**

	PO1	PO2	PO3	PO4	PO5
<b>CLO1</b>					✓
<b>CLO2</b>		✓			
<b>CLO3</b>	✓				
<b>CLO4</b>		✓			
<b>CLO5</b>			✓	✓	
<b>CLO6</b>		✓			

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Understanding Business Communication in Today's Workplace</b> <ul style="list-style-type: none"> <li>o The Changing Workplace</li> <li>o Communication process</li> <li>o Improving Business Communication</li> <li>o Ethical Communication</li> <li>o Audience-Centered Communication</li> <li>o Improving Intercultural Sensitivity</li> <li>o Improving Workplace Sensitivity</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Midterm Exam, Group project, Final Exam	CLO1, CLO5, CLO6
2	<ul style="list-style-type: none"> <li>● <b>Communicating in Teams and Mastering Listening and Nonverbal Communication Skills</b> <ul style="list-style-type: none"> <li>o Teams</li> <li>o Conflict Resolution</li> <li>o Meetings</li> <li>o The Listening Process</li> <li>o Telephone Calls</li> <li>o Voice Mail</li> <li>o Nonverbal Communication</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Midterm Exam, Group project, Final Exam	CLO2, CLO6
3	<ul style="list-style-type: none"> <li>● <b>Planning Business Messages</b> <ul style="list-style-type: none"> <li>o Effective Business Messages</li> <li>o Three-Step Writing Process</li> <li>o Analyze Your Purpose</li> <li>o Develop an Audience Profile</li> <li>o Gather Information</li> <li>o Provide Information</li> <li>o Business Communication Channels and Media</li> <li>o Relating to the Audience</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Midterm Exam, Group project, Final Exam	CLO2, CLO4, CLO5
4	<ul style="list-style-type: none"> <li>● <b>Writing Business Messages</b> <ul style="list-style-type: none"> <li>o Three-Step Writing Process</li> <li>o Adapt to the Audience</li> <li>o Organizing the Message</li> <li>o Defining the Main Idea</li> <li>o Outlining Your Points</li> <li>o Sequencing the Message</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Midterm Exam, Group project, Final Exam	CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Composing Business Messages</li> <li>o Frequently Used Transitions</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Writing Memo, Letter, and Email (Use and Formatting)</b> <ul style="list-style-type: none"> <li>o Formatting Memos</li> <li>o Formatting Letters</li> <li>o Formatting Emails</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Midterm Exam, Group project, Final Exam	CLO2
6	<ul style="list-style-type: none"> <li>● <b>Writing Routine, Good-News, and Goodwill Messages</b> <ul style="list-style-type: none"> <li>o Three-Step Writing Process</li> <li>o Routine Requests</li> <li>o Business Orders</li> <li>o Action and Information</li> <li>o References and Recommendations</li> <li>o Claims and Adjustments</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Midterm Exam, Group project, Final Exam	CLO2, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Midterm Examination</b></li> <li>● <b>Understanding Business Communication in Today's Workplace</b> <ul style="list-style-type: none"> <li>o Communicating in Teams and Mastering Listening and Nonverbal Communication Skills</li> <li>o Planning Business Messages</li> <li>o Writing Business Messages</li> <li>o Writing Memo, Letter, and Email (Use and Formatting)</li> <li>o Writing Routine, Good-News, and Goodwill Messages</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Writing Bad-News Messages</b> <ul style="list-style-type: none"> <li>o Three-Step Writing Process</li> <li>o Strategies for Bad-News Messages</li> <li>o Audience-Centered Tone</li> <li>o The Direct Approach</li> <li>o The Indirect Approach</li> <li>o Writing Bad-News Messages</li> <li>o Routine</li> <li>o Workplace Requests</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Group project, Final Exam	CLO2, CLO4



	<ul style="list-style-type: none"> <li>o Claims and Adjustments</li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Writing Persuasive Messages</b> <ul style="list-style-type: none"> <li>o Three-Step Writing Process</li> <li>o Planning</li> <li>o Writing</li> <li>o Completing</li> <li>o Essential Strategies</li> <li>o Types of Persuasive Messages</li> <li>o Marketing and Selling</li> <li>o Applying Strategies</li> <li>o Social Media</li> <li>o Maintaining High Standards</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Group project, Final Exam	CLO2, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Understanding and Planning Business Reports and Proposals</b> <ul style="list-style-type: none"> <li>o Reports and Proposals</li> <li>o Informational Reports</li> <li>o Analytical Reports</li> <li>o Solving Problems</li> <li>o Writing Proposals</li> <li>o Three-Step Writing Process</li> <li>o Planning Reports</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Group project, Final Exam	CLO2, CLO4
11	<ul style="list-style-type: none"> <li>● <b>Writing and Completing Business Reports and Proposals</b> <ul style="list-style-type: none"> <li>o Three-Step Writing Process</li> <li>o Organizing Reports and Proposals</li> <li>o Structuring Informational Reports</li> <li>o Structuring Analytical Reports</li> <li>o Structuring Proposals</li> <li>o Selecting Visual Aids</li> <li>o Using Computers to Create Visuals</li> <li>o Composing Reports and Proposals</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Quiz, Group project, Final Exam	CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Completing Reports and Proposals</li> <li>o Components of Formal Reports</li> <li>o Components of Formal Proposals</li> </ul>			
12	<ul style="list-style-type: none"> <li>● <b>Planning, Writing, and Completing Oral Presentations</b> <ul style="list-style-type: none"> <li>o The Three-Step Process</li> <li>o Planning Speeches and Presentations</li> <li>o Common Purposes of Business Presentations</li> <li>o Writing Oral Presentations</li> <li>o Organizing the Message</li> <li>o Composing the Message</li> <li>o Completing Speeches and Presentations</li> <li>o Presenting the Visuals</li> <li>o Answering Questions</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Group project, Final Exam	CLO4, CLO6
13	<ul style="list-style-type: none"> <li>● <b>Searching for Employment and Preparing Employment Messages</b> <ul style="list-style-type: none"> <li>o The Changing Workplace</li> <li>o What Can You Offer?</li> <li>o What Do You Want to Do?</li> <li>o Building Your Career</li> <li>o The Employment Search</li> <li>o Organize Your Approach</li> <li>o Three-Step Résumé Process</li> <li>o Résumé Components</li> <li>o Avoid Résumé Deception</li> <li>o Common Résumé Problems</li> <li>o Chronological résumé with example</li> <li>o Functional résumé with example</li> <li>o Traditional Résumés</li> <li>o Writing Cover/Application Letters</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	In-class Exercises, Group project, Final Exam	CLO3, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Presentations</b></li> </ul>	Discussions, Problem solving, Group work	Group project	CLO2, CLO4, CLO6

## **BUS204 Business Law and Corporate Governance**

### **A. Course General Information:**

<b>Course Code:</b>	BUS204
<b>Course Title:</b>	Business Law and Corporate Governance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	BUS102 Business - Basics, Ethics and Environment
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

This course will cover fundamental theories and relevant laws that are associated with the environment of business to ensure proper practice of governance and success of business and entrepreneurship. The Part 01 of the course pursue the laws associated with business environment i.e., The Law of Obligations/Principles of Law of Contract, laws on special type of contracts: principles of Bailment, Pledge and Agency. Short comparative study of business organizations (i.e., Sole Proprietorship, Partnership and Corporation), including their formation/constitution and legal characteristics to appreciate advantages that prevail in law. Part 02 of the course will specifically relate to Law of Corporation and the basic principles thereto (including their types, formation and legal status) and as such, the detail principles and policies of Corporate Governance will come under purview of this course. Regulatory framework of governance, approaches towards corporate governance, both in western and eastern world will be studied. Under Policies of corporate governance, Board's functions, governance of Corporate Risk and Business Ethics along with CSR strategies, competencies and framework will be addressed. Corporate Governance in next 20 years.

### **C. Rationale of the Course:**

Business Graduates are required to have adequate knowledge of all the relevant laws that are associated with the environment of business to ensure proper functioning, governance and success of their business enterprises. No matter what discipline a business student selects as a major field of study, he will obviously encounter many legal issues during professional life. A substantial number of those issues will undoubtedly fall within the areas covered in this course. Thus, this course will work as a foundation for business students as it will develop learners' core competencies regarding business laws and corporate governance.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Make the myriad law topics comprehensible to beginners- sophomores by using plain language, relevant and realistic examples with pertinent cases

2. Discuss the basic concepts and theories of laws associated with business law and corporate governance with greater emphasis on practical aspects.
3. Explain the principles, policies and legal practices in law and corporate governance by backing up the legal explanations with numerous cases and examples that deal with common business situations.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Analyze and identify potential legal issues in the domain of business and communicate the legal responsibilities and risks of doing business through relating statutory laws and practice.
<b>CLO2</b>	Differentiate and distinguish between various commercial relationships and its application (within the ambit of Law of Contract, Bailment and Pledge, Agency, Partnership and Company) in terms of their duties, responsibilities and obligations.
<b>CLO3</b>	Assess and understand the legal and corporate scenario of Bangladesh (and possible risks and challenges in it) including legal requirement and process of business.
<b>CLO4</b>	Evaluate the corporate and legal documents and practices of Bangladesh.
<b>CLO5</b>	Execute the different legal and corporate concepts to better business decision making and governance and grow skills (both oral and written) to communicate the same.
<b>CLO6</b>	Analyze and evaluate the legal, social and ethical responsibilities of business organizations in light of Corporate Social Responsibility (CSR) and business ethics.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>	✓		✓			✓	✓	✓
<b>CLO3</b>	✓	✓	✓	✓		✓		
<b>CLO4</b>	✓					✓	✓	
<b>CLO5</b>		✓	✓				✓	✓
<b>CLO6</b>	✓				✓			

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Law of Contract</b> <ul style="list-style-type: none"> <li>o - Preliminary Resume of the Course</li> <li>o - General Discussion/Course Outline.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Nature of Contract</li> <li>o - Essentials of valid contract</li> <li>o - Making of a contract</li> <li>o - Rules relating to Offer &amp; Acceptance</li> <li>o - Invitation to treat an offer, its implications in law.</li> <li>o Vitiating elements of a Contract</li> <li>o - Coercion, Undue Influence, Fraud, Misrepresentation and Mistake</li> <li>o Question of Contractual Capacity</li> <li>o - Disqualification of infancy &amp; Disqualification of insanity</li> <li>o - Contract by minor</li> <li>o - Supplying necessities to a minor</li> <li>o Consideration</li> <li>o - Rules of consideration</li> <li>o - When a contract even without consideration is valid?</li> </ul>	<ul style="list-style-type: none"> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion               <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>		
2	<ul style="list-style-type: none"> <li>● <b>Law of Contract</b> (<i>Continued</i>)</li> <li>o Types of Contract in terms of validity and operation: Valid, Unenforceable, Void and Voidable contracts</li> <li>o Dissolution/discharge of Contracts:</li> <li>o By agreement, performance, frustration, breach and operation of law</li> <li>o Remedies for Breach of Contract: Damages, Specific performance</li> <li>o - When contract can be specifically enforced</li> <li>o - When contract cannot be specifically enforced</li> <li>o - Injunction, Recession of instrument, Rectification of instrument Nature of</li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion               <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Quasi – contract: rational behind it</li> <li>o - Agreements expressly declared void under the law</li> <li>o Op-Ed on New Age: An anatomy of Contract Act, 1872: Should <i>malafide</i> intention try to be restrained? Published on January 12, 2019</li> </ul>			
3	<ul style="list-style-type: none"> <li>● <b>Law of Bailment and Pledge</b> <ul style="list-style-type: none"> <li>o Contract of Bailment</li> <li>o - Bailors duty of disclosure, duty of Bailee, termination of contract of bailment</li> <li>o - Finder of Goods-Status in Law.</li> <li>o - Suits by Bailees or Bailors against wrong-doers</li> <li>o Contract of pledge?</li> <li>o - Pawnees right as retainer</li> <li>o - Pawnee's right where Pawner makes default</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion               <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
4	<ul style="list-style-type: none"> <li>● <b>Law of Agency</b> <ul style="list-style-type: none"> <li>o 'Principal' and 'Agents'</li> <li>o Express and implied authority of Agents;</li> <li>o -Are servants' agents of their masters? Who are independent contractors?</li> <li>o Kinds of Agents - mercantile Agent and non-mercantile Agent,</li> <li>o - Classes of Agents, Sub agent and substituted agent.</li> <li>o Extent of Agents authority</li> <li>o - Duties of Agents, Rights of Agents</li> <li>o - Duties of Principal, Rights of Principal.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion               <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4

5	<ul style="list-style-type: none"> <li>● <b>Forms of Business Organization</b> <ul style="list-style-type: none"> <li>o Sole Proprietorship, Partnership Firm, Corporation/Company</li> <li>o Short Comparison and Analysis</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Forms of Business Organization</b> <i>(Continued)</i> <ul style="list-style-type: none"> <li>o Legal Characteristics and advantages of Different Business Organizations</li> <li>o Op-Ed of Daily Star: Absence of limited liability partnership published on November 29, 2016</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Need of Governance for All Corporate Entities</b> <ul style="list-style-type: none"> <li>o Concept of Corporate Governance</li> <li>o Scope of Corporate Governance</li> <li>o Constitution for corporate entities</li> <li>o Difference between Governance and Management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal</li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO4,

	<ul style="list-style-type: none"> <li>o Performance and conformance aspect of Corporate</li> <li>o Governance: Unitary Board, all Executive Director Board, the Majority Executive Director Board etc.</li> </ul>	acumen of students) - Group Discussion - Providing Examples		
8	<ul style="list-style-type: none"> <li>● <b>Need of Governance for All Corporate Entities</b> (<i>continued</i>)</li> <li>o Corporate Governance Mechanism</li> <li>o - Internal: Board composition and Board committee, Financial Statement, management system</li> <li>o - External: Financial Marketing, Market for goods and service, Labor Market</li> <li>o Board Diversity: Gender Diversity, Stakeholder Diversity, Societal Diversity</li> <li>o Cultural component of Corporate Governance (CG)</li> <li>o Development of CG in 21<sup>st</sup> Century</li> <li>o Implications of CG in global financial crisis</li> </ul>	- Interactive Lecture Discussions - Use of audio-visual tools - Q & A based content - Case analysis (Providing hypothetical problem questions to test legal acumen of students) - Group Discussion - Providing Examples	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO4,
9	<ul style="list-style-type: none"> <li>● <b>The Regulatory Framework: Legislation, Regulation And Corporate Governance Codes</b></li> <li>o Corporate Governance Code, 2018</li> <li>o - Corporate regulations in UK</li> <li>o - Corporate regulations in USA</li> </ul>	- Interactive Lecture Discussions - Use of audio-visual tools - Q & A based content - Case analysis (Providing hypothetical problem questions to test legal acumen of students) - Group Discussion - Providing Examples	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5, CLO6



10	<ul style="list-style-type: none"> <li>● <b>The Regulatory Framework: Legislation, Regulation And Corporate Governance Codes</b> <i>(Continued)</i> <ul style="list-style-type: none"> <li>o Codes from Institutional investors</li> <li>o Codes from non-profit and voluntary sections</li> <li>o Importance of compliance: corporate governance reports</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5, CLO6
11	<ul style="list-style-type: none"> <li>● <b>Corporate Governance and Business Ethics</b> <ul style="list-style-type: none"> <li>o What are business ethics</li> <li>o Changing expectations in the governance of organization</li> <li>o Concept of Corporate Social Responsibility.</li> <li>o</li> <li>o CSR Strategies and Policies/Competency Framework</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5, CLO6

12	<ul style="list-style-type: none"> <li>● <b>Corporate Governance and Business Ethics</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o CSR Strategies and Policies/Competency Framework</li> <li>o Enlightened Shareholder Value (ESV)</li> <li>o Sustainable Development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5, CLO6
13	<ul style="list-style-type: none"> <li>● <b>Corporate Governance: Around The World</b> <ul style="list-style-type: none"> <li>o Study and approaches of Corporate Governance: <ul style="list-style-type: none"> <li>o - China</li> <li>o - India</li> <li>o - Singapore</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal acumen of students)</li> <li>- Group Discussion <ul style="list-style-type: none"> <li>- Providing Examples</li> </ul> </li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5, CLO6
14	<ul style="list-style-type: none"> <li>● <b>Corporate Governance: Around The World</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Study and approaches of Corporate Governance: <ul style="list-style-type: none"> <li>o - Japan</li> <li>o - In the Middle East and</li> <li>o - North Africa</li> </ul> </li> </ul> </li> <li>● <b>Review</b></li> </ul>	<ul style="list-style-type: none"> <li>- Interactive Lecture Discussions</li> <li>- Use of audio-visual tools</li> <li>- Q &amp; A based content</li> <li>- Case analysis (Providing hypothetical problem questions to test legal</li> </ul>	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5, CLO6

		acumen of students) - Group Discussion - Providing Examples		
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## BUS209 Quantitative Methods in Business and Economics

### A. Course General Information:

<b>Course Code:</b>	BUS209
<b>Course Title:</b>	Quantitative Methods in Business and Economics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	MAT101 Fundamentals of Mathematics, STA101 Introduction to Statistics
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course emphasizes on the essential quantitative methods for making decisions in an ever-changing complex business world. This course familiarizes the students with the mathematical optimization techniques and statistical tools required for day-to-day operations and also for strategic long-term business decisions made by the managers from mid-level and beyond.

### C. Rationale of the Course:

This is a foundation-level course mandatory for all BBA students. It is expected that the business graduates have a comprehensive knowledge about decision making based on big data analysis. This course prepares students for further developing their skills in big data analysis. This course combines advanced level mathematics with statistics to help prepare students in analyzing quantitative information and thereby take decisions in the real-world. The course is designed to help learners develop these competencies: knowledge, skills and abilities in quantitative decision making.

### D. Course Objectives (COs):

The major objectives of this course are to:

4. Familiarize the learners about why quantitative techniques are important for making business decisions.
5. Enable the learners to demonstrate a sound knowledge of mathematical and statistical terms associated with business decision making.

6. Explain the merits and limitations of various mathematical tools and techniques.
7. Facilitate the learners to assess and interpret statistical information.
8. Train the learners to apply quantitative techniques to solve a variety of business problems.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Identify the source of a quantifiable problem and produce an action plan.
<b>CLO2</b>	Distinguish between different mathematical techniques and applications.
<b>CLO3</b>	Translate a problem into a simple mathematical model.
<b>CLO4</b>	Extrapolate from data the important trends in order to forecast.
<b>CLO5</b>	Employ suitable mathematical tools to solve problems.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>				✓				✓
<b>CLO3</b>					✓		✓	
<b>CLO4</b>		✓						✓
<b>CLO5</b>			✓				✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introductions</b> <ul style="list-style-type: none"> <li>○ Mathematical and statistical model</li> <li>○ Set Theory and application</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Introduction to Probability</b> <ul style="list-style-type: none"> <li>○ Experiments and Sample Space</li> <li>○ Assigning probabilities to experimental outcomes</li> <li>○ Events and their probabilities</li> <li>○ Basic relationships of probability</li> <li>○</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

3	<ul style="list-style-type: none"> <li>● <b>Introduction to Probability</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Bayes' Theorem</li> <li>o Simpson's Paradox</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Probability Distribution</b> <ul style="list-style-type: none"> <li>o Random variables</li> <li>o Discrete Random Variable</li> <li>o Binomial probability distribution</li> <li>o Poisson probability distribution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Decision Analysis</b> <ul style="list-style-type: none"> <li>o Problem formulation</li> <li>o Decision making without probability</li> <li>o Decision making with probability</li> <li>o Risk analysis and sensitivity analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Time Series Analysis and Forecasting</b> <ul style="list-style-type: none"> <li>o Time series patterns</li> <li>o Forecast accuracy</li> <li>o Moving average</li> <li>o Exponential smoothing</li> </ul> </li> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Exam</b></li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Time Series Analysis and Forecasting</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Linear trend projection</li> <li>o Seasonality</li> <li>o Computer application for forecasting</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5
8	<ul style="list-style-type: none"> <li>● <b>Introduction to Linear Programming</b> <ul style="list-style-type: none"> <li>o Simple maximization and minimization problem</li> <li>o Graphical solution procedure</li> <li>o Extreme points and optimal solution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3

9	<ul style="list-style-type: none"> <li>● <b>Linear Programming: Sensitivity Analysis and Interpretation of Solution</b> <ul style="list-style-type: none"> <li>o Introduction to sensitivity analysis</li> <li>o Objective function coefficient</li> <li>o Limitations of classical sensitivity analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
10	<ul style="list-style-type: none"> <li>● <b>Linear Programming Application in Marketing, Finance and Operations Management</b> <ul style="list-style-type: none"> <li>o Marketing application</li> <li>o Financial application</li> <li>o Operations Management application</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
11	<ul style="list-style-type: none"> <li>● <b>Distribution and Network Model</b> <ul style="list-style-type: none"> <li>o Supply chain model</li> <li>o Assignment model</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Distribution and Network Model</b> <ul style="list-style-type: none"> <li>o Supply chain model</li> <li>o Transportation Problem</li> <li>o Problem Variations</li> <li>o A General Linear Programming Model</li> <li>o Trans-shipment Problem</li> <li>o Problem Variations</li> <li>o A General Linear Programming Model</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Distribution and Network Model (continued)</b> <ul style="list-style-type: none"> <li>o Assignment model</li> <li>o Shortest-Route problem</li> <li>o Maximum Flow problem</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Project Scheduling: PERT/CPM</b> <ul style="list-style-type: none"> <li>o Project scheduling based on expected activity time</li> <li>o Project scheduling considering uncertain activity time</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO5

## **BUS221 Principles of Entrepreneurship**

### **A. Course General Information:**

<b>Course Code:</b>	BUS221
<b>Course Title:</b>	Principles of Entrepreneurship
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	EMB101 Emergence of Bangladesh, FIN201 Financial Environment and Banking, MGT213 Management Practices and Organizational Behavior, MKT201 Principles of Marketing
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

For many years, the job market in Bangladesh has failed to match the growing number of university graduates and hence graduates are increasingly trying their luck on different personal ventures. The success rate for these start-ups varies, with reason. Many start-up ventures do not attain the desired level of success due to the lack of co-ordination between enterprise and entrepreneurial skills. To fill this gap, this course introduces the concepts of entrepreneurship. It reviews the significant economic and social contributions that entrepreneurs provide to society and the skills necessary for entrepreneurial success.

### **C. Rationale of the Course:**

This business course of foundation-level is mandatory for all the learners of the BBA program. This is because business graduates are expected to have necessary knowledge and skills required for organizing and carrying out entrepreneurial activities irrespective of their area of specialization. This course is designed to help learners develop the ability of analyzing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Equip learners with necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analyzing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.
2. Expose learners to the complex phenomenon of entrepreneurship and describe general approaches entrepreneurs use to identify opportunities

3. Describe the purpose of feasibility analysis when developing an entrepreneurial venture. A structured feasibility analysis forces entrepreneurs to consider the big picture first and then think of a top-down approach.
4. Demonstrate how to make a business plan with proper structure and to give an oral presentation of a business plan.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Develop an understanding of the nature of entrepreneurship & determine whether you want to be an entrepreneur with your own business or a corporate entrepreneur (entrepreneur in someone else's business) or social entrepreneur.
<b>CLO2</b>	Present a business plan with confidence in front of Investors.
<b>CLO3</b>	Identify the financial, marketing, legal, human resource, operations, and general management skills that are necessary to successfully launch and operate a successful new venture.
<b>CLO4</b>	Design business models to formulate strategies for start up
<b>CLO5</b>	Identify the critical concepts of business planning that are used to: <ul style="list-style-type: none"> <li>- increase the chances for business success;</li> <li>- seek out financing sources; and</li> <li>- develop a "blueprint" for a new venture</li> </ul>

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>					✓		✓	
<b>CLO3</b>				✓				
<b>CLO4</b>		✓					✓	
<b>CLO5</b>			✓					✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction to Entrepreneurship</b> <ul style="list-style-type: none"> <li>o What is Entrepreneurship and why is it important?</li> <li>o Characteristics of successful Entrepreneurs</li> <li>o Common myth about Entrepreneurs</li> <li>o Types of start-up firms</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Class Discussion	CLO1



	<ul style="list-style-type: none"> <li>o Changing Demographics of entrepreneurs</li> <li>o Impact of Entrepreneurship on society, economy and larger firms</li> <li>o Evolution of Social Entrepreneurs</li> </ul>			
2	<ul style="list-style-type: none"> <li>● <b>Recognizing Opportunities</b></li> <li><b>Generating Ideas</b> <ul style="list-style-type: none"> <li>o Difference Between opportunities &amp; Ideas</li> <li>o Ways to identify opportunities</li> <li>o Techniques of Generating ideas</li> <li>o Intrapreneurship (Encouraging creativity at the firm level)</li> <li>o Prototype Development</li> <li>o Definition of Prototype</li> <li>o Fidelity of Prototype</li> <li>o Developing Prototype for UI</li> </ul> </li> </ul>	Lecture, Demonstration using mock up	<p>Case Study “dropbox: solving a Compelling problem in a smooth Manner”</p> <p>Mock Up to develop User Interface Discussion on Assignment Guideline</p>	CLO1, CLO2, CLO3
3	<ul style="list-style-type: none"> <li>● <b>Prototype Development</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Prototype for service-oriented Company</li> <li>o Feasibility Analysis</li> <li>o Feasibility Analysis for developing business Idea</li> <li>o Product/ Service Feasibility Analysis</li> <li>o Concept Test</li> <li>o Product/Service demand &amp; Desirability</li> <li>o Conducting survey</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Quiz	CLO2, CLO3, CLO5
4	<ul style="list-style-type: none"> <li>● <b>Feasibility Analysis</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Industry and Target market feasibility analysis</li> <li>o Difference between Industry &amp; Market</li> <li>o Mullin’s seven domain model, Porter’s five forces model &amp; PESTAL analysis</li> </ul> </li> </ul>	<p>Lecture, Notes, Discussions</p> <p>Case Study “How “listening to Customers” Has shaped Modify Watches”</p>	Class Group Activity	CLO3, CLO5

	<ul style="list-style-type: none"> <li>o Understanding Mullin's 7 domain Model with the help of a case study</li> <li>o Interview from famous entrepreneurs</li> <li>o Organizational Feasibility Analysis</li> <li>o Management Prowess and Resource Sufficiency</li> <li>o VRIO analysis to identify Resources providing competitive advantage</li> <li>o</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Feasibility Analysis</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Financial Feasibility Analysis</li> <li>o Total start-up cash needed</li> <li>o Developing an effective Business Model</li> <li>o Business Model and Their Importance</li> <li>o Developing 9 building blocks for business</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Assignment Submission	CLO2, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Developing Business Model</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Examples on Canvas Model of Amazon and Netflix</li> <li>o Revenue</li> <li>o Cost Structure</li> <li>o Partners</li> <li>o Key Resources</li> <li>o Distribution channels</li> <li>o Types of Business Model</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Class activity Assignment 2 Guideline Discussion	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Mid Term Exam</b></li> <li>● <b>Building a powerful Marketing plan</b> <ul style="list-style-type: none"> <li>o Marketing Philosophies for new ventures</li> <li>o 4ps for marketing new ventures</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Building a powerful Marketing plan</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Pricing Methods</li> <li>o Use of Ansoff Matrix</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Exercise	Group Project Guideline Discussion	CLO2, CLO3, CLO4

	<ul style="list-style-type: none"> <li>o How to write a business plan</li> <li>o The Business Plan</li> <li>o Guidelines for writing a business plan</li> <li>o Outline of the Business plan</li> </ul>			
9	<ul style="list-style-type: none"> <li>● Assessing a new venture's financial strength &amp; viability               <ul style="list-style-type: none"> <li>o Financial Objective of a firm</li> <li>o Forecast of sales</li> <li>o Forecast of COGS and other items</li> <li>o Pro forma Income Statement</li> </ul> </li> </ul>	Lecture, Notes, Demonstration using Excel	Assignment 2 submission Quiz	CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Assessing a new venture's financial strength &amp; viability</b> <ul style="list-style-type: none"> <li>o Pro forma Balance Sheet</li> <li>o Ratio Analysis</li> <li>o Getting funding</li> <li>o Types of funding needs</li> <li>o Sources of Personal Funding</li> <li>o Debt Funding</li> <li>o Equity Funding</li> <li>o Creative sources of Funding</li> <li>o Funding facilities for entrepreneurs in Bangladesh</li> </ul> </li> </ul>	Lecture, Notes, Discussions Case "Zazzle: Will the Company Disappoint or "Dazzle" Its Investors?"	Class group work	CLO5
11	<ul style="list-style-type: none"> <li>● <b>Building a New Venture Team</b> <ul style="list-style-type: none"> <li>o Creating a new venture team</li> <li>o Role of Professional advisors</li> <li>o The importance of Intellectual Property</li> <li>o Importance of Intellectual property</li> <li>o Four key forms of Intellectual property</li> <li>o Proprietary elements for entrepreneurs in Bangladesh.</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz	CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>The importance of Intellectual Property</b> <ul style="list-style-type: none"> <li>o Intellectual property audit</li> <li>o KPIs for New Venture</li> <li>o Importance of Key performance indicators for Startups</li> <li>o Key KPIs for Startups</li> </ul> </li> </ul>	Lecture, Notes, Discussions Case Study		CLO4

13	<ul style="list-style-type: none"> <li>● <b>Strategies for Firm Growth</b> <ul style="list-style-type: none"> <li>o Challenges of Start-up growth</li> <li>o Internal Growth strategies</li> <li>o International Expansion</li> <li>o External Growth Strategies</li> <li>o Overview of start-up growth and opportunities in Bangladesh</li> </ul> </li> </ul>	Guest Lecture Case Study “Three Steps to Alliance success”	Group Project Submission	CLO5
14	<ul style="list-style-type: none"> <li>● <b>Review class</b></li> <li>● <b>Group Presentation</b></li> </ul>	Group Presentation	Final Exam	CLO2

## BUS232 Research Methods and Business Analytics

### A. Course General Information:

<b>Course Code:</b>	BUS232
<b>Course Title:</b>	Research Methods and Business Analytics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	BUS209 Quantitative Methods in Business and Economics, MSC221 Computer Applications in Business
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Research, being an important element in the business world, permeates almost every facet of life. Effective research is necessary for successful decision making in the business world. Thus, the course intends to cover the numerous aspects of the business research process and design. This course will help students to familiarize with different research methods employed to analyze business situations. In emphasizing on good information to make good decisions, this course will help students to acquire the skills to design different research methods and then collect, analyze and interpret the data that will provide useful insights in making decisions. The course introduces the students to both qualitative and quantitative methods of research. Besides, it focuses on theories and applications of statistical methods.

### C. Rationale of the Course:

This is a foundation-level course mandatory for all BBA students. Undergraduate business students need to learn research methods for addressing business challenges they may encounter in the future. Also, for writing their internship/thesis/dissertation, the knowledge of research methods is essential. Some of the issues in business require judgmental decisions while for some other complex issues,

statistical analysis is a prerequisite; hence, this course is designed to prepare students with that basic knowledge that would assist them in taking evidence-based decisions.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize the students with the basic concepts of both basic and applied research.
2. Facilitate the students construct a coherent research proposal.
3. Enable the students to understand how to analyze and interpret data to find association among variables and trends.
4. Equip the students with the necessary knowledge to handle data using statistical software.
5. Explain the students gain the necessary know-how to publish academic papers.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Demonstrate an analytical approach to the management issues under consideration.
CLO2	Exhibit familiarity with and understanding of the objectives of the business research process and collect data through both primary (qualitative and quantitative) and secondary data collection methods.
CLO3	Explain choice of data collection and data analysis methods.
CLO4	Analyze and interpret various types of data with the help of statistic.
CLO5	Draw sound and coherent conclusions from the information available.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓		✓					
CLO2		✓						✓
CLO3			✓				✓	
CLO4						✓		✓
CLO5				✓			✓	

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>• Introduction <ul style="list-style-type: none"> <li>o Defining and conceptualizing research</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>o Types and various categories of research</li> <li>o Qualitative, quantitative, and mixed method of research</li> <li>o Cross-sectional and longitudinal research</li> </ul>		Exam, Final Exam	
2	<ul style="list-style-type: none"> <li>● <b>Theory Building Process</b> <ul style="list-style-type: none"> <li>o Concepts</li> <li>o Ladder of abstraction</li> <li>o Scientific method</li> <li>o Empirical and abstract level</li> <li>o Proposition and hypothesis</li> <li>o Deductive and inductive reasoning</li> <li>o Business research process</li> <li>o Components of a research proposal</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
3	<ul style="list-style-type: none"> <li>● <b>Sampling and Data Collection</b> <ul style="list-style-type: none"> <li>o Population vs sample</li> <li>o Various types of probability and non-probability sampling</li> <li>o Determination of sample size</li> <li>o Types of data</li> <li>o Data collection techniques</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Qualitative Research Design and Application</b> <ul style="list-style-type: none"> <li>o Exploratory, descriptive, and causal research</li> <li>o Phenomenology, ethnography, grounded theory, and case study</li> <li>o Common techniques in qualitative research: focus group discussion and in-depth interviews</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Questionnaire Design</b> <ul style="list-style-type: none"> <li>o Basic considerations</li> <li>o Guidelines for constructing questions</li> <li>o Layout and design</li> <li>o Pretesting and revising questionnaire</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Measurement and scaling concept</b> <ul style="list-style-type: none"> <li>o What to measure?</li> <li>o Levels of scale measurement</li> <li>o Index measures</li> <li>o Criteria for good measurement</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>o Attitude as hypothetical construct</li> <li>o Techniques for measuring attitude</li> <li>o Attitude rating scales</li> <li>o Measuring behavioral intention</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Mid Term Exam</b></li> <li>● <b>Survey Research and Observation Methods</b> <ul style="list-style-type: none"> <li>o Conceptualizing survey research</li> <li>o Classification of survey research methods</li> <li>o Observation in business research: Physical observation, content analysis, mechanical observation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
8	<ul style="list-style-type: none"> <li>● <b>Basic Data Analysis: Descriptive Statistics</b> <ul style="list-style-type: none"> <li>o Nature of descriptive analysis</li> <li>o Tabulation and cross tabulation</li> <li>o Data transformation</li> <li>o Ranking, tabular and graphic method of displaying data, and interpretation</li> <li>o Computer-aided analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Univariate Statistical Analysis</b> <ul style="list-style-type: none"> <li>o Hypothesis testing</li> <li>o Selecting appropriate statistical technique</li> <li>o <i>t</i>-Distribution</li> <li>o Chi-Square Test</li> <li>o Computer-aided analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Bivariate Statistical Analysis: Difference Between Two Variables</b> <ul style="list-style-type: none"> <li>o Why to use bivariate statistical analysis?</li> <li>o Cross-tabulation Chi-squared test</li> <li>o <i>t</i>-test for comparing two means</li> <li>o Z-test for comparing two proportions</li> <li>o ANOVA</li> <li>o <i>F</i>-test</li> <li>o Computer-aided analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5

11	<b>• Bivariate Statistical Analysis: Measures of Association</b> <ul style="list-style-type: none"> <li>o Correlation coefficient</li> <li>o Correlation, covariance, and causation</li> <li>o Coefficient of determination</li> <li>o Correlation matrix</li> <li>o Regression analysis</li> <li>o Ordinary Least-Squared (OLS) Method</li> <li>o Computer-aided analysis</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
12	<b>• Multivariate Statistical Analysis</b> <ul style="list-style-type: none"> <li>o Conceptualizing multivariate data analysis</li> <li>o Classifying multivariate techniques</li> <li>o Analysis of dependence and interdependence</li> <li>o Computer-aided analysis</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
13	<b>• Time Series Analysis and Forecasting</b> <ul style="list-style-type: none"> <li>o Linear trend projection</li> <li>o Seasonality</li> <li>o Computer-aided analysis</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
14	<b>• Ethics in Research and Publishing Research</b> <ul style="list-style-type: none"> <li>o Ethical considerations in business research</li> <li>o How and where to publish?</li> <li>o Publisher and journal ranking</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5

## BUS301 International Business

### A. Course General Information:

<b>Course Code:</b>	BUS301
<b>Course Title:</b>	International Business
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Core (Business Core Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	ECO101 Introduction to Microeconomics, MGT213 Management Practices and Organizational Behavior, MKT201 Principles of Marketing
<b>Co-requisites:</b>	None



**B. Course Catalog Description:**

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.

**C. Rationale of the Course:**

International Business is a modern insight of the dynamic business world. It's always evolving, and its content and relevant case studies enlightens the students to the real-life approach of learning. Students learn practical knowledge through newspapers, case studies and focus group discussions. It's a contemporary course which is designed to create a thorough knowledge of the global surroundings and create a specific skill sets of the students.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Familiarize students with widely used international business terms and concepts.
2. Help students to identify the role and impact of political, economic, social and cultural variables in international business.
3. Introduce students to the contemporary issues in international business that illustrate the unique challenges of international business.
4. Develop the written and oral skills of students in analyzing business issues through research, writing, and discussion of current events.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Apply comprehensive knowledge of international business, its challenges and sources of complexity
CLO2	Demonstrate fundamentals and theories of international trade
CLO3	Argue in favor and against the development of global trade/business
CLO4	Identify major current developments in international business
CLO5	Assess Foreign Exchange market & international monetary system

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓						✓	

CLO2			✓					
CLO3		✓			✓			
CLO4						✓		✓
CLO5	✓			✓				

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● Introduction to the course</li> </ul>	Discussion, Lecture, Concept check, non-credit quiz		CLO1
2	<ul style="list-style-type: none"> <li>● Evolution of business &amp; globalization               <ul style="list-style-type: none"> <li>o Definition of international business &amp; its impact</li> <li>o Globalization and its impact</li> <li>o Global markets</li> <li>o Global institutions etc.</li> </ul> </li> </ul>	Lecture based, discussions	Assignment, Quiz, Midterm, Final Exam	CLO1, CLO2, CLO3
3	<ul style="list-style-type: none"> <li>● Ethics and Culture in International Business               <ul style="list-style-type: none"> <li>o Business ethics</li> <li>o Issues of global business ethics</li> <li>o Theoretical framework</li> <li>o Hofstede framework</li> <li>o Ethical dilemma</li> <li>o Cultural dynamism etc.</li> </ul> </li> </ul>	Lecture based, discussions, Case study	Assignment, Quiz, Midterm, Final Exam	CLO1, CLO2, CLO4
4	<ul style="list-style-type: none"> <li>● Foreign Exchange Market &amp; International Monetary System               <ul style="list-style-type: none"> <li>o Exchange rate and its functions</li> <li>o Theories of foreign exchange rate</li> <li>o Risks</li> <li>o Types of exchange rate market</li> <li>o Gold standard, Bretton woods system, floating exchange rate</li> <li>o Fixed vs floating rate etc.</li> </ul> </li> </ul>	Lecture based, discussions	Assignment, Quiz, Midterm, Final Exam	CLO1, CLO2, CLO5
5	<ul style="list-style-type: none"> <li>● Trade Theories               <ul style="list-style-type: none"> <li>o Significance of trade theories</li> <li>o Trade theories: Mercantilism, Absolute Advantage theory, Porter's diamond model, new trade theory etc.</li> </ul> </li> </ul>	Lecture based, discussions	Assignment, Quiz, Midterm, Final Exam	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>o Criticism of each of the theories</li> <li>o Who is right?</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Strategies in International Business</b> <ul style="list-style-type: none"> <li>o Value chain analysis</li> <li>o Different types of strategies: global, multi domestic, transnational, international</li> <li>o Its effects and significance on strategies in international business</li> <li>o Case study on Nestle</li> </ul> </li> </ul>	Lecture based, discussions, Case Study	Assignment, Quiz, Midterm, Final Exam	CLO1, CLO2, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Review</b></li> <li>● <b>Midterm</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Entry Mode strategies</b> <ul style="list-style-type: none"> <li>o Different types of entry modes</li> <li>o Exporting, turnkey projects, Acquisition, Merger</li> <li>o Strategic Alliance</li> <li>o Advantages &amp; disadvantages of the entry modes</li> <li>o Entry mode scope and impact in international business</li> </ul> </li> </ul>	Lecture based, discussions	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4
9	<ul style="list-style-type: none"> <li>● <b>International Human Resource</b> <ul style="list-style-type: none"> <li>o Global human resource</li> <li>o Expatriates and Third Nation Country</li> <li>o Issues in international human resource</li> <li>o Why Expat fail?</li> </ul> </li> </ul>	Lecture based, discussions	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4
10	<ul style="list-style-type: none"> <li>● <b>FDI</b> <ul style="list-style-type: none"> <li>o Why FDI?</li> <li>o Theories of FDI</li> <li>o Trends of FDI</li> <li>o Perspectives of FDI</li> </ul> </li> </ul>	Lecture based, discussions	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4
11	<ul style="list-style-type: none"> <li>● <b>Global Supply Chain, Production and Logistics</b> <ul style="list-style-type: none"> <li>o Significance of supply chain</li> <li>o Impact of logistics</li> <li>o What management tool is used to increase the reliability of product offerings?</li> </ul> </li> </ul>	Lecture based, discussions, Case Study	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Where to produce?</li> <li>o Six Sigma</li> </ul>			
12	<ul style="list-style-type: none"> <li>● <b>Class Activity</b> <ul style="list-style-type: none"> <li>o Newspaper clippings</li> </ul> </li> </ul>			
13	<ul style="list-style-type: none"> <li>● <b>Presentation of Term Paper</b></li> </ul>			
14	<ul style="list-style-type: none"> <li>● <b>Review &amp; Case study analysis</b></li> </ul>			

## BUS333 Social Entrepreneurship Practicum

### A. Course General Information:

<b>Course Code:</b>	BUS333
<b>Course Title:</b>	Social Entrepreneurship Practicum
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	University Core (General Education - Elective)
<b>Type:</b>	Elective in GenEd Stream 4
<b>Prerequisites:</b>	BUS102 Business – Basics, Ethics and Environment
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This is a collaborative, cross-institution course in social entrepreneurship, in which student teams to ideate and develop models for social enterprises. Social entrepreneurship is the process of building new organizations that offer scalable solutions to social and environmental challenges. Social enterprise can be either for-profit, or non-profit, but the key is the ambition to address societal problems at scale. The practice of social entrepreneurship explores the full suite of liberal learning: critical analysis, persuasive writing, oral communication, quantitative reasoning, design thinking, and group social dynamics. Students will engage with classes from several universities internationally, through synchronous online learning and labs. The course will culminate in a “shark tank for sustainability” among and between teams from the different universities, with winning teams then competing at the Bard MBA’s annual Disrupt to Sustain pitch competition in December.

### C. Rationale of the Course:

This course takes a high-stakes approach to entrepreneurship for sustainability. Students will be challenged to leave the comfort of paint-by-numbers approaches to model, validate, resource, and prove their concepts in an intensive engagement using essential implements from across the management toolkit. The course challenges students to make the case for unproven concepts, prove their potential through early market testing, adjust their model in the face of market feedback, and capture resources to enable the project to succeed. Students learn, by doing, to identify and analyze market opportunities, refine solutions in the face of competitive requirements and value chain dynamics, create business models and understand scalability. Once they have refined the value

proposition and business model, the layout launch and growth strategy, work through operational and financial requirements, and refine their ideas by testing the market.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Help students develop a proof of concept for a social enterprise or “intrapreneurial” innovation.
2. Facilitate students to (a) make business and impact case for their social enterprise, (b) validate the market and (c) recruit ecosystem resources to support it.
3. Enable students to: (a) develop a demo or prototype, (b) create digital content, brand/marketing collateral, and marketing campaigns, (c) engage market gatekeepers, (d) structure the venture or initiative assigning stake and responsibilities, (e) acquire and communicate early user/customer results, (f) model growth and monetization scenarios and ground them in defensible early data, (g) recruit an advisory board, (h) refine ideas based on testing and feedback, and (i) provide constructive criticism

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Build practical experience as leaders using the tools of social innovation to solve pressing problems.
<b>CLO2</b>	Create a viable social enterprise that disrupts markets, industries, and ways of life to achieve sustainability.
<b>CLO3</b>	Engage collaborators, advisors, and potential partners to test, guide, and bring resources to the project.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>		✓	✓					
<b>CLO2</b>		✓			✓			
<b>CLO3</b>			✓				✓	

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	● Introduction - Global Class (via zoom) supported by complementary local class (in person)	5-Day Challenge. All students have results ready to present in a slide deck, no more	Cold Call during Global	CLO1

	<ul style="list-style-type: none"> <li>o Introduce the AIR (<a href="#">Action Impact Recommendation</a>) model along with other frameworks for providing effective feedback.</li> <li>o Select students will be called on to present the results of the 5-day challenge (see assignment). All students (except those with special permission) must have video on for all sessions, and, while their classmates present, make notes offering ideas, resources, and constructive criticism. Students should be prepared to present these notes to their classmates if called upon.</li> </ul>	<p>than 5 slides. To keep this first attempt light, situate</p> <p>your innovation to meet a need in a fictional world, for example, one from literature or film (it can be anything - just describe it!).</p>	Session via fishbowl	
2	<ul style="list-style-type: none"> <li>● <b>Team Formation - Global Class (via zoom) supported by complementary local class (in person)</b></li> <li>o Form teams of 4-5 in your local section, set up a project in RebelBase – pick a working name and industry – and make sure it shows up in the OSUN Social Enterprise Fall 2022 group on the platform.</li> </ul>	<p>All teams need to be prepared each week in case they are called on and barring major verifiable disasters, there's no excuse for not being prepared to present; if one team member should have a medical emergency, the other team members are responsible for taking up the slack – and later challenging that team member to make it up to them! Presentations should be brief.</p>	Visual submissions using the RebelMaps	CLO3
3	<ul style="list-style-type: none"> <li>● <b>Problem Builder -Global Class (via zoom) supported by complementary local class (in person)</b></li> <li>o This time, the real world. But the world we could</li> </ul>	<p>Go through the Problem builder as a team, publish them, post notes, and revise, as you did with the previous builder. You'll</p>	<p>Published builder on Rebelbase</p> <p>+</p>	CLO1

	create. If new members request to join your team, add them to your project as members, and work out with each to own a leadership role on the entrepreneurial team.	do this routine each week, building progressively and also going back to revise earlier builders to create a coherent project profile as each builder informs the others.	Cold Call during global fishbowl	
4	<ul style="list-style-type: none"> <li>● <b>Idea Post assignment - Global Class (via zoom) supported by complementary local class (in person)</b> <ul style="list-style-type: none"> <li>o Each team needs to create a Post Idea using the Activity feed in RebelBase. Instead of an offer of skills, this is, in effect, a job offer – but targeting</li> <li>o cofounders/core team members, which is</li> <li>o typically one of the first pitches social</li> <li>o entrepreneurs need to make!</li> </ul> </li> </ul>	<p>Problem Fishbowl: Workshop and revise system shift</p> <p>(openings), empathy interviews (target), and vision. Then workshop offering (product/service/other), value proposition, and business model. This week we will go for more projects to fishbowl! Be ready with yours.</p>	<p>Published builder on Rebelbase</p> <p>+</p> <p>Cold Call during global fishbowl</p>	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Solution (Required) and Target + Market (Recommended) Builders - Global Class (via zoom) supported by complementary local class (in person)</b> <ul style="list-style-type: none"> <li>o Solution (Required) and Target + Market</li> <li>o (Recommended) Fishbowl: Workshop and revise initial framing of solution, and target + market.</li> </ul> </li> </ul>	<p>Strategically frame whom your innovation will serve, and in what space it will play. While focusing on publishing the Solution (required) and Target + Market (recommended), it's important to begin work on Prototyping, since the user research you'll need to present for next week's</p> <p>builder often requires lead time to do.</p>	<p>Published builder on Rebelbase</p> <p>+</p> <p>Cold Call during global fishbowl</p>	CLO2

6	<ul style="list-style-type: none"> <li>● <b>Prototesting - Global Class (via zoom) supported by complementary local class (in person)</b> <ul style="list-style-type: none"> <li>o Find quick and dirty ways to prototype, test, and refine your solution with an eye towards product-market fit. The goal is</li> <li>o not to develop fully fleshed out prototypes,</li> <li>o but instead to find creative ways to try out small versions of what you're trying to do, and test and revise your assumptions by engaging the user directly.</li> </ul> </li> </ul>	Prototesting: Workshop the results of initial prototyping and testing.	Published builder on Rebelbase  +  Cold Call during global fishbowl	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Competitive Landscape - Global Class (via zoom) supported by complementary local class (in person)</b> <ul style="list-style-type: none"> <li>o Take a deep dive into the competitive landscape. The key is not merely to claim that you're superior to other offerings, but to delve deep into what's out there that meets the need you're trying to meet. Even if you don't see yourself as directly competing with other providers, it's crucial to explore the whole landscape around what you're offering, because it will be evaluated next to alternatives.</li> </ul> </li> </ul>	Competitive Landscape: Workshop competitive analysis, differentiation, and positioning.	Published builder on Rebelbase  +  Cold Call during global fishbowl	CLO2
8	<ul style="list-style-type: none"> <li>● <b>Go-to-Market Strategy - - Global Class (via zoom) supported by complementary local class (in person)</b></li> </ul>	Go-to-Market Strategy: Workshop initial sales and	Published builder on Rebelbase  +	CLO2



	<ul style="list-style-type: none"> <li>o Develop an initial strategy for taking your innovation to the people you aim to serve, modeling sales and marketing strategy and customer acquisition cost.</li> </ul>	marketing strategy and customer acquisition cost assumptions.	Cold Call during global fishbowl	
9	<ul style="list-style-type: none"> <li>● <b>Impact (Required) and Market Potential (Recommended) - Global Class (via zoom) supported by complementary local class (in person)</b></li> <li>o Model out the mission and theory of change, and (for ambitious teams) model the market size, trends, and opportunities and risks for your innovation.</li> </ul>	Impact (Required) and Market Potential (Recommended): Workshop the impact and market potential for a social innovation.	Published builder on Rebelbase  +  Cold Call during global fishbowl	CLO2
10	<ul style="list-style-type: none"> <li>● <b>Margins and Financial Model - Global Class (via zoom) supported by complementary local class (in person)</b></li> <li>o Model the unit economics and financial potential of your innovation.</li> </ul>	Margins and Financial Model: Workshop the unit economics and financial potential of an innovation.	Published builder on Rebelbase  +  Cold Call during global fishbowl	CLO2
11	<ul style="list-style-type: none"> <li>● <b>Case for Your Social Innovation - Global Class (via zoom) supported by complementary local class (in person)</b></li> <li>o Pull together your work from all the builders to tell the story and make the case for your innovation. Next week you will use this case to develop a blurb, send</li> </ul>	Case for Your Social Innovation: Workshop the story you tell and case you make for your social innovation, drawing together your work on the builders over the course of the term.	Published builder on Rebelbase  +  Cold Call during global fishbowl	CLO1, CLO2, CLO3

	deck, and live pitch for the innovation.			
12	<ul style="list-style-type: none"> <li>● <b>Pitching - Global Class (via zoom) supported by complementary local class (in person)</b></li> </ul>	Practice the live pitch for your social innovation.	Live pitching with feedback session	CLO1, CLO2, CLO3
13	<ul style="list-style-type: none"> <li>● <b>Disrupt to Sustain – Global pitching competition in NYC – virtual participation</b></li> <li>o Select projects have the opportunity to compete in the Bard MBA's Disrupt to Sustain competition. Students refine what they developed through the course and compete alongside teams from the Bard MBA.</li> </ul>	<p>If selected, pitch in the Disrupt to Sustain competition.</p> <p>Competing is not a course requirement, and does not affect course grades. Instead, the competition provides an opportunity to go beyond the course, take what you've developed in it, and compete against international judges. Teams are encouraged to seek additional venues to feature their initiatives developed in the course, and compete for prizes, distinction, and further opportunities for development.</p>	International competition with international jury.	CLO1, CLO2, CLO3
14	<ul style="list-style-type: none"> <li>● <b>Going Forward - Global Class (via zoom) supported by complementary local class (in person)</b></li> <li>o Workshop on what you can do with</li> <li>o your project going forward.</li> </ul>	Workshop on what you can do with your project going forward.	N/A	CLO2, CLO3

## BUS490 Internship

### A. Course General Information:

<b>Course Code:</b>	BUS490
<b>Course Title:</b>	Internship
<b>Credit Hours:</b>	4
<b>Contact Hours/Week:</b>	40 hours/Week at work (or equivalent) with a Company Supervisor over 12 weeks and 1 hour (average) with 2 Faculty Supervisors for 17 weeks.
<b>Category:</b>	Mandatory in the BBA Program
<b>Type:</b>	Capstone (Applied)
<b>Prerequisites:</b>	Completion of at least 90 Credit Hours
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

BUS490 Internship is a mandatory requirement for all graduating students of the BBA program. Under the internship, a learner is placed in an organization where s/he works for a period of three months or equivalent. Upon completion, learners submit a report consisting of three chapters: Chapter I: Overview of Internship, Chapter II: Organization Part and Chapter III: Project Part; followed by a presentation/defense. The internship is carried out under the guidance of three supervisors: a company supervisor provides mentoring and guidance at the place of work; and two faculty members of BRAC Business School serve as academic supervisor and co-supervisor for providing necessary guidance in research and writing the internship report. All three also participate in assessment

As an alternative to the internship, a student may opt for Thesis/Case Writing. Please refer to BBA Thesis and Case Writing Guideline and Standards for more details.

### C. Rationale of the Course:

This upper level, capstone / integrative course is required for all learners of the BBA program and is taken by them towards the end of the program or upon completion of all other coursework. The course allows learners the opportunity to get exposure to the real-world-of-practice. They are able to relate and apply the knowledge, skills and abilities that they have acquired in the program and gain useful real-world experience prior to starting their long-term career. The course is designed to prepare BBA program learners to be more industry-ready as the graduate.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize students with the real-life work environment;
2. Facilitate students gaining practical experience as preparation for their future career;
3. Provide students the opportunity to apply the body of knowledge, skills and abilities acquired in the BBA program – in real-life settings.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Describe internship work experience in terms of activities performed, contributions made to the organization and learning experiences realized.
<b>CLO2</b>	Demonstrate familiarity with the organization's operations and policies and practices in different functional areas (Management, Marketing, Finance, Accounting, Operations Management, Information Systems and others).
<b>CLO3</b>	Analyze and assess financial performance of the organization.
<b>CLO4</b>	Undertake strategic analysis/audit of the organization.
<b>CLO5</b>	Apply specialized knowledge of the area of major in solving a problem and/or addressing an issue specific to the organization/industry; and draw implications and/or make recommendations – based on well-structured action / applied research.
<b>CLO6</b>	Communicate findings, analysis and implications/recommendations through written report and oral presentation.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>	✓					✓		
<b>CLO3</b>		✓	✓					
<b>CLO4</b>		✓	✓			✓		
<b>CLO5</b>	✓	✓	✓	✓	✓	✓	✓	✓
<b>CLO6</b>	✓							✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic / Activities	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introductions:</b> <ul style="list-style-type: none"> <li>o Registration</li> <li>o Placement and Interaction with Company Supervisor</li> </ul>	Discussion	Attendance	CLO1
<b>2</b>	<b>● Introductions:</b> <ul style="list-style-type: none"> <li>o Assignment of Faculty Supervisors</li> <li>o Internship Report Guideline and Standard</li> </ul>	Lecture, Notes, Discussions with Company Supervisor	Attendance	CLO1

3	<ul style="list-style-type: none"> <li>● <b>Orientation and Proposal Preparation</b> <ul style="list-style-type: none"> <li>○ Mandatory Internship Orientation Session</li> <li>○ Topic Selection</li> <li>○ Preparation of Initial Proposal for Project Part</li> </ul> </li> </ul>	Discussions with Company and Faculty Supervisors, Literature Review	Attendance and Progress Assessment	CLO1, CLO5
4	<ul style="list-style-type: none"> <li>● <b>Proposal Preparation</b> <ul style="list-style-type: none"> <li>○ Topic Selection</li> <li>○ Preparation of Initial Proposal for Project Part</li> </ul> </li> </ul>	Discussions with Company and Faculty Supervisors, Literature Review	Progress Assessment	CLO5
5	<ul style="list-style-type: none"> <li>● <b>Proposal Preparation</b> <ul style="list-style-type: none"> <li>○ Preparation of Initial Proposal for Project Part</li> <li>○ Feedback and Revision of Proposal for Project Part</li> </ul> </li> </ul>	Discussions with Company and Faculty Supervisors, Literature Review	Progress Assessment	CLO5
6	<ul style="list-style-type: none"> <li>● <b>Proposal Preparation</b> <ul style="list-style-type: none"> <li>○ Preparation of Initial Proposal for Project Part</li> <li>○ Feedback and Revision of Proposal for Project Part</li> </ul> </li> </ul>	Discussions with Company and Faculty Supervisors, Literature Review	Progress Assessment	CLO5
7	<ul style="list-style-type: none"> <li>● <b>Proposal Finalization</b> <ul style="list-style-type: none"> <li>○ Interaction with Faculty Supervisor</li> <li>○ Finalization of Proposal for Project Part</li> </ul> </li> </ul>	Discussions with Company and Faculty Supervisors	Progress Assessment, Internship Report and Defense	CLO5
8	<ul style="list-style-type: none"> <li>● <b>Research for Internship Report</b> <ul style="list-style-type: none"> <li>○ Information Collection on Organization Part</li> <li>○ Research on Project Part</li> </ul> </li> </ul>	Discussions with Company and Faculty Supervisors, Literature Review, Secondary and Primary Data Collection	Progress Assessment, Internship Report and Defense	CLO1, CLO2, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Research for Internship Report</b> <ul style="list-style-type: none"> <li>○ Information Collection on Organization Part</li> <li>○ Research on Project Part</li> </ul> </li> </ul>	Discussions with Company and Faculty Supervisors, Literature Review, Secondary and Primary Data Collection and Analysis	Progress Assessment, Internship Report and Defense	CLO1, CLO2, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Research for and Preparation of Draft Internship Report</b></li> </ul>	Discussions with Company and Faculty Supervisors, Secondary	Progress Assessment, Internship	CLO1, CLO2, CLO3, CLO5

	<ul style="list-style-type: none"> <li>o Information Collection on Organization Part</li> <li>o Research on Project Part</li> </ul>	and Primary Data Collection and Analysis, Report Writing	Report and Defense	
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Research for and Preparation of Draft Internship Report</b></li> <li>o Information Collection on Organization Part</li> <li>o Research on Project Part</li> </ul>	Discussions with Company and Faculty Supervisors, Secondary and Primary Data Collection and Analysis, Report Writing	Progress Assessment, Internship Report and Defense	CLO1, CLO2, CLO4, CLO5, CLO6
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Research for and Preparation of Draft Internship Report</b></li> <li>o Information Collection on Organization Part</li> <li>o Research on Project Part</li> </ul>	Discussions with Company and Faculty Supervisors, Secondary and Primary Data Collection and Analysis, Report Writing	Progress Assessment, Internship Report and Defense	CLO1, CLO2, CLO4, CLO5, CLO6
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Research for and Feedback on Draft Internship Report</b></li> <li>o Information Collection on Organization Part</li> <li>o Research on Project Part</li> </ul>	Discussions with Faculty Supervisors, Data Analysis, Report Writing	Progress Assessment, Internship Report and Defense	CLO2, CLO4, CLO5, CLO6
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Research for and Feedback on Draft Internship Report</b></li> <li>o Information Collection on Organization Part</li> <li>o Research on Project Part</li> </ul>	Discussions with Faculty Supervisors, Data Analysis, Report Writing	Progress Assessment, Internship Report and Defense	CLO2, CLO4, CLO5, CLO6
<b>15</b>	<ul style="list-style-type: none"> <li>● <b>Research for and Feedback on Draft Internship Report</b></li> <li>o Information Collection on Organization Part</li> <li>o Research on Project Part</li> </ul>	Discussions with Faculty Supervisors, Data Analysis, Report Writing	Progress Assessment, Internship Report and Defense	CLO2, CLO5, CLO6
<b>16</b>	<ul style="list-style-type: none"> <li>o Submission of the Final Internship Report</li> </ul>	Discussions with Faculty Supervisors, Report Writing	Internship Report and Defense	CLO2, CLO5, CLO6
<b>17</b>	<ul style="list-style-type: none"> <li>o Defense / Presentation of Internship Report and Revisions (if necessary)</li> </ul>	Discussions with Faculty Supervisors, Defense / Presentation	Internship Report and Defense	CLO2, CLO5, CLO6
<b>18</b>	<ul style="list-style-type: none"> <li>o Revisions (if necessary)</li> <li>o Grade Assignment</li> </ul>	Discussions with Faculty Supervisors, Report Revision	Internship Report and Defense	CLO2, CLO3, CLO5, CLO6

## BUS421 Venture Development

**A. Course General Information:**

<b>Course Code:</b>	BUS421
<b>Course Title:</b>	Venture Development
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Entrepreneurship
<b>Prerequisites:</b>	BUS221 Principles of Entrepreneurship
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The course aims at providing a theoretical framework for venture development and relates research works to the process and outcome of venture development so that the students can understand requirements for successful venture development.

**C. Rationale of the Course:**

Based on the knowledge acquired in Principles of Entrepreneurship, this subject expands students' entrepreneurship skills and abilities. In the process, students will equip themselves with starting their own ventures.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Develop comprehensive business plans required to start/run ventures
2. Formally pitch the business plan developed for this class
3. Demonstrate critical thinking, analysis, evaluation, and effective verbal communication skills
4. Research potential issues faced by ventures at initial phase

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Have a clear idea about venture development process
<b>CLO2</b>	Gain the skills to start and run a venture
<b>CLO3</b>	Figure out potential issues and resolve them in a theoretical manner
<b>CLO4</b>	Develop and evaluate business plans and models including resources and financing

<b>CLO5</b>	Prepare for launching, growth and harvesting of an entrepreneurial venture
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**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓					✓		
<b>CLO2</b>		✓	✓					
<b>CLO3</b>			✓					
<b>CLO4</b>		✓						✓
<b>CLO5</b>		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<b>Unit 1 - Developing a New Venture</b> <ul style="list-style-type: none"> <li>Introduction to the Course</li> <li>The Future of and Need for Entrepreneurship</li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Midterm Exam, Final Exam	
<b>2</b>	<b>Unit 2 - Finding Your Passion, Purpose, and Perseverance</b> <ul style="list-style-type: none"> <li>Importance and Power of Purpose</li> <li>Power of Passion</li> <li>Importance of Perseverance</li> <li>Assessing Your Passion and Perseverance</li> <li>Strategies for Maintaining Passion and Perseverance</li> </ul>	Lecture, Discussions, Class Activity	Quiz, Midterm Exam, Final Exam	
<b>3</b>	<b>Unit 3 - Building on What You Already Know</b> <ul style="list-style-type: none"> <li>Entrepreneurs Discuss Building on What They Know</li> <li>Generating Business Ideas</li> <li>Discussion on the Entrepreneur Video</li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Midterm Exam, Final Exam	



<b>4</b>	<b>Unit 4 – Finding and Launching a True Business Opportunity</b> <ul style="list-style-type: none"> <li>○ Evaluating Your Need</li> <li>○ Evaluating Your Experience</li> <li>○ Evaluating Your Resources</li> <li>○ Evaluating Your Buying Customers</li> </ul>	Lecture, Discussions, Class Activity		
<b>5</b>	<b>Unit 5 - Developing Your Supporting Cast</b> <ul style="list-style-type: none"> <li>○ Assessing Your Team Needs</li> <li>○ Developing Your Brain Trust</li> <li>○ Developing Your Core Team</li> <li>○</li> </ul>	Lecture, Discussions, Class Activity	Quiz, Group Project, Midterm Exam, Final Exam	
<b>6</b>	<b>Unit 6 - Maximizing All of Your Resources</b> <ul style="list-style-type: none"> <li>○ Creating More with Less</li> <li>○ Introduction to Bootstrapping</li> <li>○ Strategies for Effective Bootstrapping</li> <li>○ Taking Inventory of Your Resources</li> <li>○ Creating Your Initial Launch Strategy</li> </ul>	Lecture, Discussions, Class Activity	Quiz, Group Project, Midterm Exam, Final Exam	
<b>7</b>	<b>Unit 7 - Exploring Potential Funding Sources</b> <ul style="list-style-type: none"> <li>○ Discussion on Debt Financing</li> <li>○ Sources of Debt Financing</li> <li>○ Criteria for Securing Loans</li> <li>○ Introduction to Equity Financing</li> <li>○ Sources of Equity Financing</li> <li>○ Assessing Potential Funding Options</li> </ul>	Lecture, Discussions, Class Activity	Quiz, Group Project, Final Exam	
<b>8</b>	<b>Unit 8 – Business Model Development</b> <ul style="list-style-type: none"> <li>○ Discussion on Business Model</li> <li>○ Components of a Business Model</li> <li>○ Types of Business Models</li> <li>○ Outlining Your Business Model</li> <li>○ Introduction to Pivoting</li> <li>○ Pivoting to Gain Initial Traction</li> </ul>	Lecture, Discussions, Class Activity	Quiz, Group Project, Final Exam	

<b>9</b>	<b>Unit 9 - Buying a Business Vs Franchising</b> <ul style="list-style-type: none"> <li>○ Issues to Consider When Buying a Business</li> <li>○ How to Evaluate Franchises for Sale?</li> <li>○ Business or Franchise Buying Exercise</li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Final Exam	
<b>10</b>	<b>Unit 10 - Presenting Business Plan</b> <ul style="list-style-type: none"> <li>○ Writing Business Plan</li> <li>○ Understanding the Investor's Perspective</li> <li>○ Valuation of Business Plan</li> <li>○ Elevator Pitch</li> </ul>	Lecture, Discussions, Class Activity	Quiz, Group Project, Final Exam	
<b>11</b>	<b>Unit 11 – Managing the New Venture</b> <ul style="list-style-type: none"> <li>○ Entrepreneurial Challenges</li> <li>○ Business Risk</li> <li>○ Risk Minimizing Strategies</li> <li>○ Strategies for Enhancing Business Success</li> </ul>	Lecture, Discussions, Videos on Entrepreneurs, Class Activity	Quiz, Group Project, Final Exam	
<b>12</b>	<b>Unit 12 – Legal Aspects of Business</b> <ul style="list-style-type: none"> <li>○ Legal Forms of Ventures</li> <li>○ Documentation</li> <li>○ Common Legal Issues</li> <li>○ Other Legal Formalities</li> </ul>	Lecture, Discussions	Quiz, Group Project, Final Exam	
<b>13</b>	<b>Unit 13 - Emerging Trends, Technologies, and Practices</b> <ul style="list-style-type: none"> <li>○ Technological Threats and Opportunities</li> <li>○ Technical Intelligence in Business</li> <li>○ Business Incubators</li> <li>○ Growth of New Technology-Based Companies</li> </ul>	Lecture, Discussions	Quiz, Final Exam	
<b>14</b>	<b>Unit 14 - Course Summary and Presentation on Business Plans</b> <ul style="list-style-type: none"> <li>●</li> </ul>	Group Presentations	Group Project	

## BUS422 Small Business Management

### A. Course General Information:

<b>Course Code:</b>	BUS422
<b>Course Title:</b>	Small Business Management

<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Entrepreneurship
<b>Prerequisites:</b>	BUS221 Principles of Entrepreneurship
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

The course aims at providing knowledge of the requisites for successful management of small business. It intends to develop the students' understanding of the economic, social and political environment within which the small business functions and to provide him with knowledge on how to avoid business failures and build up a highly profitable and growing enterprise. The course contains topics on role and characteristics of small business, planning and organizing procedure, business strategy, organizational, cultural, legal aspects. Production, marketing and financial management, Management of transition, growth and crisis. Information system and control system. The course is designed to orient the student on the basic theoretical issues and practical aspects of small business and its development process.

#### **C. Rationale of the Course:**

Based on the knowledge acquired in Principles of Entrepreneurship, this subject expands students' entrepreneurship skills and abilities. In the process, students will equip themselves in managing small businesses.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Develop control points and reports to evaluate their business performance.
2. Establish business controls with or without software (all examples in the course are made with excel to simplify the process). (Create reports, establish controls, etc.)
3. Evaluate the Team and Monitor Performance
4. Monitor the Business Results and Performance

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Explain what a business plan outline is and its usefulness
<b>CLO2</b>	Define a business management plan
<b>CLO3</b>	Outline the dos and don'ts of writing a business plan
<b>CLO4</b>	Explain what a value proposition is

<b>CLO5</b>	Outline the four stages in the business cycle
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**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓					✓		
<b>CLO2</b>		✓	✓					
<b>CLO3</b>			✓					
<b>CLO4</b>		✓						✓
<b>CLO5</b>		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Managers vs Leaders</b> <ul style="list-style-type: none"> <li>o Leadership, Entrepreneurship and Strategy</li> <li>o Managers vs. Leaders- Lesson Summary</li> </ul> </li> </ul>	Lecture, Case study		
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Leading People and Organizations</b> <ul style="list-style-type: none"> <li>o Trait Approaches to leadership</li> <li>o Developing leadership skills</li> </ul> </li> </ul>	Lecture, Case study, Guest Lecturer		
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Emotions and Succession Planning</b> <ul style="list-style-type: none"> <li>o Designing a High- Performance Work System</li> <li>o Improving Organizational Performance</li> </ul> </li> </ul>	Lecture, Case Study		
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Business Planning</b> <ul style="list-style-type: none"> <li>o Dos and Don'ts of writing a business plan</li> <li>o Developing a business plan</li> <li>o Contingency planning and risk</li> </ul> </li> </ul>	Group Work		

5	<ul style="list-style-type: none"> <li>● <b>Management and Costs</b> <ul style="list-style-type: none"> <li>o Developing a management plan</li> <li>o Calculating start-up costs</li> <li>o The franchise routes</li> </ul> </li> </ul>	Lecture, Case Study		
6	<ul style="list-style-type: none"> <li>● <b>Growth Potential</b> <ul style="list-style-type: none"> <li>o Market Demands</li> <li>o External factors and selecting target markets</li> </ul> </li> </ul>	Group work, Case Study		
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Mid Term Exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Financing the New Venture</b> <ul style="list-style-type: none"> <li>o Determining the cost for launching new venture</li> <li>o Documenting Current financial status</li> </ul> </li> </ul>	Case study, Lecture		
9	<ul style="list-style-type: none"> <li>● <b>Market Research</b> <ul style="list-style-type: none"> <li>o Marketing Information Systems</li> <li>o Data Collection and Analysis</li> </ul> </li> </ul>	Lecture, Group work		
10	<ul style="list-style-type: none"> <li>● <b>Pricing Flexibility and Tactics</b> <ul style="list-style-type: none"> <li>o Definition and examples of renowned companies' strategy</li> <li>o Evaluating Changes in the pricing strategy</li> </ul> </li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Sales and Cost Forecasting</b> <ul style="list-style-type: none"> <li>o Analyzing budget- scenarios</li> <li>o Budget example and analysis</li> </ul> </li> </ul>			

<b>12</b>	<ul style="list-style-type: none"> <li>o Small Business Marketing and Getting Organized</li> <li>o Small business marketing essentials</li> </ul>			
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Small Business Marketing and Getting Organized</b> <ul style="list-style-type: none"> <li>o small business marketing essentials</li> <li>o o Getting Organized</li> </ul> </li> </ul>			
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Final Exam</b></li> </ul>			

## **BUS423 Business Plan Development**

### **A. Course General Information:**

<b>Course Code:</b>	BUS423
<b>Course Title:</b>	Business Plan Development
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Entrepreneurship
<b>Prerequisites:</b>	BUS221 Principles of Entrepreneurship
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

The course is a project work based on field studies. The students are required to search and select a potential business idea, collect all pertinent data, conduct feasibility studies, formulate business and functional strategies and develop a full-fledged business plan. The business idea should be such that an entrepreneur can pursue it as a successful business venture immediately. The project work is conducted under the guidance of a supervisor and the students are required to present and defend the report.

### **C. Rationale of the Course:**

Based on the knowledge acquired in Principles of Entrepreneurship, this subject expands students' entrepreneurship skills and abilities. In the process, students will equip themselves with starting their own ventures.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. To learn the basic concepts of entrepreneurship and attain other necessary knowledge to implement a proper business development plan, considering both internal and external components.
2. To enhance and broaden knowledge through field study and prepare a representable business development plan.
3. Having research abilities and data collecting experience in order to prepare a full-fledged business idea.
4. Develop analytical and negotiation skills required to develop and defend the business plan implemented.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Gain an understanding and experience on field study focusing on realistic approach business development plan.
<b>CLO2</b>	Assist future entrepreneurs to develop company, industry, market, and financial analyzes along with strategic planning and development of management teams.
<b>CLO3</b>	Gain practice in expressing business-related ideas in writing in a clear, concise, positive, and persuasive manner.
<b>CLO4</b>	Coming up with a full-fledged business plan under proper supervision and defending their report.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>		✓	✓					
<b>CLO3</b>			✓					
<b>CLO4</b>		✓						✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
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1	<ul style="list-style-type: none"> <li>● <b>Writing a Business Plan</b> <ul style="list-style-type: none"> <li>o Business Plan Definition</li> <li>o Purpose of Writing a Business Plan</li> <li>o Issues Beyond the Plan</li> </ul> </li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Midterm Exam, Final Exam	
2	<ul style="list-style-type: none"> <li>● <b>Understanding Your Passion for Owning a Business</b> <ul style="list-style-type: none"> <li>o Asking Questions to Yourself</li> <li>o Self-Evaluation Exercise</li> <li>o Using Self-Evaluation List</li> </ul> </li> </ul>	Lecture, Discussions, Class Activity	Quiz, Midterm Exam, Final Exam	
3	<ul style="list-style-type: none"> <li>● <b>Selection of the Right Business</b> <ul style="list-style-type: none"> <li>o Know Your Business</li> <li>o Confidence on Your Business</li> <li>o Describing Your Business</li> <li>o How the Future Affects Your Business?</li> <li>o Break Even Analysis of Your Business</li> </ul> </li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Group Project, Midterm Exam, Final Exam	
4	<ul style="list-style-type: none"> <li>● <b>Potential Source of Financing</b> <ul style="list-style-type: none"> <li>o Different Ways of Raising Money</li> <li>o Common and Popular Sources of Raising Money</li> <li>o Sourcing Additional Money for an Existing Business</li> <li>o Trying Again in Case of Failure</li> </ul> </li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Group Project, Midterm Exam, Final Exam	
5	<ul style="list-style-type: none"> <li>● <b>Promoting Yourself as an Entrepreneur</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Preparing a Resume of Business Accomplishment</li> <li>o Drafting a Personal Financial Statement</li> </ul> </li> </ul>	Lecture, Discussion, Class Activity	Quiz, Group Project, Midterm Exam, Final Exam	



6	<ul style="list-style-type: none"> <li>● <b>Forecasting Profit and Loss</b> <ul style="list-style-type: none"> <li>o Introduction to Profit and Loss Forecast</li> <li>o Calculating the Average Cost of Sales</li> <li>o Completing the Profit and Loss Forecast</li> </ul> </li> <li>● <b>Review Class</b></li> <li>● <b>Mid Term Exam</b></li> </ul>	Lecture, Discussion, Class Activity	Quiz, Group Project, Midterm Exam, Final Exam	
7	<ul style="list-style-type: none"> <li>● <b>Writing the Marketing and Personnel Plan</b> <ul style="list-style-type: none"> <li>o Issues and Factors in Writing Marketing Plan</li> <li>o Issues and Factors in Writing Personnel Plan</li> </ul> </li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Group Project, Final Exam	
8	<ul style="list-style-type: none"> <li>● <b>Finalizing the Business Plan</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Organizing your Plan</li> <li>o Final Portion of the Plan</li> <li>o Creating the Appendix</li> <li>o Using a Business Consultant</li> <li>o Completing the Final Edit</li> </ul> </li> </ul>	Lecture, Discussion, Class Activity	Quiz, Group Project, Final Exam	
9	<ul style="list-style-type: none"> <li>● <b>Selling and Promoting Your Business Plan</b> <ul style="list-style-type: none"> <li>o Ways of Asking Money You Need</li> <li>o Mechanism of Approaching Different Backers</li> <li>o What's Next When Someone Says Yes</li> <li>o Planning Legal Details in Advance</li> </ul> </li> </ul>	Lecture, Discussion, Class Activity	Quiz, Group Project, Final Exam	
10	<ul style="list-style-type: none"> <li>● <b>Path to Success</b> <ul style="list-style-type: none"> <li>o Problem Areas</li> <li>o Getting Out of the Business</li> </ul> </li> </ul>	Lecture, Discussions, Videos on Entrepreneurs	Quiz, Group Project, Final Exam	

11	<ul style="list-style-type: none"> <li>● <b>Good Resources for Small Business</b> <ul style="list-style-type: none"> <li>o Business Consultants</li> <li>o Books</li> <li>o Pamphlets</li> <li>o Magazines</li> <li>o Computer and Business</li> <li>o Online Business Resources</li> <li>o Formal Education</li> </ul> </li> </ul>	Lecture, Discussion	Final Exam	
12	<ul style="list-style-type: none"> <li>● <b>Summary and Business Plan Presentation by the Students</b></li> </ul>	Lecture, Group Presentation	Group Project	
13	<ul style="list-style-type: none"> <li>● <b>Business Plan Presentation by the Students</b></li> </ul>	Group Presentation	Group Project	
14	<ul style="list-style-type: none"> <li>● <b>Business Plan Presentation by the Students</b></li> </ul>	Group Presentation	Group Projects	

## **BUS471 Special Issues in Entrepreneurship**

### **A. Course General Information:**

<b>Course Code:</b>	BUS471
<b>Course Title:</b>	Special Issues in Entrepreneurship
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Entrepreneurship
<b>Prerequisites:</b>	BUS221 Principles of Entrepreneurship
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

The course examines special issues and/or contemporary events in the area of Entrepreneurship at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

### **C. Rationale of the Course:**

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

***Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.***

## **FIN201 Financial Environment and Banking**

### **A. Course General Information:**

<b>Course Code:</b>	FIN201
<b>Course Title:</b>	Financial Environment and Banking
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	ACT201 Financial Accounting
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

This course focuses on the role and functioning of the financial system – consisting of financial instruments, markets and institutions. A well-functioning financial system is essential for effective and efficient flow of funds among the various entities of an economy – individuals, businesses and the government; and in facilitating productive economic activities. The course is intended to familiarize students with interest rate determination, the characteristics of different types of financial instruments and the operations of financial markets and institutions, including banks, and their regulation.

### **C. Rationale of the Course:**

Business graduates must have a clear understanding of the role and functioning of the financial system which they will learn from this foundation level course. The knowledge of financial markets and institutions is an essential component of business education that will build a strong base for future studies on Finance. Understanding the economic foundation of different financial intermediaries is crucial for developing analytical and problem-solving skills that will prepare the learners for today's fast pacing job market. To get the best out of this course, before enrolling, students should have a basic understanding on financial statements, major characteristics of different types of business, characteristics of corporations and their equity structure, etc.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Familiarize learners with the mechanics of interest rate determination and the role and functions of the financial system and its various components.
2. Acquaint learners with the various types of financial instruments, the markets in which these are traded and institutions that facilitate flow of funds and financial transactions in an economy.
3. Explain the fundamental concepts of risks and return and their impact on valuation of financial securities, projects and institutions.
4. Describe the operations of the various types of financial institutions by identifying their sources and uses of funds and the factors that affect their return and risks.
5. Acquaint learners with the local context of financial markets, financial instruments and the environments.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate familiarity with the loanable funds framework for interest rate determination and other factors that affect the interest rate.
<b>CLO2</b>	Identify basic features of various types of financial securities and the relevant factors that affect the return and risks.
<b>CLO3</b>	Recognize the basic models for valuation of money market securities, bonds and stocks.
<b>CLO4</b>	Explain the mechanics of the primary and secondary financial markets.
<b>CLO5</b>	Explain the role and operations of various types of financial institutions – the central bank, commercial and investment banks, insurance and investment companies and mutual and pension funds.
<b>CLO6</b>	Demonstrate a sound knowledge of the current financial market practices and the financial environments of Bangladesh.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>						✓	✓	
<b>CLO2</b>	✓					✓		
<b>CLO3</b>	✓							
<b>CLO4</b>	✓						✓	
<b>CLO5</b>	✓					✓		
<b>CLO6</b>	✓					✓		

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
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1	<ul style="list-style-type: none"> <li>● <b>Role of Financial Markets and Institutions</b> <ul style="list-style-type: none"> <li>o Overview and importance of financial system/environment</li> <li>o Role of financial markets</li> <li>o Securities traded in financial markets</li> <li>o Role of financial institutions</li> <li>o Regulations in the financial system</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Homework, Quiz, Midterm Exam, Final Exam	CLO2, CLO5
2	<ul style="list-style-type: none"> <li>● <b>Role of Financial Markets and Institutions</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Globalization, innovation and technological transformations</li> <li>o Why study financial securities, markets and institutions?</li> <li>o Determination of Interest Rates</li> <li>o Loanable funds theory</li> <li>o Demand for loanable funds</li> <li>o Supply of loanable funds</li> <li>o Equilibrium interest rate</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
3	<ul style="list-style-type: none"> <li>● <b>Determination of Interest Rates</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Factors that affect the interest rate</li> <li>o Economic growth</li> <li>o Inflation</li> <li>o Monetary policy</li> <li>o Budget deficit</li> <li>o Foreign flow of funds</li> <li>o Summary of forces that affect interest rates</li> <li>o Basic ideas of yield and yield curve</li> <li>o Why debt securities yields vary</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Homework, Quiz, Midterm Exam, Final Exam	CLO2
4	<ul style="list-style-type: none"> <li>● <b>Functions of the Central Bank &amp; the Monetary Policy</b> <ul style="list-style-type: none"> <li>o The money supply process</li> <li>o Three players in the money supply process:</li> <li>o The Central Bank: Evolution of Central Bank, Functions and structures of central banks, The Central Bank of Bangladesh</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Homework, Quiz, Midterm Exam, Final Exam	CLO5, CLO6

	(Bangladesh Bank & its major functions) o Banks (Depository Institutions) o Depositors o Demand and Supply in the Market for Reserves o Demand Curve o Supply Curve, o Market Equilibrium			
5	<b>● Functions of the Central Bank &amp; the Monetary Policy (continued)</b> o Tools of monetary policy o Open Market Operations o Reserve Requirements o Interest on Reserves o Discount Lending o Money, Bond and Stock Markets o Introduction to the money market instruments o Treasury bills (T-bills)/ Treasury bonds o Consumer credit, including credit card debt	Lecture, Discussions, Homework	Homework, Quiz, Midterm Exam, Final Exam	CLO2, CLO5, CLO6
6	<b>● Money, Bond and Stock Markets (continued)</b> o Introduction to the basic features and differences of major capital market institutions o Corporate bonds o Common stocks and Preferred Stock o The stock markets o IPO o Primary market transaction o Secondary market transaction o Foundation of Time Value of Money o Compounding and discounting o Concept of single-sum/lump-sum cash flow	Lecture, Discussions, Problem solving, Homework	Homework, Quiz, Midterm Exam, Final Exam	CLO2, CLO4, CLO5,

7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b> <ul style="list-style-type: none"> <li>o Role of Financial Markets and Institutions</li> <li>o Determination of Interest Rate</li> <li>o Functions of the Central Bank &amp; Monetary Policy</li> <li>o Money, Bond and Stock Markets</li> </ul> </li> </ul>		Midterm Examination	
8	<ul style="list-style-type: none"> <li>o <b>Foundation of Time Value of Money (<i>continued</i>)</b></li> <li>o Ordinary annuity and annuity due</li> <li>o Basic valuation concepts of capital market instruments</li> <li>o Intrinsic value vs market value</li> <li>o Derivative Markets</li> <li>o What is a derivative?</li> <li>o Definitions</li> <li>o Uses of derivatives</li> <li>o Types of financial derivatives</li> <li>o Functions of financial derivatives</li> <li>o Forward contract</li> <li>o Equity forward</li> <li>o Interest forward</li> <li>o Currency forward</li> </ul>	Lecture, Discussions, Problem solving, Homework	Homework, Quiz, Final Exam	CLO2, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Derivative Markets (<i>continued</i>)</b> <ul style="list-style-type: none"> <li>o Futures contract</li> <li>o Market structure</li> <li>o Futures pricing</li> <li>o Strategies using futures</li> <li>o Stock market index futures</li> <li>o Interest rate futures</li> <li>o Options</li> <li>o What is an option?</li> <li>o Call/Put options</li> <li>o Option market</li> <li>o Option trading strategies</li> <li>o Option pricing</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Homework, Quiz, Final Exam	CLO2, CLO5

10	<ul style="list-style-type: none"> <li>● <b>Derivative Markets</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Swaps</li> <li>o What is a swap?</li> <li>o Mechanics of interest rate swap</li> <li>o Currency swaps</li> <li>o Commercial Bank Operations</li> <li>o Definition of commercial bank and its balance sheet composition</li> <li>o Different liability components of commercial banks</li> <li>o Current deposits</li> <li>o Savings deposits</li> <li>o Fixed deposits</li> <li>o Other deposits-special notice (SND) accounts</li> <li>o Borrowing from other banks, FIs, agents, etc.</li> <li>o Bank capital</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Homework, Quiz, Final Exam	CLO2, CLO5, CLO6
11	<ul style="list-style-type: none"> <li>● <b>Commercial Bank Operations</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Different asset components of commercial banks:</li> <li>o Reserves (cash in hand + cash balance held with Bangladesh bank and its agent banks)</li> <li>o Deposits with other banks and FIs</li> <li>o Investment in securities</li> <li>o Money at call</li> <li>o Loans and advances (different types of popular loan products will be discussed)</li> <li>o Business loans (term loans, working capital loans, and revolving credit loans)</li> <li>o Consumer/retail loans (personal, auto, home loans, etc.)</li> <li>o Common risk faced by commercial banks:</li> <li>o Liquidity risk</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Group Assignment, Quiz, Final Exam	CLO2, CLO5, CLO6



	<ul style="list-style-type: none"> <li>o Credit risk/default risk</li> <li>o Interest rate risk</li> <li>o Foreign exchange risk</li> <li>o Operational risk</li> </ul>			
12	<ul style="list-style-type: none"> <li>● <b>Finance Company Operations</b> <ul style="list-style-type: none"> <li>o Definition of finance companies and their key differences from commercial banks</li> <li>o Different liability components of finance companies: <ul style="list-style-type: none"> <li>o Term deposits</li> <li>o Borrowing from other FIs and banks etc.</li> </ul> </li> <li>o FI's capital</li> <li>o Different Asset Components of Finance Companies: <ul style="list-style-type: none"> <li>o Reserves</li> <li>o Deposits with other FIs and banks</li> <li>o Money at call</li> <li>o Loans and advances</li> <li>o Business loans (term loans, working capital loans, and lease)</li> <li>o Consumer/retail loans (personal, auto, home loans, etc.)</li> </ul> </li> <li>o Common risk faced by finance companies: <ul style="list-style-type: none"> <li>o Liquidity risk</li> <li>o Credit risk/default risk</li> <li>o Interest rate risk</li> <li>o Operational risk</li> </ul> </li> </ul> </li> </ul>	Lecture, Discussions, Homework	Group Assignment, Quiz, Final Exam	CLO2, CLO5, CLO6
13	<ul style="list-style-type: none"> <li>● <b>Mutual Funds and Securities Operations</b> <ul style="list-style-type: none"> <li>o Basic understanding of risk</li> <li>o Basic idea of risk diversification</li> <li>o Individual risk (standalone) and collective risk (market)</li> <li>o Mutual fund as a means of diversifying risk</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Group Assignment, Quiz, Final Exam	CLO2, CLO5

	<ul style="list-style-type: none"> <li>o General mechanism of mutual funds operation</li> <li>o Re-investment vs. Without reinvestment</li> <li>o Broad classification of mutual funds</li> <li>o Open-end and close-end funds</li> <li>o Growth funds, sectorial funds, and unit funds</li> <li>o Other types: bond funds, asset allocation funds, money market funds</li> <li>o The market for mutual funds in Bangladesh</li> <li>o Pricing of mutual funds (net asset value)</li> <li>o Commissions on open-end funds</li> </ul>			
14	<ul style="list-style-type: none"> <li>● <b>Operations of Insurance companies</b> <ul style="list-style-type: none"> <li>o Types of insurance</li> <li>o Life insurance</li> <li>o General insurance</li> <li>o Micro insurance</li> <li>o Islamic insurance(takaful)</li> <li>o What is premium?</li> <li>o Determinants of Insurance premium</li> <li>o Public and private pension fund</li> <li>o Defined benefit vs. Defined contribution plans</li> <li>o Pension fund participation in financial market</li> </ul> </li> </ul>	Lecture, Discussions, Homework	Homework, Quiz, Final Exam	CLO2, CLO5

## FIN301 Principles of Finance

### A. Course General Information:

<b>Course Code:</b>	FIN301
<b>Course Title:</b>	Principles of Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Core (Business Core Course)

<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	FIN201 Financial Environment and Banking
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

This finance course emphasizes fundamental concepts and skills. The overall goal of the course is to introduce basic principles essential in understanding major theories of Finance and tools and techniques necessary for making financial decisions – both at personal and organizational levels. This required core course has a broad scope to ensure that all BBA students, irrespective of their choice of specialization, will have an appreciation of the role of Finance as a major functional area of business and an ability to utilize sound models in making successful financial decisions. Corporate governance and ethical issues are also emphasized.

#### **C. Rationale of the Course:**

This core-level business course is mandatory for all the learners of the BBA program. This is because business graduates are expected to have a sound understanding of the basic principles essential in understanding major theories of Finance and tools and techniques necessary for making financial decisions – both at personal and organizational levels. The course acts as one of the building blocks of knowledge for most of the major courses in Finance– and its successful completion will prepare learners for subsequent courses in this area. The course is designed to help learners develop these competencies: knowledge, skills and abilities.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Familiarize students with the goals of effective financial management; the role and importance of sound corporate governance and ethical practices in attaining those goals; and basic tools of performance analysis of business organizations.
2. Acquaint students with the concept of Time Value of Money (TVM) and develop their ability to apply it in making investment and financing and decisions.
3. Demonstrate to students how risk and return affect security and project valuation and develop their ability to utilize alternative security valuation models and capital budgeting techniques.
4. Discuss the concepts of required rate of return and cost of capital and their role and their impact on financing and capital structure decisions.
5. Describe the students of the importance of working capital management and review major dimensions and issues in the effective and efficient utilization of current assets and liabilities.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Discuss the major goals of financial management and the role of agency conflict, corporate governance and ethical practices on attaining that goal.

<b>CLO2</b>	Estimate Return on Equity (ROE) utilizing the DuPont framework, appraise strengths and weaknesses of a business organization and make recommendations for improvement.
<b>CLO3</b>	Interpret the investment and financing decisions based on calculations of present and future values of annuities and effective yield, and prepare amortization payment schedule.
<b>CLO4</b>	Determine value of bonds and preferred and common stocks using discounted cash flow approach.
<b>CLO5</b>	Distinguish major components of working capital and the risk-return trade-off under alternative working capital investment and financing policies (aggressive vs conservative).
<b>CLO6</b>	Make investment decisions on expansion projects based on simple Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index (PI) methods.
<b>CLO7</b>	Estimate Weighted Average Cost of Capital (WACC) and critique the use of debt as a source of capital.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

SL.	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓							
<b>CLO3</b>		✓						
<b>CLO4</b>								
<b>CLO5</b>			✓			✓		
<b>CLO6</b>		✓						
<b>CLO7</b>						✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introductions</b> <ul style="list-style-type: none"> <li>o An overview of Financial Management</li> <li>o What is Finance?</li> <li>o What are the areas of Finance?</li> <li>o Finance vs. Economics vs. Accounting</li> <li>o Actual vs Intrinsic price</li> <li>o How Intrinsic price is used in investment decision process?</li> <li>o Determinants of Intrinsic Values and stock price</li> <li>o Agency Relationship</li> </ul>	Lecture, Notes, Discussion	Class Discussion	CLO1

	<ul style="list-style-type: none"> <li>o The agency Conflicts between Managers, Stock-holders, and Bondholders</li> </ul>			
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>An overview of Financial Management</b> <ul style="list-style-type: none"> <li>o Goal of the Firm</li> <li>o The role of Business Ethics</li> <li>o Ethics and Share Price</li> <li>o Analysis of Financial Statement</li> <li>o Overview of Financial Statement</li> <li>o Income Statement</li> <li>o Balance Sheet</li> <li>o Cash Flow Statement</li> <li>o Statement of Retained Earning</li> </ul> </li> </ul>	Lecture, Class Discussion Case Study	Group work Quiz-1	CLO1, CLO2
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Analysis of Financial Statement</b></li> <li>● <i>(continued)</i> <ul style="list-style-type: none"> <li>o Overview of ratio analysis</li> <li>o Cross Sectional, Trend &amp; Time series analysis</li> <li>o Liquidity Ratio</li> <li>o Activity Ratio</li> <li>o Debt Ratio</li> <li>o Profitability Ratio</li> <li>o Market Ratio</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Group work	CLO2
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Analysis of Financial Statement</b></li> <li>● <i>(continued)</i> <ul style="list-style-type: none"> <li>o Discussion on complete ratio analysis</li> <li>o Summarizing all ratios</li> <li>o Du-point analysis</li> <li>o Time value of Money</li> <li>o The role of Time value of Money</li> <li>o Present Value vs. Future value</li> <li>o Basic patterns of Cash Flow</li> <li>o Finding Interest rate</li> <li>o Finding Number of years</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Class Group Activity using annual report Term paper Guideline	CLO2, CLO3
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Time value of Money</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Annuity concept</li> <li>o Types of Annuities</li> <li>o Finding future and present value of Annuity</li> <li>o Mixed Stream</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Class work	CLO3

	<ul style="list-style-type: none"> <li>o Compounding interest more frequently than annually</li> <li>o Finding Annuity payment</li> <li>o Perpetuity</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Time Value of Money</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Loan Amortization</li> <li>o Bond &amp; Bond Valuation</li> <li>o Basic Features of Bond</li> <li>o Why bond prices may differ from bond value</li> <li>o Different types of Bonds</li> <li>o Yield to maturity</li> <li>o Bond Valuation techniques (Annual)</li> <li>o Bond valuation (different compounding period)</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Term Paper Submission  Quiz-2	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>MIDTERM EXAMINATION</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Stocks &amp; Their valuation</b> <ul style="list-style-type: none"> <li>o Types of Stocks</li> <li>o Basic Information of Common stock</li> <li>o Types of Stock Market Transactions</li> <li>o Concept of valuation</li> <li>o Common stock valuation</li> <li>o Dividend model</li> <li>o Constant Growth model</li> <li>o Stock market transaction explained from Bangladesh Perspective</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Exercise	In-class Exercise	CLO4
9	<ul style="list-style-type: none"> <li>● <b>Risk &amp; Return</b> <ul style="list-style-type: none"> <li>o Interplay between risk &amp; return</li> <li>o Types of risk</li> <li>o Estimation of risk and return</li> <li>o Probability distribution</li> <li>o Standard deviation</li> <li>o Coefficient of variation</li> </ul> </li> </ul>	Lecture, Notes, Demonstration using Excel	Assignment Guideline	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Working Capital Management</b> <ul style="list-style-type: none"> <li>o Background on working capital</li> <li>o Current asset financing policy</li> <li>o Current asset Investment policy</li> </ul> </li> </ul>	Lecture, Notes, Discussions Case Study	Class group work	CLO5

	<ul style="list-style-type: none"> <li>o Components of Cash Conversion Cycle</li> <li>o Maturity Matching</li> <li>o Aggressive policy</li> <li>o Conservative Policy</li> </ul>			
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Cost of Capital</b> <ul style="list-style-type: none"> <li>o Overview of Cost of Capital</li> <li>o Sources of long-term fund</li> <li>o Cost of Long-term debt</li> <li>o Cost of Preferred stock</li> <li>o Cost of Common Stock</li> <li>o Weighted Average Cost of Capital (WACC)</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz-3	CLO7
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Capital Budgeting Techniques</b> <ul style="list-style-type: none"> <li>o Overview of Capital Budgeting</li> <li>o Steps in the process</li> <li>o Payback Period</li> <li>o Net present value</li> <li>o Profitability Index</li> <li>o Internal Rate of Return</li> </ul> </li> </ul>	Lecture, Notes, Discussions Case Study	Class Activity	CLO6
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Overview of stock market investment in Bangladesh</b> <ul style="list-style-type: none"> <li>o Group presentation</li> </ul> </li> </ul>	Guest Lecture Case Study “Three Steps to Alliance success”	Group Project Submission	CLO1, CLO4
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Group Presentation</b></li> <li>● <b>Review for final exam</b></li> </ul>	Group Presentation		

## FIN421 Corporate Finance

### A. Course General Information:

<b>Course Code:</b>	FIN421
<b>Course Title:</b>	Corporate Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Finance
<b>Prerequisites:</b>	FIN301 Principles of Finance
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This is an intermediate level financial management course with focus on advance issues in managerial investment and financing decisions. The course builds upon the foundational courses in Finance and covers major issues of financial planning, analysis of financial performance, capital budgeting, capital structure, mechanics of equity financing, and working capital management – at an advanced level and from a practical perspective. In addition to traditional approaches to making financing and investment decisions, the course also emphasizes alternative models and contemporary practices.

### **C. Rationale of the Course:**

This intermediate-level concentration/specialization course is required for learners with a major/minor in finance. It builds on the knowledge and skills developed in the prerequisite course – FIN301 Financial Management. All BBA learners with a major in Finance are expected to gain advanced knowledge in financial management - a major area of finance discipline. To make prudent financing and investment decisions at personal and institutional levels, one must have critical thinking and analytical abilities to identify and measure risks and return, and apply the various financial models, tools and techniques like capital budgeting techniques, concepts of capital structure, cost of capital, dividend policy.

### **D. Course Objectives (COs):**

The major learning objectives of the course are to:

1. Familiarize students with corporate financial planning and forecasting and advanced issues of performance assessment of business organizations.
2. Explain to students how risk and return affect security and project valuation and develop their ability to utilize alternative security valuation models and capital budgeting techniques.
3. Develop students' understanding and abilities in dealing with complex investment and financing decisions – under uncertainties.
4. Acquaint students with the advanced issues of public and private offerings of bonds and equity and the role of investment banks.
5. Develop students' ability to identify relevant factors and apply appropriate models in executing sound management of various items of working capital.

### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, you should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Apply Economic Value Added (EVA), Market Value Added (MVA) and other measures of corporate performance assessment.
<b>CLO2</b>	Prepare pro-forma financial statements and use Additional Fund Needed (AFN) approach for financial planning and forecasting.
<b>CLO3</b>	Analyze and evaluate capital budgeting projects – using basic and advanced techniques, and addressing various risk dimensions.
<b>CLO4</b>	Describe the major theories of capital structure and dividend policies including impacts of factors in determining the optimal financing and dividend decisions.
<b>CLO5</b>	Explain advantages and disadvantages of leasing vs buying decisions with relevant calculations.



<b>CLO6</b>	Explain risk and return considerations and apply different models in determining optimal levels of working capital items: cash and cash equivalents, inventory, etc.
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**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>			✓					✓
<b>CLO2</b>		✓					✓	
<b>CLO3</b>			✓			✓		
<b>CLO4</b>	✓					✓		
<b>CLO5</b>	✓							✓
<b>CLO6</b>						✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction with students, motivation, expectations and in-detail discussion of course syllabus.</b> <ul style="list-style-type: none"> <li>o Review of financial statements and annual reports</li> <li>o Balance sheet</li> <li>o Income statement.</li> </ul> </li> </ul>	Discussions Lecture Problem Solving	Assignment, Quiz, Case Analysis Term-Project, Mid-Term & Final Exam	CLO5
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Review of financial statements and annual reports</b> <ul style="list-style-type: none"> <li>o Pro-forma financial statements,</li> <li>o Discretionary financing needed &amp; cash budget.</li> </ul> </li> </ul>	Discussions Lecture Problem Solving	Assignment, Quiz, Case Analysis Term-Project, Mid-Term & Final Exam	CLO5
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Concepts of risk-return trade-off</b> <ul style="list-style-type: none"> <li>o Their relationships and types,</li> <li>o portfolio return and risk, and the concept of diversification,</li> <li>o Capital Asset Pricing Model,</li> </ul> </li> </ul>	Lecture Case Solving Problem Solving <b>Quiz – 1</b>	Assignment, Quiz, Case Analysis Term-Project, Mid-Term & Final Exam	CLO2

	<ul style="list-style-type: none"> <li>o Security Market Line,</li> <li>o Detail concepts and calculation of beta by using MS Excel regression</li> <li>o Analysis and scatter diagram, understanding information on DSE official website.</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Working Capital Policy</b> <ul style="list-style-type: none"> <li>o Management of working capital:</li> <li>o Management of Cash and cash equivalent,</li> <li>o Inventory,</li> <li>o Accounts Receivable,</li> <li>o Management of Current Liabilities (Accounts payables/Notes Payables).</li> </ul> </li> </ul>	Lecture Case Solving Problem Solving <b>Quiz – 2</b>	Assignment, Quiz, Case Analysis Term-Project, Mid-Term & Final Exam	CLO6
5	<ul style="list-style-type: none"> <li>● <b>Different types of bonds</b> <ul style="list-style-type: none"> <li>o Valuation of bonds,</li> <li>o Yield to maturity,</li> <li>o Yield to call,</li> <li>o Current yield,</li> <li>o Term structure of interest rate,</li> <li>o Yield curve,</li> <li>o Interest rate and reinvestment risk.</li> </ul> </li> </ul>	Lecture Problem Solving Discussion on term paper	Assignment, Quiz, Case Analysis Term-Project, Mid-Term & Final Exam	CLO1
6	<ul style="list-style-type: none"> <li>● <b>Different types of stocks (preferred and common shares)</b> <ul style="list-style-type: none"> <li>o Stock market transactions and their valuation methods</li> <li>o Constant &amp; non-constant dividend growth model,</li> <li>o Corporate valuation mode</li> <li>o P/E Multiple approach,</li> <li>o Net Book Value Method, EVA &amp; MVA.</li> </ul> </li> </ul>	<b>Quiz – 2</b> Lecture Problem Solving	Assignment, Quiz, Case Analysis Term-Project, Mid-Term & Final Exam	CLO1

7	<ul style="list-style-type: none"> <li>● Review Class</li> <li>● Midterm Examination</li> </ul>			
8	<ul style="list-style-type: none"> <li>● Understanding the concepts of cost of capital               <ul style="list-style-type: none"> <li>o Detail calculation of cost of different debt and equity capital components.</li> <li>o Weighted Average Cost of Capital (WACC)</li> <li>o Divisional cost of capital and their associated risks,</li> <li>o Risk adjusted cost of capital,</li> <li>o Impact of cost of capital on investments.</li> </ul> </li> </ul>	Lecture Problem Solving	Assignment, Quiz, Term-Project, Final Exam	CLO3
9	<ul style="list-style-type: none"> <li>● Identify and calculate relevant incremental Free Cash Flows for investment project               <ul style="list-style-type: none"> <li>o The tax-benefits of tax-allowable depreciation.</li> <li>o Demonstration of calculation in the spreadsheet.</li> </ul> </li> </ul>	Lecture Problem Solving	Assignment, Quiz, Case Analysis Term-Project, Final Exam	CLO4
10	<ul style="list-style-type: none"> <li>● Project classifications               <ul style="list-style-type: none"> <li>o calculate NPV, IRR, MIRR, PI, Payback &amp; Discounted Payback period, NPV profile,</li> <li>o Accounting Rate of Return including their spreadsheet solutions.</li> </ul> </li> </ul>	Quiz – 3 Lecture	Assignment, Quiz, Case Analysis Term-Project, Final Exam	CLO4
11	<ul style="list-style-type: none"> <li>● Project classifications               <ul style="list-style-type: none"> <li>o Decision criteria in each of the techniques.</li> <li>o Apply sensitivity analysis to investment projects.</li> </ul> </li> </ul>	Quiz – 3 Lecture	Assignment, Quiz, Case Analysis Term-Project, Final Exam	CLO4
12	<ul style="list-style-type: none"> <li>● Dividend payout ratio               <ul style="list-style-type: none"> <li>o three views of dividend policy, residual dividend theory, alternative</li> </ul> </li> </ul>	Lecture Problem Solving	Assignment, Quiz, Case Analysis Term-Project, Final Exam	CLO3

	dividend payment procedures.			
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Dividend payout ratio</b> <ul style="list-style-type: none"> <li>o Dividend reinvestment plans (DRIP),</li> <li>o Stock dividend vs. stock split, stock repurchases.</li> </ul> </li> </ul>	Lecture Problem Solving	Assignment, Quiz, Case Analysis Term-Project, Final Exam	CLO3
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Alternative Financing Arrangement</b> <ul style="list-style-type: none"> <li>o Lease Financing,</li> <li>o Off-balance-sheet-financing,</li> <li>o Operating lease,</li> <li>o Capital lease.</li> </ul> </li> </ul>	Lecture  Problem Solving	Assignment, Quiz, Case Analysis Term-Project, Final Exam	CLO3

## FIN422 Fundamentals of Investments

### A. Course General Information:

<b>Course Code:</b>	FIN422
<b>Course Title:</b>	Fundamentals of Investments
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Finance
<b>Prerequisites:</b>	FIN301 Principles of Finance
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This intermediate level finance course emphasizes the concepts of risk-return trade-off and the practical tools, techniques and models that are essential in making sound investment decisions – in an ethical manner. It introduces the marketplace and mechanics of trading securities; the theories of asset pricing and valuation; and the frameworks for investment analysis and investment decisions. The importance of efficient securities markets and ethical practices by all participants in the arena of investments are also emphasized.

### C. Rationale of the Course:

This intermediate-level concentration/specialization course is required for learners with a major or minor in finance. It builds on the knowledge and skills developed in the prerequisite course – FIN301 Financial Management. All BBA learners with a major in Finance are expected to gain advanced knowledge in investment management – a major area of finance discipline and a major function in the financial and other industries. To make prudent investment decisions at personal and institutional

levels, one must have critical thinking and analytical abilities to identify and measure risks and return, and apply various tools, techniques and models for valuation, portfolio construction and performance evaluation. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize learners with the mechanics of trading securities, the alternative marketplaces in which these various types of transactions take place, and the players who facilitate these deals.
2. Explain to learners the implications of risk-aversion on an investor's choice of a security or a portfolio based on risk-return trade-off and the steps in the investment process.
3. Describe to learners the purpose, underlying assumptions, mechanics and applications of the modern portfolio theories.
4. Acquaint learners with alternative approaches to investment analysis and strategies: fundamental vs technical, top-down vs bottom-up and passive vs active.
5. Familiarize learners with alternative measures of investment performance.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Describe the steps in the investment process, the major elements of an Investment Policy Statement, structures and operations of securities markets, players and services, and ethical issues in the investment profession.
<b>CLO2</b>	Explain the mechanics of margin purchase and short sales and calculate returns under these long and short positions.
<b>CLO3</b>	Demonstrate how an investor chooses an optimal portfolio without and with risk-free borrowing and lending, identifying one's preference for risk-return trade-off.
<b>CLO4</b>	Employ the Capital Asset Pricing Model (CAPM) to identify overvalued and undervalued securities and explain the benefits of diversification by differentiating between systematic and unsystematic risks.
<b>CLO5</b>	Distinguish between fundamental vs technical and between top-down vs bottom-up approaches to investment analyses and security valuation; and between passive vs active investment strategies.
<b>CLO6</b>	Apply macroeconomic, industry and company analysis for formulation of optimal investment portfolio.
<b>CLO7</b>	Evaluate investment performance using Coefficient of Variation (CV), Sharpe Ratio, Treynor Ratio, Jensen's alpha and other measures.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							✓
<b>CLO2</b>		✓						✓

CLO3			✓					✓
CLO4		✓						✓
CLO5			✓					✓
CLO6				✓				✓
CLO7		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introductions</b></li> <li>● <b>Investments: Background and Setting</b> <ul style="list-style-type: none"> <li>o Real assets versus financial assets</li> <li>o Financial Assets</li> <li>o Financial Markets and the Economy</li> <li>o The Investment Process</li> <li>o Markets are Competitive</li> <li>o The Players</li> <li>o The Financial Crisis of 2008 – 2009</li> </ul> </li> </ul>	Lecture and Discussions	Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Asset Classes and Financial Instruments</b> <ul style="list-style-type: none"> <li>o The Money Market</li> <li>o The Bond Market</li> <li>o Equity Securities</li> <li>o Stock and Bond Indexes</li> <li>o Derivative Markets</li> <li>o <i>Bangladesh Perspectives</i></li> <li>o Securities Markets</li> <li>o How Firms Issue Securities</li> <li>o How Securities Are Traded</li> <li>o The Rise of Electronic Trading</li> <li>o U.S. Markets</li> <li>o New Trading Strategies</li> <li>o Globalization of Stock Markets</li> <li>o Trading Costs</li> <li>o Buying on Margin</li> <li>o Short Sales</li> <li>o Regulation of Securities Markets</li> <li>o <i>Bangladesh Perspectives</i></li> </ul> </li> </ul>	Lecture, Notes and Discussions	Homework, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Mutual Funds and Other Investment Companies</b> <ul style="list-style-type: none"> <li>o Investment Companies and Types of Investment Companies</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Quiz, Midterm	CLO1, CLO3

	<ul style="list-style-type: none"> <li>o Mutual Funds</li> <li>o Costs of Investing in Mutual Funds</li> <li>o Taxation of Mutual Fund Income</li> <li>o Mutual Funds Investment Performance</li> <li>o Exchange Traded Funds</li> <li>o Information on Mutual Funds</li> <li>o <i>Bangladesh Perspectives</i></li> <li>o</li> <li>o Risk, Return and Historical Record</li> <li>o Rates of Return</li> <li>o Inflation and Real Rate of Interest</li> <li>o Risk and Risk premiums</li> <li>o The Historical Record</li> <li>o Asset Allocation Across Risky and Risk-Free Portfolios</li> </ul>		Exam, Final Exam, Group Project	
4	<ul style="list-style-type: none"> <li>● <b>Risk, Return and Historical Record</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Passive Strategies and the Capital Market Line</li> <li>o Efficient Diversification</li> <li>o Diversification and Portfolio Risk</li> <li>o Asset Allocation with Two Risky Assets</li> <li>o The Optimal Risky Portfolio with Risk-Free Asset</li> </ul> </li> </ul>	Lecture, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
5	<ul style="list-style-type: none"> <li>● <b>Efficient Diversification</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Efficient Diversification with many Risky Assets</li> <li>o A Single-Index Stock Market</li> <li>o Capital Asset Pricing and Arbitrage Pricing Theory</li> <li>o The Capital Asset Pricing Model</li> <li>o The CAPM and Index Models</li> <li>o How Well Does the CAPM Predict Risk Premiums?</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration, In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Capital Asset Pricing and Arbitrage Pricing Theory</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o How Well Does the CAPM Predict Risk Premiums?</li> <li>o Multifactor Models and the CAPM</li> <li>o Arbitrage Pricing Theory</li> <li>o The Efficient Market Hypothesis</li> <li>o Random Walks and Efficient Markets</li> <li>o Implications of the EMH</li> <li>o Are Markets Efficient?</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Mutual Funds and Analyst Performance</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Behavioral Finance and Technical Analysis</b> <ul style="list-style-type: none"> <li>o The Behavioral Critique</li> <li>o Technical Analysis and Behavioral Finance</li> </ul> </li> <li>● <b>Review for Midterm Exam</b></li> <li>● <b>MIDTERM EXAM</b></li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1, CLO5
8	<ul style="list-style-type: none"> <li>● <b>Macroeconomic and Industry Analysis</b> <ul style="list-style-type: none"> <li>o The Global Economy</li> <li>o The Domestic Macroeconomy</li> <li>o Interest Rates</li> <li>o Demand and Supply Shocks</li> <li>o Federal Government Policy</li> <li>o Business Cycles</li> <li>o Industry Analysis</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project	CLO3, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Equity Valuation</b> <ul style="list-style-type: none"> <li>o Valuation by Comparable</li> <li>o Intrinsic Value versus Market Price</li> <li>o Dividend Discount Models</li> <li>o Price-Earnings Ratios</li> <li>o Free Cash Flow Valuation Approaches</li> <li>o The Aggregate Stock Market</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final Exam, Group Project	CLO5, CLO6
10	<ul style="list-style-type: none"> <li>● <b>Financial Statement Analysis</b> <ul style="list-style-type: none"> <li>o The Major Financial Statements</li> <li>o Measuring Firm Performance</li> <li>o Profitability Measures</li> <li>o Ratio Analysis</li> <li>o An Illustration of Financial Statement Analysis</li> <li>o Comparability Problems</li> <li>o Value Investing: The Graham Technique</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO1, CLO6



<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Evaluating Investment Performance</b> <ul style="list-style-type: none"> <li>o The Conventional Theory of Performance Evaluation</li> <li>o Bond Prices and Yields</li> <li>o Bond Characteristics</li> <li>o Bond Pricing</li> <li>o Bond Yields</li> <li>o Bond Prices Over Time</li> <li>o Default Risk and Bond Pricing</li> <li>o The Yield Curve</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Exercises	In-class Exercises, Final Exam, Group Project	CLO5, CLO7
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Managing Bond Portfolios</b> <ul style="list-style-type: none"> <li>o Interest Rate Risk</li> <li>o Passive Bond Management</li> <li>o Active Bond Management</li> </ul> </li> </ul>	Lecture, Notes, Discussions	In-class Exercises, Final Exam	CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>o International Diversification</li> <li>o Global Markets for Equities</li> <li>o Exchange Rate Risk and International Diversification</li> <li>o Political Risk</li> </ul>	Lecture, Notes, Discussions, Guest Lecture	Final Exam	CLO4
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Ethical Issues in Finance &amp; Investment Management</b> <ul style="list-style-type: none"> <li>o Miscellaneous Topics</li> </ul> </li> <li>● <b>Group Project Presentation</b></li> </ul>	Lecture, Notes, Discussions, Presentation of Group Project and Feedback	Final Exam	CLO1, CLO7

## FIN423 Security Analysis and Portfolio Management

### A. Course General Information:

<b>Course Code:</b>	FIN423
<b>Course Title:</b>	Security Analysis and Portfolio Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance
<b>Prerequisites:</b>	FIN422 Fundamentals of Investments
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This advance-level finance course, designed to expand knowledge acquired in the introductory investment course, introduces the student to the world of professional investment management. The course covers a thorough and in-depth three-step top-down and bottom-up security valuation approaches, and the entire systematic portfolio management process. Two areas of major focuses in this course are construction of optimal portfolio construction under alternative models, advance approaches to active equity and fixed-income investment strategies, and advance measures of portfolio performance appraisal, including attribution dimensions.

### C. Rationale of the Course:

This advanced-level finance course builds on the knowledge and skills developed in the prerequisite course, FIN422 (Fundamentals of Investments). BBA learners with a major in Finance are expected to gain advanced knowledge in security analysis and professional money management. In the professional fund management world, one required to understand client's needs and objectives to develop investment philosophy and returns target. Furthermore, one must have a set of skills that enable them to discover investment vehicles where they are required to have a critical appraisal of risk-returns trade-offs using several valuation techniques and risk management models.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. explain how to build and manage an actual portfolio that meets the needs of a client while adhering to the investment philosophy, investment policy, optimal and strategic asset allocation decisions.
2. demonstrate how to manage various types of funds (mutual funds and hedge funds) along with various portfolio strategies.
3. explain how to perform security screening in investment management and illustrates how to employs different valuation models for bonds and equities.
4. acquaint learners with various portfolio performance evaluation measures.
5. demonstrate hands-on experience with a hypothetical portfolio using trading simulation/tracking platform.

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	formulate and differentiate investment policy statements and objective aligning with funds.
CLO2	develop a sound investment portfolio in terms of investment principles and portfolio performance.
CLO3	identify, quantify, and manage risks.
CLO4	implement various valuation techniques for equity and bonds securities.
CLO5	distinguish the management of funds and portfolios.
CLO6	apply various performance evaluation metrics.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓						✓	
CLO2			✓		✓			
CLO3		✓						✓
CLO4				✓				✓
CLO5	✓					✓		
CLO6		✓				✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● The Process of Portfolio Management</b> <ul style="list-style-type: none"> <li>o Investments</li> <li>o Security analysis</li> <li>o Portfolio management</li> <li>o Purpose of portfolio management</li> <li>o Low risk vs. high-risk investments</li> <li>o The portfolio manager's job</li> <li>o The six steps of portfolio management: The Financial Crisis of 2008 – 2009</li> </ul>	Lecture, Discussions	Midterm Exam, Group Project, Final Exam	CLO1 CLO2
2	<b>● Setting Portfolio Objectives</b> <ul style="list-style-type: none"> <li>o Why setting objectives can be difficult</li> <li>o Portfolio objectives</li> <li>o The importance of primary and secondary objectives</li> <li>o Other factors to consider in establishing objectives</li> <li>o Portfolio dedication</li> <li>o Investment Policy</li> <li>o The purpose of investment policy</li> <li>o Elements of a useful investment policy</li> <li>o Risk and return considerations: different investors</li> <li>o Critiquing and revising the investment policy statement</li> </ul>	Lecture, Discussions, Demonstration Investment Policy Statements	Midterm Exam, Group Project, Final Exam	CLO1 CLO2 CLO3

3	<ul style="list-style-type: none"> <li>● <b>Asset Allocation and Style</b> <ul style="list-style-type: none"> <li>o Types of Investors and Funds</li> <li>o Strategic Asset Allocation</li> <li>o Tactical Asset Allocation</li> <li>o Dynamic Asset Allocation</li> <li>o Risk Profile Based Asset Allocation</li> <li>o Picking Equity Players</li> <li>o Stock Selection Philosophy</li> </ul> </li> <li>● <b>Dividends and Why They Really Do Not Matter</b> <ul style="list-style-type: none"> <li>o Types of Dividends</li> <li>o Stock Splits versus Stock Dividends</li> <li>o Investment Styles</li> <li>o Categories of Stock</li> <li>o Value Investing: The Graham Technique</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Demonstration of Security Screening	Midterm Exam, Group Project, Final Exam, In-class Exercises	CLO2 CLO3 CLO4
4	<ul style="list-style-type: none"> <li>● <b>Security Screening</b> <ul style="list-style-type: none"> <li>o Why Screening Is Necessary</li> <li>o What Constitutes a Good Screen?</li> <li>o Screening Processes</li> <li>o Different Platform</li> <li>o Role of Bond price in selection</li> <li>o Review of Bond Principles</li> <li>o Bond Pricing and Return</li> <li>o The Meaning of Bond</li> <li>o Diversification</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Demonstration of Security Screening	Midterm Exam, Group Project, Final Exam, In-class Exercises	CLO3 CLO4 CLO5
5	<ul style="list-style-type: none"> <li>● <b>Risk Management</b> <ul style="list-style-type: none"> <li>o Risk identification</li> <li>o Measure of Risk</li> <li>o Quantify risk</li> <li>o Risk and expected Returns</li> <li>o Value at Risk of a portfolio</li> </ul> </li> </ul>	Lecture, Notes, Discussions, VaR Workshop	Midterm Exam, Group Project, Final Exam, In-class Exercises	CLO3 CLO4
6	<ul style="list-style-type: none"> <li>● <b>Risk Management</b> <ul style="list-style-type: none"> <li>o Portfolio Risk diversification</li> <li>o Optimal Portfolio selections</li> <li>o Mean-variance Approach</li> <li>o Optimization</li> <li>o Diversification and Beta</li> <li>o Capital Asset Pricing Model</li> <li>o Single Index</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Optimization Workshop	Midterm Exam, Group Project, Final Exam, In-class Exercises	CLO2 CLO3 CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Exam</b></li> </ul>			

8	<ul style="list-style-type: none"> <li>● <b>Capital Markets and Market Efficiency</b> <ul style="list-style-type: none"> <li>o Role of the Capital Markets</li> <li>o Economic Function</li> <li>o Continuous Pricing Function</li> <li>o Fair Price Function</li> <li>o Types of Efficiency</li> <li>o Weak Form</li> <li>o Semi-Strong Form</li> <li>o Strong Form</li> <li>o Semi-Efficient Market Hypothesis</li> <li>o Security Prices and Random Walk</li> <li>o Anomalies</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Midterm Exam, Final Exam, In-class Exercises	CLO2 CLO3 CLO5
9	<ul style="list-style-type: none"> <li>● <b>Security Valuation</b> <ul style="list-style-type: none"> <li>o Valuation Process</li> <li>o Three-Step Valuation Process</li> <li>o Theory of Valuation</li> <li>o Valuation of Alternative Investments</li> <li>o Valuation of Preferred Stock</li> <li>o Valuation of Common Stock</li> <li>o Discounted Cash Flow Valuation Approaches</li> <li>o Dividend Discount Model</li> <li>o Free Cash Flow to Firms</li> </ul> </li> </ul>	Lecture, Notes, Discussions Workshop	Group Project, Final Exam, In-class Exercises	CLO4 CLO5
10	<ul style="list-style-type: none"> <li>● <b>Valuation of Common Stock (Continue)</b> <ul style="list-style-type: none"> <li>o Relative Valuation Techniques</li> <li>o Equity Report Writing (workshop)</li> </ul> </li> </ul>	Lecture, Notes, Discussions Workshop	Group Project, Final Exam, In-class Exercises	CLO4 CLO5
11	<ul style="list-style-type: none"> <li>● <b>Managing Equity Portfolio</b> <ul style="list-style-type: none"> <li>o Active and passive strategies</li> <li>o Rebalancing Portfolio</li> <li>o When Do You Sell Stocks?</li> <li>o</li> </ul> </li> </ul>	Lecture, Notes, Discussions Workshop	Midterm Exam, Group Project, Final Exam,	CLO3 CLO4 CLO5
12	<ul style="list-style-type: none"> <li>● <b>Managing Bond Portfolio</b> <ul style="list-style-type: none"> <li>o Bond Pricing</li> <li>o Interest rate movement and Risk</li> <li>o Duration</li> <li>o Key Rate Duration</li> <li>o Convexity</li> <li>o Active and passive strategies</li> </ul> </li> </ul>	Lecture, Notes, Discussions Workshop	Midterm Exam, Group Project, Final Exam	CLO3 CLO4 CLO5

<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Portfolio Evaluation and Attribution</b> <ul style="list-style-type: none"> <li>o The Conventional Theory of Performance Evaluation</li> <li>o Portfolio Returns</li> <li>o Measure of Performance</li> <li>o Sharpe</li> <li>o Tyrnore</li> <li>o Jenson Alpha</li> <li>o M-Square</li> <li>o Information Ratio</li> <li>o Sortino</li> <li>o Performance Attribution Procedure</li> <li>o Market Timing</li> <li>o Style Analysis</li> </ul> </li> </ul>	Lecture, Notes, Discussions Workshop	Midterm Exam, Group Project, Final Exam, In-class Exercises	CLO3 CLO5 CLO6
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Ethical and Compliance Issues in Finance &amp; Investment Management (Guest Lecturer)</b> <ul style="list-style-type: none"> <li>o Multiple topics listed above covered in the Group Project</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Presentation of (Group Project) and Feedback	Group Project, Final Exam	CLO3 CLO5 CLO6

## FIN425 International Financial Management

### A. Course General Information:

<b>Course Code:</b>	FIN425
<b>Course Title:</b>	International Financial Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Finance, Elective for Minor in Finance
<b>Prerequisites:</b>	FIN301 Principles of Finance
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course covers the dynamics of the global financial environment and the operations of individuals and institutions in this environment. Particular emphasis is placed on financial management of multinational businesses, operations in the global financial markets and of the global financial institutions and international portfolio diversification. The course identifies unique opportunities and challenges of international operations and covers tools and techniques essential for effective financial management in the global context.

### C. Rationale of the Course:

This intermediate-level concentration/specialization course is required for learners with a major in finance. It builds on the knowledge and skills developed in the prerequisite course – FIN301 Principles of Finance. All BBA learners with a major in Finance are expected to gain advanced knowledge in international financial management. For effective management of a multinational businesses and for making prudent investment decisions in international financial market, one must have critical thinking and analytical abilities to identify unique opportunities and challenges of international operations, invest in various exchange rate derivatives and effectively hedge the foreign exchange risk exposures. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Introduce students to the international financial environment in which multinational corporations operate and cross-border financial transactions take place.
2. Explain to students, international flow of funds, alternative exchange rate systems, determination of exchange rates including international parity theories, and operations of various exchange rate derivatives and markets.
3. Develop students' analytical and computational skills necessary to face the challenges of uncertainties in the global marketplace, including foreign exchange risk exposures.
4. Familiarize students with the additional investing and financing opportunities in the global capital market and related unique challenges and their management.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Identify unique opportunities and challenges of multinational operations as opposed to purely domestic businesses.
<b>CLO2</b>	Explain the impact of inflation rate and interest rate differentials in determining the change in spot exchange rates over time and premium/discount on forward rates over spot rates.
<b>CLO3</b>	Demonstrate familiarity with foreign exchange forwards/futures, options and swaps contracts and their application in speculation and hedging of foreign exchange risks.
<b>CLO4</b>	Identify and apply various tools and techniques to measure and manage transactions, operating and translation exposures.
<b>CLO5</b>	Evaluate multinational projects using capital budgeting techniques and identify potential risks and their management.
<b>CLO6</b>	Recognize opportunities of investing and financing in foreign capital markets and determine related effective yields and risks.

#### **F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
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CLO1	✓							
CLO2			✓					
CLO3		✓						
CLO4								✓
CLO5				✓				
CLO6						✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introductions</b> <ul style="list-style-type: none"> <li>o Discuss the Course Outline</li> <li>o The International Financial Environment: Background and Setting</li> <li>o International Trade</li> <li>o Refreshers on economic theories related to international trade,</li> <li>o Why firms pursue international business.</li> <li>o How Firms Engage in International Business</li> <li>o International Trade</li> <li>o Licensing</li> <li>o Franchising</li> <li>o Joint Venture</li> <li>o Acquisition of foreign companies</li> <li>o New subsidiaries in foreign countries</li> <li>o</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz 1, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>International Flow of Funds</b> <ul style="list-style-type: none"> <li>o International Flow of Funds,</li> <li>o Balance of Payment (BOP)</li> <li>o Balance of Trade (BOT)</li> <li>o Analysis of Balance of Payment situation of Bangladesh</li> <li>o Factors affecting trade flows.</li> <li>o International Capital Flows,</li> <li>o Agencies Facilitating International Finance</li> <li>o</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz 1, Reflection Paper 1, Midterm Exam, Final Exam	CLO1



3	<ul style="list-style-type: none"> <li>● <b>International Monetary System</b> <ul style="list-style-type: none"> <li>o International Financial Markets,</li> <li>o Foreign Exchange Transactions</li> <li>o Features of spot market</li> <li>o Attributes of banks that provide foreign exchange</li> <li>o How Forex is traded</li> <li>o Foreign exchange quotations (direct-indirect),</li> <li>o cross exchange rate,</li> <li>o Bid-ask rate and bank profit,</li> <li>o Exchange rate appreciation-depreciation</li> <li>o Problem solving</li> </ul> </li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz 1, Reflection Paper 1, Midterm Exam, Final Exam	CLO2
4	<ul style="list-style-type: none"> <li>● <b>Exchange Rate Determination and Exchange Rate Behavior</b> <ul style="list-style-type: none"> <li>o Exchange Rate Determination,</li> <li>o Factors that influence Exchange Rates,</li> </ul> </li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz 2, Reflection Paper 1, Midterm Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Currency Derivatives</b> <ul style="list-style-type: none"> <li>o Currency Derivatives</li> <li>o Forwards,</li> <li>o Futures,</li> </ul> </li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz 2, Reflection Paper 1, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Currency Derivatives</b> <ul style="list-style-type: none"> <li>o Call and put options</li> <li>o Swap,</li> <li>o Stop Loss,</li> <li>o Short Sell,</li> <li>o Managing Economic Exposure</li> </ul> </li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz 2, Reflection Paper 1, Midterm Exam, Final Exam	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>International Arbitrage and Interest Rate Parity</b> <ul style="list-style-type: none"> <li>o Locational Arbitrage</li> <li>o Triangular Arbitrage</li> <li>o Covered Interest Arbitrage</li> <li>o Interest Rate Parity</li> </ul> </li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz 3, Reflection Paper 2, Final Exam	CLO4

9	<ul style="list-style-type: none"> <li>● <b>Relationship among Inflation, Interest Rate and Exchange Rate</b> <ul style="list-style-type: none"> <li>o Purchasing Power Parity</li> <li>o International Fisher Effect</li> <li>o Institutional Speculation,</li> <li>o Carry Trade</li> </ul> </li> </ul>	Lecture, Notes, Discussions, problem solving	Quiz 3, Reflection Paper 2, Final Exam	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Forecasting Exchange Rate</b> <ul style="list-style-type: none"> <li>o Forecasting Techniques</li> <li>o Technical Forecasting Technique</li> <li>o Fundamental Forecasting Techniques</li> <li>o Market based Forecasting Techniques</li> <li>o Mixed Forecasting Techniques</li> <li>o Assessment of Forecast Performance</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz 3, Reflection Paper 2, Final Exam	CLO4
11	<ul style="list-style-type: none"> <li>● <b>Exchange Rate Risk Management: Managing Transaction Exposure</b> <ul style="list-style-type: none"> <li>o Policies for Hedging Exposure</li> <li>o Hedging to Payables</li> <li>o Hedging to Receivables</li> <li>o Limitations to Hedging</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Reflection Paper 2, Final Exam	CLO4
12	<ul style="list-style-type: none"> <li>● <b>Long-Term Asset and Liability Management:</b> <ul style="list-style-type: none"> <li>o Multinational Capital Budgeting</li> <li>o Tax differentials</li> <li>o Restriction on remitted earnings</li> <li>o Exchange Rate movement</li> <li>o Other factors to be considered</li> <li>o International portfolio diversification</li> </ul> </li> </ul>	Lecture, Notes, Discussions, problem solving	Reflection Paper 2, Final Exam	CLO5
13	<ul style="list-style-type: none"> <li>● <b>International Banking and Money Market</b> <ul style="list-style-type: none"> <li>o Worlds Financial Market &amp; Institutions,</li> <li>o Types of International Banks in Foreign Transactions,</li> <li>o LIBOR, Eurodollar,</li> <li>o ACU Dollar,</li> <li>o IMF Currency</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Reflection Paper 2, Final Exam	CLO6
14	<ul style="list-style-type: none"> <li>● <b>Review classes and Presentation</b></li> </ul>			

## **FIN428 Real Estate Finance**

### **A. Course General Information:**

<b>Course Code:</b>	FIN428
<b>Course Title:</b>	Real Estate Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance
<b>Prerequisites:</b>	FIN422 Fundamentals of Investments
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

This course introduces the field of real estate finance and covers relevant theoretical and practical issues – with particular emphasis on the local context. This course focuses on the concepts and techniques of property valuation, financing strategies and capital market issues related to real estate are covered. Other topics include real estate law, government regulation of the real estate sector, development and marketing of commercial and residential real estate.

### **C. Rationale of the Course:**

This intermediate-level concentration/specialization course is optional for learners with a major or minor in finance. It builds on the knowledge and skills developed in the prerequisite course – FIN422 Fundamentals of Investment. All BBA learners with a major in Finance are expected to gain advanced knowledge in Real Estate Finance - a major area of finance discipline. To make prudent financing and investment decisions in the real estate sector, one must have critical thinking and analytical abilities to value real estate properties, to formulate financing strategies, and apply various valuation and performance evaluation tools, techniques and models. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Familiarize learners with the legal concepts of Real Estate, the considerations of various financing and investment factors in Real Estate Financing, the functions of different types of mortgages.
2. Acquaint learners with the valuation techniques for residential and income producing properties and renovation of Income Properties.
3. Describe to learners the purpose, underlying assumptions, mechanics and applications of Pass-Through Securities, Collateralized Mortgage Obligations.
4. Acquaint learners with the functions of Real Estate Trusts and Real Estate Investment Portfolios

### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate knowledge on the legal considerations in Real Estate Finance
<b>CLO2</b>	Evaluate different methods of financing residential properties
<b>CLO3</b>	Apply the concept of Real Estate Financial Leverage to appraise Financing Alternatives
<b>CLO4</b>	Evaluate various techniques of financing Corporate Real Estate and Land Development Projects.
<b>CLO5</b>	Analyze Real Estate Capital Markets and Securities, such as various Pass-Through Securities, Collateralized Mortgage Obligations, Real Estate Investment Trusts and Derivative Securities in the context of Portfolio Performance Considerations.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>			✓					
<b>CLO3</b>		✓						
<b>CLO4</b>				✓				
<b>CLO5</b>								✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>• Introduction</b> <ul style="list-style-type: none"> <li>o Real Estate Investment: Basic Legal Concept</li> <li>o Property Rights and Estates</li> <li>o Interests, Encumbrances, and Easements</li> <li>o Assurance of Title</li> <li>o Methods of Title Assurance</li> <li>o Limitations of property rights</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>• Basics of Financing and Interest Factors in Real Estate Financing</b> <ul style="list-style-type: none"> <li>o Compound Interest</li> <li>o Compound or Future Value</li> <li>o Using Financial Functions: Calculators and</li> <li>o Spreadsheets</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>o Present Value</li> <li>o Compound or Future Value of an Annuity</li> <li>o Compound or Future Value of an Annuity</li> </ul>			
3	<ul style="list-style-type: none"> <li>● <b>Fixed Interest Rate Mortgage Loan</b> <ul style="list-style-type: none"> <li>o Determinants of Mortgage Interest Rates.</li> <li>o Understand the fixed rate mortgage loan terms</li> <li>o Summary and Comparisons: Fixed Interest Rate, Constant Payment Mortgage (CPM) Loans with Various Amortization Patterns</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>Adjustable and Floating Rate Mortgage Loans</b> <ul style="list-style-type: none"> <li>o The Price Level Adjusted Mortgage (PLAM)</li> <li>o PLAM: Payment Mechanics</li> <li>o ARMs and Floating Rate Loans: An Overview</li> <li>o Variations: ARM and Floating Rate Loans</li> <li>o Analyzing Expected House Prices</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Income-Producing Properties: Leases, Rents, and the Market for pace</b> <ul style="list-style-type: none"> <li>o Property type</li> <li>o Supply and demand analysis</li> <li>o The business of Real Estate</li> <li>o The “Market” for Income-Producing Real Estate.</li> <li>o Income Potentials- Real Estate Assets</li> <li>o General content of Leases</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO2

6	<ul style="list-style-type: none"> <li>● <b>Valuation of Income Properties: Appraisal and the Market for Capital</b> <ul style="list-style-type: none"> <li>o Valuation Fundamentals</li> <li>o Appraisal Process and Approaches to Valuation</li> <li>o Sales comparison Approach</li> <li>o Income Approach</li> <li>o Capitalization Rate</li> <li>o Discounted Cash Flow Techniques</li> <li>o Before Tax Cash Flow from Sales</li> <li>o Summary of Investment Analysis</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Review Class</b></li> <li>● <b>Midterm Exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Financial Leverage and Financing Alternatives</b> <ul style="list-style-type: none"> <li>o Introduction to Financial Leverage</li> <li>o Break-Even Interest Rate</li> <li>o Risk and Leverage</li> <li>o Underwriting Loans on Income Properties</li> <li>o Other Loan Terms and Mortgage Covenants</li> <li>o Alternatives to Fixed Rate Loan Structures</li> <li>o Renovation as an Alternative to Disposition</li> <li>o Renovation and Refinancing</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam	CLO3
9	<ul style="list-style-type: none"> <li>● <b>Financing Corporate Real Estate</b> <ul style="list-style-type: none"> <li>o Lease-versus-Own Analysis</li> <li>o Return from Owning versus Leasing</li> <li>o Importance of the Residual Value of Real Estate</li> <li>o Factors Affecting Own-versus-Lease Decisions</li> <li>o The Role of Real Estate in Corporate Restructuring</li> <li>o Sale-Leaseback</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Financing Land Development Projects</b> <ul style="list-style-type: none"> <li>o Characterization of the Land Development Business</li> <li>o The Land Development Process</li> <li>o Lender Requirements in Financing Land Development</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam	CLO4

<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Structuring Real Estate Investments</b> <ul style="list-style-type: none"> <li>o Use of the Limited Partnership in Private and Public Syndicates</li> <li>o Financial Considerations—Partnership Agreement</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam	CLO4
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>The Secondary Mortgage Market:</b> <ul style="list-style-type: none"> <li>o Pass-Through Securities</li> <li>o Operation of the Secondary Mortgage Market</li> <li>o Mortgage-Backed Bonds</li> <li>o Mortgage Pass-Through Securities</li> <li>o Important Issues in Accounting and Financial Disclosure: Equity REITs</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam	CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Real Estate Investment Trusts (REITs)</b> <ul style="list-style-type: none"> <li>o Types of REITs</li> <li>o The Investment Appeal of Equity REITs</li> <li>o The Investment Appeal of Equity REITs</li> <li>o Valuing REITs as Investments</li> <li>o</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Final Exam	CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Group Presentation</b></li> <li>● <b>Review Class</b></li> </ul>			

## FIN429 Financial Statement Analysis

### A. Course General Information:

<b>Course Code:</b>	FIN429/ACT429
<b>Course Title:</b>	Financial Statement Analysis
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance/Accounting
<b>Prerequisites:</b>	ACT301 Financial Accounting, FIN301 Principles of Finance
<b>Co-requisites:</b>	None

### B. Course Catalogue Description:

This course focuses on the application of analytical tools and techniques to assess financial statements and other relevant data which are vital for analyzing a company's past performance, generating reasonably accurate forecasts of its future performance and generating inferences useful for business analysis. The course put special emphasis on developing the skills needed to understand the

complexities inherent to financial statements, and unravel the significant information not discernible to the inexperienced eye.

**C. Rationale of the Course:**

Financial statements help managers, practitioners, and stakeholders to understand, analyze, and predict organizational performance to make prudent judgement and decisions about their involvement with the organization. Such understanding, analyses, and prediction require one to have a comprehensive knowledge of the contents of the financial statements and their effects on the liquidity, asset management, debt management, and market value of the organization. The financial analyst also needs to recognize variations in the financial statements of organizations operating in different sectors of the economy. The course allows students to recognize financial statements of different types of organizations.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Acquaint students with the standards and practices of recording and reporting financial information.
2. Explain the strategic environment for analyzing financial statements.
3. Elaborate on the contents of the financial statements.
4. Discuss the tools and techniques for understanding, analyzing, and interpreting financial statements for discerning present and foreseeable organizational performance.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Develop the industry economics and strategic framework for financial statement analysis
CLO2	Recognize in-depth the financial statements and their contents (balance sheet, income statement, and statement of cash flows)
CLO3	Explain the basics of analyzing financial statements
CLO4	Assess liquidity of short-term assets
CLO5	Evaluate the long-term debt paying ability and associated risk
CLO6	Assess the profitability of different types of organizations
CLO7	Analyze leverage and its effects on earnings and stock value
CLO8	Implement the analyses of financial statements for specialized industries, e.g., banks, regulated utilities, insurance, real estate companies, and not-for-profit organizations

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**



SL.	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1				✓				
CLO2			✓					
CLO3				✓				
CLO4				✓				
CLO5				✓				
CLO6				✓				
CLO7				✓				
CLO8								✓

G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introduction to Financial Reporting</b> <ul style="list-style-type: none"> <li>o Users of Financial Statements</li> <li>o Accounting Principles and Regulatory Bodies</li> <li>o The Conceptual Framework for Accounting and Reporting</li> <li>o Traditional Assumptions of the Accounting Model</li> </ul> </li> </ul>	Lecture and discussion.	Quiz Test.	<b>CLO 2</b>
2	<ul style="list-style-type: none"> <li>● <b>Economic and Strategic Perspectives of FSA</b> <ul style="list-style-type: none"> <li>o Industry characteristics</li> <li>o Value chain</li> <li>o Porter's 5 forces model</li> <li>o Economic attribute framework.</li> <li>o Framework for strategy analysis</li> <li>o Differentiation and competitive advantage</li> </ul> </li> </ul>	Lecture and discussion.	Quiz. Tests. Case study.	<b>CLO 1</b>
3	<ul style="list-style-type: none"> <li>● <b>Introduction to Financial Statements and Other Reporting Topics</b> <ul style="list-style-type: none"> <li>o Forms of Business Entities</li> <li>o Financial statements.</li> <li>o Notes.</li> <li>o Accounting cycle.</li> <li>o Auditor's Opinion.</li> </ul> </li> </ul>	Lecture and discussion.	Quiz. Tests.	<b>CLO 2</b>
4	<ul style="list-style-type: none"> <li>● <b>The Balance Sheet</b> <ul style="list-style-type: none"> <li>o Assets and their classifications.</li> <li>o Liabilities and their classifications.</li> <li>o Stockholders' equity and its classification.</li> <li>o Treasury stock.</li> <li>o Stockholders' equity in unincorporated firms</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO2</b>

5	<ul style="list-style-type: none"> <li>● <b>The Income Statement</b> <ul style="list-style-type: none"> <li>o Revenues and their classifications.</li> <li>o Expenses and their classifications.</li> <li>o Special income statement items.</li> <li>o Income taxes related to operations.</li> <li>o Earnings per share</li> <li>o Retained earnings</li> <li>o Dividends and stock splits.</li> <li>o International consolidated income statement.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO2</b>
6	<ul style="list-style-type: none"> <li>● <b>Basics of Analysis</b> <ul style="list-style-type: none"> <li>o Ratio Analysis.</li> <li>o Common size analysis.</li> <li>o Year-to-year change analysis.</li> <li>o Review of descriptive information.</li> <li>o Relative size of the firm.</li> <li>o Comparisons.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO3</b>
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Liquidity of Short-term Assets</b> <ul style="list-style-type: none"> <li>o Current assets, current liabilities and the operating cycle.</li> <li>o Current assets compared with current liabilities.</li> <li>o Other liquidity considerations.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO4</b>
9	<ul style="list-style-type: none"> <li>● <b>Long-term Debt Paying Ability</b> <ul style="list-style-type: none"> <li>o Income statement consideration.</li> <li>o Balance sheet consideration.</li> <li>o Special items influencing long-term debt paying ability.</li> <li>o Joint ventures.</li> <li>o Contingencies.</li> <li>o Financial instruments with off-balance sheet risk.</li> <li>o Financial instruments with concentrations of credit risk,</li> <li>o Disclosure about fair value of financial instruments.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO5</b>

10	<ul style="list-style-type: none"> <li>● <b>Profitability</b> <ul style="list-style-type: none"> <li>o Profitability measures.</li> <li>o Trends in profitability.</li> <li>o Segment reporting.</li> <li>o Revenues by major product lines.</li> <li>o Gains and losses from prior period adjustments.</li> <li>o Comprehensive income.</li> <li>o Pro-forma financial information.</li> <li>o Interim reports.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO6</b>
11	<ul style="list-style-type: none"> <li>● <b>Analysis from the Investors' Perspective</b> <ul style="list-style-type: none"> <li>o Leverage and its effects on earnings.</li> <li>o Earnings per common share.</li> <li>o Price/earnings ratio.</li> <li>o Percentage of earnings retained.</li> <li>o Dividend payout.</li> <li>o Dividend yield.</li> <li>o Book value per share.</li> <li>o Restricted stock.</li> <li>o Stock appreciation rights.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO7</b>
12	<ul style="list-style-type: none"> <li>● <b>Statement of Cash Flows</b> <ul style="list-style-type: none"> <li>o Basic elements of the cash flow statement.</li> <li>o Financial ratios and the statement of cash flows.</li> <li>o Alternative cash flow.</li> <li>o Procedures for developing the cash flow statement.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO2</b>
13	<ul style="list-style-type: none"> <li>● <b>Financial Statement Analysis of Specialized Industries.</b> <ul style="list-style-type: none"> <li>o Banks.</li> <li>o Regulated utilities.</li> <li>o Insurance.</li> <li>o Real estate.</li> </ul> </li> </ul>	Lecture and discussion. Problem solving.	Quiz. Tests. Case study.	<b>CLO8</b>
14	● <b>Project submission and defense</b>			

## FIN431 Introduction to Financial Derivatives

### A. Course General Information:

Course Code:	FIN431
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<b>Course Title:</b>	Introduction to Financial Derivatives
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance
<b>Prerequisites:</b>	FIN422 Fundamentals of Investment
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

This course offers an introduction to financial derivatives. A derivative is an instrument whose value depends on the values of other more basic underlying securities. The course focuses on the organization of the markets for futures and forwards, put and call option, swaps, and their roles and applications, and interrelations. Major topics include arbitrage relations, valuation, hedging and speculating with derivatives and implementation of trading strategies with equity, debt and currency derivatives.

#### **C. Rationale of the Course:**

This intermediate-level concentration/specialization course is required for learners with a major or minor in finance. It builds on the knowledge and skills developed in the prerequisite course – FIN422 Fundamentals of Investment. All BBA learners with a major in Finance are expected to gain advanced knowledge on various theories of financial derivatives and their uses. To make prudent investment decisions in the derivative market, one must have critical thinking and analytical abilities to formulate hedging, arbitrage, and speculative strategies, apply derivative pricing models to compare performances of various instruments. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Familiarize learners with various theories on valuations of financial derivatives, the relationships of financial derivatives with other financial instruments, the uses and market functions of financial derivatives and the concepts of hedging, arbitrage, and management of financial risks
2. Explain the use of various financial functions and models of financial derivatives, statistical and mathematical concepts in developing derivative strategies.
3. Describe how to formulate hedging, arbitrage, and speculative strategies with derivatives and apply derivative pricing models to evaluate performances of financial assets and positions and evaluate the effects of derivative regulations and market efficiencies/inefficiencies.
4. Acquaint learners with the risk of the misuse and/or abuse of financial derivative, market failures caused by excessive risk-taking with financial derivatives, the importance of appropriate disclosure of risk in the financial derivatives and adverse selection and moral hazard problems in the financial markets

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Apply the basic derivative valuation techniques including the Cost of Carry Model, Binomial Option Pricing Model, and Black-Sholes Option Pricing Model
<b>CLO2</b>	Employ hedging, arbitrage, and speculation strategies using derivatives
<b>CLO3</b>	Explain derivative market operations and interactions with cash markets
<b>CLO4</b>	Recognize the organization, operations, and performance of the capital market
<b>CLO5</b>	Evaluate the ethical standards of professionals in derivative markets

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

SL.	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>						✓		
<b>CLO4</b>				✓				
<b>CLO5</b>					✓			

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction</b> <ul style="list-style-type: none"> <li>o Introduction of the course, instructor, and syllabus</li> <li>o Review of foundation materials</li> <li>o Introduction to different derivative contracts, Key terms and definition</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Derivative Markets Basics</b> <ul style="list-style-type: none"> <li>o Contract types and specifications</li> <li>o Market operations and functions</li> <li>o Settlement</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Hedging Strategies using Forward and</b> <ul style="list-style-type: none"> <li>o Futures and Equity Forward</li> <li>o Mechanics of forward/ Futures markets</li> <li>o Basis risk, Hedge Ratio, Rolling hedging,</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO2

	<ul style="list-style-type: none"> <li>o Stock index futures operation</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Interest rate basics and FRA</b> <ul style="list-style-type: none"> <li>o Forward and spot rate</li> <li>o Zero rates</li> <li>o Implied forward rates</li> <li>o Forward rate agreements</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
5	<ul style="list-style-type: none"> <li>● <b>Eurodollar and T-Bond Futures Contract</b> <ul style="list-style-type: none"> <li>o Day counts and specifics</li> <li>o Pricing</li> <li>o Arbitrage conditions and strategies</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Review for Mid-term Exam and discussion on group project</b></li> </ul>	Lecture and live discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Mechanics of Options Markets</b> <ul style="list-style-type: none"> <li>o Terms and Definitions</li> <li>o Option positions</li> <li>o Option Trading Strategies</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Final Exam	CLO4
9	<ul style="list-style-type: none"> <li>● <b>Properties of Stock Options</b> <ul style="list-style-type: none"> <li>o Put-call parity,</li> <li>o Option price ranges</li> <li>o Effect of benefits and dividends</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Midterm Exam, Final Exam	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Binomial option pricing model</b> <ul style="list-style-type: none"> <li>o Binomial Tree</li> <li>o Multi-stage binomial pricing</li> <li>o European vs. American options</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Final Exam	CLO4
11	<ul style="list-style-type: none"> <li>● <b>Binomial option pricing model</b> <ul style="list-style-type: none"> <li>o Binomial Tree</li> <li>o Multi-stage binomial pricing</li> <li>o European vs. American options</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Final Exam	CLO4
12	<ul style="list-style-type: none"> <li>● <b>Black-Scholes Option Pricing Model</b> <ul style="list-style-type: none"> <li>o Theory and Risk-neutral valuation</li> <li>o Pricing formula</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, , Final Exam	CLO4

	o Volatility, Implied volatility			
13	<ul style="list-style-type: none"> <li>● <b>Black-Scholes Option Pricing Model</b> <ul style="list-style-type: none"> <li>o Volatility, Implied volatility</li> <li>o Ethical consideration</li> </ul> </li> </ul>	Lecture and live discussion	Assignment, Quiz, Final Exam	CLO4 & CLO5
14	<ul style="list-style-type: none"> <li>● <b>Review for Final Exam and Group Report Submission and Presentation</b></li> </ul>			

## FIN432 Mergers and Acquisition and Corporate Restructuring

### A. Course General Information:

<b>Course Code:</b>	FIN432
<b>Course Title:</b>	Mergers and Acquisitions and Corporate Restructuring
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance
<b>Prerequisites:</b>	FIN421 Corporate Finance, FIN422 Fundamentals of Investments
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course is an advanced level finance course on corporate mergers and acquisitions (M&A), and other forms of corporate restructuring. The real world of corporate restructuring is dynamic and competitive. The course will examine many actual local and foreign M&A deals through business cases. The major focus of this course is to give students the opportunity to apply theoretical concepts to real-life M&A deals, applying their analytical aptitude.

### C. Rationale of the Course:

This advanced level finance course builds on the knowledge and skills developed in the prerequisite course – Corporate Finance and Fundamentals of Investments. Learners with a major in Finance are expected to gain advanced knowledge in corporate mergers and acquisitions as everyone who enters the corporate world at some point in their career will almost likely be impacted by a merger & acquisition or restructuring. Learners will be exposed to actual problems that senior management in large companies may possibly have to deal with, as well as to people who provide advice to companies on such problems. Students will get the opportunity to present their research and apply what they have learnt to actual mergers and acquisitions.

### D. Course Objectives (COs):

The major objectives of this course are to:



1. demonstrate the function of mergers and acquisitions (M&A) in the global dynamic environment and its use as a strategic instrument to promote expansion, strengthen competitive position, transform a business or industry, and maximize shareholder value.
2. explain the framework for reviewing deals, including knowledge of strategic reasoning, valuation techniques, deal structures, bidding tactics, and the requirement for a value proposition.
3. highlight the potential benefits of M&A as well as its drawbacks, risks, and concerns.
4. exemplify strategies for company restructuring and M&A that will enhance value for shareholders.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	describe how M&A is used as a strategic tool to offer growth, improve competitiveness, restructure a company, and increase shareholder value in the global landscape.
<b>CLO2</b>	create a framework that can be applied to the assessment of M&A deals, such as value proposition requirements, deal structures, valuation methodologies, and bid strategies.
<b>CLO3</b>	identify and appraise various alternative deal structures.
<b>CLO4</b>	explain the common takeover tactics and defenses.
<b>CLO5</b>	Identify an appropriate restructuring strategy that will satisfy corporate objectives and maximize shareholder value.
<b>CLO6</b>	compare how corporate boards and third parties (consultants, investment bankers, analysts, and institutional investors) participate in M&A deals.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

SL.	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>		✓		✓				
<b>CLO3</b>		✓	✓					
<b>CLO4</b>		✓						✓
<b>CLO5</b>			✓					✓
<b>CLO6</b>						✓	✓	

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introduction session</b> <ul style="list-style-type: none"> <li>o Introduction and Overview</li> <li>o Recent M&amp;A Trends</li> <li>o Terminology 1</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>o Valuing a Transaction</li> <li>o Types of Mergers</li> <li>o Merger Consideration</li> <li>o Merger Professionals</li> <li>o Merger Arbitrage</li> <li>o Leveraged Buyouts and the Private Equity Market</li> <li>o Corporate Restructuring</li> <li>o Merger Negotiations</li> <li>o Deal Structure: Asset versus Entity Deals</li> <li>o Merger Agreement</li> <li>o Merger Approval Procedures</li> <li>o Deal Closing</li> <li>o Short-Form Merger</li> <li>o Freezeouts and the Treatment of Minority Shareholders</li> <li>o Appraisal Arbitrage</li> <li>o Reverse Mergers</li> </ul>			
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Merger Strategy</b> <ul style="list-style-type: none"> <li>o Growth</li> <li>o Synergy</li> <li>o Operating Synergy</li> <li>o Diversification</li> <li>o Focus Hypothesis</li> <li>o Possible Explanation for the</li> <li>o Diversification Discount</li> <li>o Do Diversified or Focused Firms</li> <li>o Do Better Acquisitions?</li> <li>o Hubris Hypothesis of Takeovers</li> <li>o Do Managerial Agendas Drive M&amp;A?</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Homework, Midterm Exam, Final Exam	CLO1, CLO3
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Anti-takeover Measures</b> <ul style="list-style-type: none"> <li>o Management Entrenchment</li> <li>o Hypothesis versus Stockholder</li> <li>o Rights of Targets' Boards to Resist: United States Compared to the Rest of the World</li> <li>o Preventative Antitakeover Measures</li> <li>o Poison Pills</li> <li>o Corporate Charter Amendments</li> <li>o Active Antitakeover Defenses</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Quiz, Homework, Midterm Exam, Final Exam, Group Project	CLO1, CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Information Content of Takeover Resistance</li> <li>o Takeover Tactics</li> <li>o Preliminary Takeover Steps</li> <li>o Tender Offers</li> <li>o Advantages of Tender Offers over Open</li> <li>o Market Purchases</li> <li>o Proxy Fights</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Leveraged Buyouts</b> <ul style="list-style-type: none"> <li>o Terminology</li> <li>o Management Buyouts</li> <li>o Conflicts of Interest in Management Buyouts</li> <li>o U.S. Courts' Position on Leveraged Buyout Conflicts</li> <li>o Financing for Leveraged Buyouts</li> <li>o Returns to Stockholders from LBOs</li> <li>o Returns to Stockholders from Divisional Buyouts</li> <li>o Transfer Effects</li> <li>o Protection for Creditors</li> <li>o Intra-Industry Effects of Buyouts</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises, Video Demonstration	Quiz, Midterm Exam, Final Exam, Group Project	CLO1, CLO3, CLO4
5	<ul style="list-style-type: none"> <li>● <b>The Private Equity Market</b> <ul style="list-style-type: none"> <li>o Computing Private Equity Internal Rates of Return</li> <li>o Characteristics of Private Equity Returns</li> <li>o Replicating Private Equity Investing</li> <li>o Board Interlocks and Likelihood of</li> <li>o Targets to Receive Private Equity Bids</li> <li>o Secondary Market for Private Equity Investments</li> <li>o High-Yield Financing and the Leveraged</li> <li>o Loan Market</li> <li>o Leveraged Loan Market</li> <li>o Stapled Financing</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Homework, Midterm Exam, Final Exam, Group Project	CLO3, CLO4

6	<ul style="list-style-type: none"> <li>● <b>Hedge Funds as Activist Investors</b> <ul style="list-style-type: none"> <li>o Macroeconomic Foundations of the Growth of Activist Funds</li> <li>o Leading Activist Hedge Funds and Institutional Investors</li> <li>o Hedge Funds as Acquirers</li> <li>o Hedge Fund Activism and Firm Performance</li> <li>o Buyout Premiums: Activist Hedge Funds versus Private Equity Firms</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Quiz, Midterm Exam,	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>MIDTERM EXAMINATION</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Corporate Restructuring</b> <ul style="list-style-type: none"> <li>o Divestitures</li> <li>o Divestiture and Spinoff Process</li> <li>o Managerial Ownership and Sell-Off Gains</li> <li>o Activists and Sell-Offs</li> <li>o Shareholder Wealth Effects of Spinoffs</li> <li>o Equity Carve-Outs</li> <li>o Voluntary Liquidations or Bust-Ups</li> <li>o Tracking Stocks</li> <li>o Master Limited Partnerships and Sell-Offs</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review Video Demonstration	Quiz, Midterm Exam, Final Exam	CLO1, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Restructuring in Bankruptcy</b> <ul style="list-style-type: none"> <li>o Types of Business Failure</li> <li>o Causes of Business Failure</li> <li>o Bankruptcy Trends</li> <li>o Bankruptcy Laws</li> <li>o Reorganization versus Liquidation</li> <li>o Reorganization Process</li> <li>o Benefits of the</li> <li>o Process for the Debtor</li> <li>o Pre-packaged Bankruptcy Workouts</li> <li>o Corporate Control and Default Liquidation</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Quiz, Homework, Final Exam,	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Valuation</b> <ul style="list-style-type: none"> <li>o Valuation Methods: Science or Art?</li> </ul> </li> </ul>	Lecture, Notes, Discussion,	Homework, Quiz, Final Exam,	CLO2, CLO6

	<ul style="list-style-type: none"> <li>o Managing Value as an Antitakeover Defense</li> <li>o Benchmarks of Value</li> <li>o How the Market Determines Discount Rates</li> <li>o Valuation of the Target's Equity</li> <li>o Discounted Cash Flow Valuation Methodologies</li> <li>o FCF</li> <li>o Relative Valuation Methodologies</li> <li>o Comparable Company Analysis</li> <li>o Precedent Transaction Analysis</li> <li>o</li> </ul>	Problem Solving Exercises, Excel Workshop	Group Project	
<b>11</b>	<ul style="list-style-type: none"> <li>• <b>Valuation</b> <ul style="list-style-type: none"> <li>o Takeovers and Control Premiums</li> <li>o Valuation of Stock-for-Stock Exchanges</li> <li>o Shareholder Wealth Effects and Methods of Payment</li> <li>o Exchange Ratio</li> <li>o Fixed Number of Shares versus Fixed Value</li> <li>o Merger Negotiations and Stock Offers: Halliburton versus Baker Hughes</li> <li>o International Takeovers and Stock-for-Stock Transactions</li> <li>o Desirable Financial Characteristics of Targets</li> <li>o Application of Financial Modelling Techniques to M&amp;A</li> <li>o Financial Synergies Analysis</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises, Excel Workshop	Quiz, Homework, Final Exam, Group Project	CLO2, CLO6
<b>12</b>	<ul style="list-style-type: none"> <li>• <b>Corporate Governance</b> <ul style="list-style-type: none"> <li>o Structure of Corporations and Their Governance</li> <li>o CEO Severance Payments</li> <li>o Managerial Compensation, Mergers, and Takeovers</li> <li>o CEO Compensation and Power</li> <li>o Compensation Characteristics of Boards That Are More Likely to Keep Agency Costs in Check</li> <li>o Role of the Board of Directors</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Quiz, In-class Exercises, Final Exam, Group Project	CLO6

	<ul style="list-style-type: none"> <li>o Antitakeover Measures and Board Characteristics</li> <li>o Disciplinary Takeovers, Company Performance, CEOs, and Boards</li> <li>o Merger Strategy and Corporate Governance</li> <li>o CEO Compensation and M&amp;A Programs</li> <li>o Do Boards Reward CEOs for Initiating Acquisitions and Mergers?</li> <li>o CEO Compensation and Diversification Strategies</li> <li>o Agency Costs and Diversification Strategies</li> <li>o Interests of Directors and M&amp;As</li> <li>o Managerial Compensation and Firm Size</li> <li>o Corporate Control Decisions and Their Shareholder Wealth Effects</li> <li>o Does Better Corporate Governance Increase Firm Value?</li> <li>o Corporate Governance and Competition</li> <li>o Executive Compensation and Post Acquisition Performance</li> <li>o Mergers of Equals and Corp</li> </ul>			
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Tax Issues in M&amp;A</b> <ul style="list-style-type: none"> <li>o Financial Accounting for M&amp;As</li> <li>o Taxable versus Tax-Free Transactions</li> <li>o Tax Consequences of a Stock-for-Stock Exchange</li> <li>o Asset Basis Step-Up</li> <li>o Changes in the Tax Laws</li> <li>o Role of Taxes in the Merger Decision</li> <li>o Role of Taxes in the Choice of Sell-Off Method</li> <li>o Organizational Form and M&amp;A Premiums</li> <li>o Capital Structure and Propensity to Engage in Acquisitions</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Guest Lecture	Quiz, Final Exam	CLO6

	o Taxes as a Source of Value in Management Buyouts			
14	<ul style="list-style-type: none"> <li>● Review</li> <li>● Group Presentation</li> </ul>			

## FIN433 Financial Modeling

### A. Course General Information:

<b>Course Code:</b>	FIN433
<b>Course Title:</b>	Financial Modeling
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance
<b>Prerequisites:</b>	FIN421 Corporate Finance, FIN422 Fundamentals of Investments
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The objective of this course is to equip students with the frameworks, tools, and methodologies necessary to build and apply quantitative models for financial decision-making. The course will cover in-depth techniques of financial modeling used in practical scenarios. Modeling and simulation techniques using MS Excel will be the focus; however, other tools and techniques will be also covered. The course is vital for students seeking a career in finance, but also for students with broader interests who wish to strengthen their general modeling skills.

### C. Rationale of the Course:

This intermediate-level specialization course can be taken by learners with a major or minor in finance. By completing this course, a student will gain the ability to apply the fundamental knowledge learned in FIN421 Corporate Finance and FIN422 Fundamentals of Investments courses to solve real-life corporate finance and investment management issues. Financial modeling skills are crucial in taking a variety of financial and investing decisions as well as conducting valuations of different securities and companies as a whole. Today's fast pace financial sector requires expertise in financial modeling to solve different real-world business problems efficiently. Mastering the skills of financial modeling will open numerous opportunities for Finance graduates.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Enable learners to develop the financial modeling skills necessary to apply financial theories toward solving practical problems in company valuation and portfolio management.

2. Familiarize learners with the effective spreadsheet functions and visual basic programming needed to conduct statistical analysis using financial data.
3. Acquaint learners with different optimization models that can be used to make efficient portfolios of assets.
4. Acquaint learners with different models and processes used for determining the values of derivatives and fixed-income securities.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate proficiency in using effective spreadsheet functions and creating visual basic functions.
<b>CLO2</b>	Create spreadsheet models to solve real-world business problems.
<b>CLO3</b>	Prepare computer-based models to prepare and project financial statements of companies.
<b>CLO4</b>	Quantify systematic and residual risk exposure for both individual securities and portfolios.
<b>CLO5</b>	Construct efficient portfolios through creating and solving optimized models.
<b>CLO6</b>	Illustrate how prices of bonds and derivative securities are calculated.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>				✓				
<b>CLO2</b>		✓	✓					✓
<b>CLO3</b>				✓			✓	✓
<b>CLO4</b>		✓				✓		✓
<b>CLO5</b>		✓				✓		✓
<b>CLO6</b>		✓						

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introduction to Financial Modeling and MS Excel Functions</b> <ul style="list-style-type: none"> <li>o Financial Modeling Purposes and Application in Finance</li> <li>o Introduction to Functions, Data Downloads, Imports and Macros</li> </ul>	Lecture, Discussions	Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>● Financial Statement Modeling</b> <ul style="list-style-type: none"> <li>o Forecasting Income Statements</li> <li>o Forecasting Balance Sheet</li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3



3	<ul style="list-style-type: none"> <li>● <b>Financial Statement Modeling</b> (continued) <ul style="list-style-type: none"> <li>o Free Cash Flow (FCF) Calculation</li> <li>o Calculating Weighted Average Cost of Capital (WACC)</li> <li>o Valuation using Free Discounted Cash Flow Methods</li> <li>o Valuation Using Trading Multiples</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Sensitivity Analysis</b> <ul style="list-style-type: none"> <li>o Scenario Manager Analysis in Excel</li> <li>o Data Table Analysis in Excel</li> <li>o Portfolio Models, Matrix Operations, and Data Tables</li> <li>o Calculation of Mean, Variance, Standard Deviation, Covariance, Correlation</li> <li>o Envelop Portfolios</li> <li>o Creation of one-Dimensional and Two-Dimensional Data Table Matrix Operations</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Systematic Risk Estimation and Factor Sensitivities</b> <ul style="list-style-type: none"> <li>o Variance-Covariance Matrix</li> <li>o Correlation Matrix</li> <li>o Estimating Beta and Security Market Line (SML)</li> <li>o Tests of Asset Pricing Models</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Midterm Exam, Final Exam	CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Using VBA Functions to Create Mean-Variance Efficient Portfolios</b> <ul style="list-style-type: none"> <li>o Introduction to VBA Programming</li> <li>o Portfolio Optimization without Constraints</li> <li>o Portfolio Optimization with Constraints</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			

8	<ul style="list-style-type: none"> <li>● <b>Black-Litterman Approach and Active Portfolio Management</b> <ul style="list-style-type: none"> <li>o Theory of Active Portfolio Management</li> <li>o Naive Optimization</li> <li>o Why Does Naive Optimization Fail?</li> <li>o Changing Variance-Covariance Matrix</li> <li>o Black And Litterman's Solution</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO3, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Monte Carlo Simulations</b> <ul style="list-style-type: none"> <li>o VBA Random-Number Generators</li> <li>o Normally Distributed Random-Number Generators</li> <li>o Computing <math>\pi</math> in Monte Carlo</li> <li>o Monte Carlo Simulation of Investment and Retirement Problems</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO3, CLO4, CLO6
10	<ul style="list-style-type: none"> <li>● <b>Simulating Stock Prices and Portfolio Returns</b> <ul style="list-style-type: none"> <li>o Computing Returns and Their Distribution for a Continuous Return-Generating Process</li> <li>o Lognormal Price Distributions and Geometric Diffusions</li> <li>o Simulating Lognormal Price Path</li> <li>o Calculating the Parameters of the Lognormal Distribution from Stock Prices</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO2, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Simulating Stock Prices and Portfolio Returns (continued)</b> <ul style="list-style-type: none"> <li>o Multiple Stock Portfolios</li> <li>o Beta and Return</li> <li>o Pricing Options and Structured Products using the Black-Scholes Model</li> <li>o Basic Option Terminologies</li> <li>o Option Payoff and Profit Patterns</li> <li>o Different Option Strategies</li> </ul> </li> </ul>	Lecture, Discussion, Lab Work	Assignment, Group Project, Quiz, Final Exam	CLO3, CLO5, CLO6

<b>12</b>	<b>• Pricing Options and Structured Products using the Black-Scholes Model</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Implementing Black-Scholes Formulas in a Spreadsheet</li> <li>o Defining a Black-Scholes Pricing Function Using VBA</li> <li>o Calculating Volatility</li> <li>o Pricing Structured Securities using Black-Scholes Formula</li> <li>o</li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Final Exam	CLO3, CLO5, CLO6
<b>13</b>	<b>• The Binomial Option Pricing Model</b> <ul style="list-style-type: none"> <li>o Two-Date Binomial Pricing</li> <li>o The Multi-Period Binomial Model</li> <li>o Pricing American Options Using Binomial</li> <li>o Convergence of Binomial Pricing to Black-Scholes Price</li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Final Exam	CLO3, CLO5, CLO6
<b>14</b>	<b>• Estimating Interest Rate Sensitivity and Default---Adjusted Returns for Bonds</b> <ul style="list-style-type: none"> <li>o Simple Model of Immunization</li> <li>o Convexity and Duration</li> <li>o Calculating the Bond Expected Return in a Multi-Period Framework</li> <li>o Calculating Expected Bond Payoff</li> <li>o Calculating the Bond Expected Return for an Actual Bond</li> </ul>	Lecture, Discussion, Lab Work	Assignment, Quiz, Final Exam	CLO3, CLO5, CLO6

## FIN441 Bank Management and Digital Banking

### A. Course General Information:

<b>Course Code:</b>	FIN441
<b>Course Title:</b>	Bank Management and Digital Banking
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Finance, Elective for Minor in Finance
<b>Prerequisites:</b>	FIN301 Principles of Finance
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course provides an analysis of the role of commercial banks in providing financial services to the public with a focus on the latest trends and impacts of innovation and technological and regulatory

changes in the industry. It identifies various sources of and uses of funds for commercial banks and provides detailed description of various activities a contemporary commercial bank undertakes to generate income. Particular emphasis is placed on the management of profits and various types of risks encountered by the commercial banks.

### **C. Rationale of the Course:**

This intermediate-level concentration/specialization course is mandatory for learners with a major in Finance and an elective for learners with a minor in finance. It builds on the knowledge and skills developed in the prerequisite course – FIN301 Principles of Finance. All BBA learners with a major in Finance are expected to gain advanced knowledge in Bank Management and recent technological developments - a major area of Finance discipline and a major function in the financial and other industries. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Familiarize students with the global banking industry trends and current issues and the operations of commercial banks using the sources and uses of funds framework.
2. Describe the various items of balance sheet and income statements to assess the profitability and capital adequacy of commercial banks.
3. Explain the need for optimal regulations of the industry, the structure of the regulatory system and the mechanisms of compliance and enforcements.
4. Develop students' analytical and computational skills necessary to identify, measure and manage the various types of risks faced by commercial banks.
5. Acquaint students with the challenges and opportunities from recent innovations in the commercial banking industry from both bank customer and manager perspectives.

### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Describe the role of commercial banks in the financial intermediation process and the recent trends in the commercial banking industry.
<b>CLO2</b>	Identify various services contemporary commercial banks offer to various entities of a society.
<b>CLO3</b>	Apply and critically evaluate theories of financial statements and related analysis.
<b>CLO4</b>	Evaluate bank performance utilizing the CAMELS framework.
<b>CLO5</b>	Explain various types of risks, including interest rate risk, credit risk, liquidity risk, foreign exchange risk, sovereign and market risk.
<b>CLO6</b>	Explain the rationale of risk-based capital requirements and ability to apply this framework in real-life cases.
<b>CLO7</b>	Demonstrate familiarity with and application of digital banking services.

### **F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓					✓		
CLO2	✓					✓		
CLO3			✓					✓
CLO4						✓	✓	
CLO5			✓			✓		
CLO6			✓			✓		
CLO7				✓				✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● Introduction</b> <ul style="list-style-type: none"> <li>o An Overview of Bank Management</li> <li>o What is a Bank?</li> <li>o Types of Banks</li> <li>o Competitors of Banks</li> <li>o Role of banks</li> <li>o Services Banks have offered</li> </ul>	Short video clips explaining banking, Lecture, discussion	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<b>● Bangladesh Banking Industry and Central Bank</b> <ul style="list-style-type: none"> <li>o Discussion on the commercial banking industry of Bangladesh</li> <li>o Discussion on Bangladesh Bank, and policies implemented</li> <li>o Role of central Bank in an economy</li> <li>o Discussion on mandatory reports that are needed to be submitted to the central bank of Bangladesh</li> <li>o Discussion on Annual Report of Bangladesh Bank</li> <li>o Bank Sources of Funds</li> <li>o Deposit Accounts</li> </ul>	Lecture, Notes, Discussion, Handout	Quiz, Midterm Exam, Final Exam	CLO1, CLO2

	<ul style="list-style-type: none"> <li>o Borrowed Funds</li> <li>o Long term Sources of Funds</li> <li>o Bangladesh Perspectives</li> </ul>			
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Bank Uses of Funds</b> <ul style="list-style-type: none"> <li>o Cash</li> <li>o Bank Loans</li> <li>o Investments (Foreign currency, Real estate etc.)</li> <li>o Other Securities (Repo etc.)</li> <li>o Bangladesh Perspectives</li> <li>o</li> <li>o Off-Balance Sheet Items Activities</li> <li>o Loan Commitments</li> <li>o Letters of credit</li> <li>o Forward Contract on currencies</li> <li>o Interest rate swap contract</li> <li>o Credit default swap contract</li> <li>o Bangladesh perspectives</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>The Financial Statements of Banks</b> <ul style="list-style-type: none"> <li>o Financial Statements of Banks</li> <li>o Balance Sheet</li> <li>o The principal types of accounts</li> <li>o The principal types of accounts</li> <li>o Cash</li> <li>o Investment Securities</li> <li>o Trading account Assets</li> <li>o Federal Funds Sold and Reverse Repo</li> <li>o Loans and Leases</li> <li>o Loan Losses</li> <li>o Specific and General Reserve</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Quiz, assignment, Midterm Exam, Final Exam	CLO2, CLO3

	<ul style="list-style-type: none"> <li>o Liabilities of the banking firm</li> <li>o Equity Capital for the banking firm</li> <li>o Off Balance Sheet Items</li> <li>o Looking at a Balance sheet of commercial Banks</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>The Financial Statements of Banks</b> <ul style="list-style-type: none"> <li>o Income Statement</li> <li>o Looking at the basic equation</li> <li>o Interest Income</li> <li>o Interest Expense</li> <li>o Net Interest Income</li> <li>o Loan Loss Expense</li> <li>o Non-interest Income</li> <li>o Non-interest Expense</li> <li>o Net Operating Income and Net Income</li> <li>o Looking at Income Statement of commercial Banks</li> <li>o Exercises at the end of the chapter</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Quiz, assignment, Midterm Exam, Final Exam	CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Bank Failure: Cause and Effect</b> <ul style="list-style-type: none"> <li>o What is Bank Failure</li> <li>o Why do Banks Fail?</li> <li>o How to handle Bank run?</li> <li>o Discussion on global financial crisis</li> <li>o CAMELS Framework</li> <li>o What is CAMELS rating?</li> <li>o Capital Adequacy</li> <li>o Asset Quality</li> <li>o Management Efficiency</li> <li>o Earnings</li> <li>o Liability Management</li> <li>o Sensitivity</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Handout, Article Review	Quiz, assignment, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			

8	<ul style="list-style-type: none"> <li>● <b>Electronic Banking (E-Banking)</b> <ul style="list-style-type: none"> <li>o What is E-Banking?</li> <li>o Alternative Delivery Channel Mgt</li> <li>o Bangladesh Bank Payment Systems (BACH, NPSB, BEFTN, RTGS etc.)</li> <li>o Technological Innovation in Banking (internet banking, FinTech, Apps Banking etc.)</li> <li>o Bangladesh Perspectives</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Handout, Article Review	Quiz, Group Project, Final Exam	CLO1, CLO2, CLO7
9	<ul style="list-style-type: none"> <li>● <b>Electronic Banking (E-Banking)</b> <ul style="list-style-type: none"> <li>o Future of E-Banking</li> <li>o Guidelines on IT based banking</li> <li>o Risk Management for E-Banking</li> <li>o IT Risk Management and Governance</li> </ul> </li> </ul>	Lecture, Notes, Discussion, Handout, Article Review	Quiz, Group Project, Final Exam	CLO1, CLO2, CLO7
10	<ul style="list-style-type: none"> <li>● <b>Lending Policies and Procedures: Managing Credit Risk</b> <ul style="list-style-type: none"> <li>o Types of Loans</li> <li>o Factors Determining the growth and mix of loans</li> <li>o Establishing a good written Loan Policy</li> <li>o Steps in the Lending Process</li> <li>o Credit analysis</li> <li>o Parts of typical loan agreement</li> <li>o Loan pricing model</li> <li>o Regulation of lending</li> <li>o Bangladesh Bank guidelines for managing credit risk</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Quiz, Final Exam	CLO2, CLO4, CLO5



11	<ul style="list-style-type: none"> <li>● <b>Risk Management for Changing Interest Rates</b> <ul style="list-style-type: none"> <li>o Asset Management Strategy</li> <li>o Interest Rate Risk – Factors</li> <li>o Determining Interest Risk</li> <li>o The measurement of Interest Rates</li> <li>o The components of Interest Rates</li> <li>o Net Interest Margin - Calculation and analysis</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Quiz, Final Exam	CLO1, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Risk Management for Changing Interest Rates</b> <ul style="list-style-type: none"> <li>o Effects of fluctuating Interest rates on Banks Bank</li> <li>o Calculating Net Interest Income</li> <li>o Calculating Cumulative GAP</li> <li>o Change in Net Interest Income Explanation and Analysis</li> <li>o Aggressive Interest Sensitive GAP Management</li> <li>o Exercises at the end of the chapter</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Quiz, Final Exam	CLO1, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Liquidity and Reserves Management: Strategies and policies</b> <ul style="list-style-type: none"> <li>o The demand for and supply of liquidity</li> <li>o Why financial firms often face significant liquidity problem</li> <li>o Strategies for liquidity Manager</li> <li>o Estimating liquidity needs</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Review Quiz, Final Exam	CLO4, CLO5

	<ul style="list-style-type: none"> <li>o Legal reserves and money position Management</li> <li>o Factors in choosing among the different sources of reserves</li> <li>o Central Banks reserve requirement around the globe</li> <li>o Bangladesh perspectives</li> </ul>			
14	<ul style="list-style-type: none"> <li>● <b>Bank Capital Management</b> <ul style="list-style-type: none"> <li>o What is Capital?</li> <li>o Functions of Capital</li> <li>o Capital and Risk</li> <li>o Defense against Risk</li> <li>o Types of Capital</li> <li>o Importance of Different Sources of Capital</li> <li>o How much capital is needed?</li> <li>o Basel I Capital Requirements</li> <li>o Calculating Risk-Weighted Assets</li> <li>o Limitations of Basel I</li> <li>o Basel Capital Accord II</li> <li>o Basel Capital Accord III</li> <li>o Basel-III differs from Basel-I &amp; II</li> </ul> </li> </ul>	Lecture, Notes, Discussion	Review Quiz, Final Exam	CLO4, CLO6

## FIN461 Insurance and Risk Management

### A. Course General Information:

<b>Course Code:</b>	FIN461
<b>Course Title:</b>	Insurance and Risk Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance
<b>Prerequisites:</b>	FIN431 Financial Derivatives
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

This course explores the principles of risk management and insurance. The course provides an understanding of the foundations, applications and selection of insurance. Fundamentals of life and health insurance as well as property and liability insurance will be included. Enterprise risk management for corporations, financial risks and strategic policies to mitigate risks will also be covered. The student will also learn insurance relations, rules and regulation, and risk management practices in the local context.

**C. Rationale of the Course:**

This is an elective course open for students who will do major or minor in finance. In addition to offer an in-depth knowledge of risk management by insurance firms, this course will increase employability skills required to do job in the insurance industry. This course will enable students to comprehend risk exposure of insurance products and the common industry practices to minimize the risk exposure. This course is designed to equip students to estimate needs of various insurance and apply various risk management tools minimize risk.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Facilitate the learning of the concept of loss exposure, classification of risks, different types of hazards and risk control.
2. Discuss the importance of risk management and major methods of treating loss exposure.
3. Explain the process of insurance company investment and the most common types of investments of insurers.
4. Explicate the major sources of assets, liabilities, revenue and various expenses for an insurance company.
5. Introduce students with different types of insurances and methods to estimate insurance needs.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Acquire adequate knowledge about the nature of different types of risks and how these risks affect both individual and organizations
CLO2	Measure the risk associated with the loss of income/properties, ownership and legal liabilities.
CLO3	Outline the process in business risk management and financial analysis involved in management decision process.
CLO4	Demonstrate the steps involved in the risk management process, measure the risk exposure and appropriate techniques for loss exposure.
CLO5	Explain the underwriting process and overall insurance company functions.
CLO6	Estimate different rate making methods for different insurances and legal traits of insurance contracts.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2	✓		✓					
CLO3		✓				✓		
CLO4						✓		
CLO5		✓						
CLO6		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>• Introductions</b> <ul style="list-style-type: none"> <li>o Risk &amp; its Treatment: Key concept &amp; Terms</li> <li>o Definition of Risk</li> <li>o Peril &amp; Hazard</li> <li>o Classification of Risk</li> <li>o Techniques of managing risks</li> </ul>	Lecture, Notes, Discussion	Case “Careers in Risk Management and Insurance”. Textbook	CLO1
2	<b>• Insurance &amp; Risk</b> <ul style="list-style-type: none"> <li>o Basic Characteristics of Insurance</li> <li>o Law of Large Numbers</li> <li>o Characteristics of an insurable risk</li> <li>o Insurance, Gambling &amp; hedging</li> <li>o Adverse selection &amp; Insurance</li> <li>o Types of Insurance</li> <li>o Benefits of Insurance to Society</li> <li>o Costs of Insurance to Society</li> </ul>	Lecture, Notes, Discussions	Case “Insurance Frauds: Myth vs Reality” Textbook Homework Quiz-1	CLO2
3	<b>• Introduction to Risk Management</b> <ul style="list-style-type: none"> <li>o What is Risk Management?</li> <li>o Objective of Risk Management</li> <li>o Steps in Risk Management Process</li> <li>o Benefits of Risk Management</li> <li>o Personal Risk management</li> </ul>	Lecture, Notes, Discussions, Article Review		CLO2

4	<ul style="list-style-type: none"> <li>● <b>Enterprise Risk Management</b> <ul style="list-style-type: none"> <li>o Benefits of Enterprise Risk Management Program</li> <li>o Insurance Market Dynamics</li> <li>o Loss Forecasting</li> <li>o Financial Analysis in risk management decision</li> <li>o Other Risk Management Tools</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Using Excel	Group Work, In-class Exercises	CLO3
5	<ul style="list-style-type: none"> <li>● <b>Types of Insurers &amp; Marketing system</b> <ul style="list-style-type: none"> <li>o Private Insurer</li> <li>o Types of private insurers</li> <li>o Agents &amp; Brokers</li> <li>o Types of Marketing System</li> <li>o Insurance Company Operations</li> <li>o Insurance Company Operations</li> <li>o Rating &amp; Rate Making</li> <li>o Underwriting</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework Quiz-2	CLO2, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Insurance Company Operations (continued)</b> <ul style="list-style-type: none"> <li>o Claims settlement</li> <li>o Steps in settlement of a claim</li> <li>o Reinsurance</li> <li>o Methods of sharing losses</li> <li>o Types of Reinsurance</li> <li>o Investment (Life Insurance Investment, Property &amp; Causality insurance investment)</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises		CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>MIDTERM EXAMINATION</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Financial Operations of Insurer</b> <ul style="list-style-type: none"> <li>o Property &amp; Causality Insurers (Asset &amp; Liabilities, Income Statement)</li> <li>o Measuring profit &amp; Loss</li> <li>o Rate Making in Property &amp; Causality Insurance</li> <li>o Life Insurers (Asset &amp; Liabilities, Income Statement)</li> <li>o Measuring financial performance of Life Insurance</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class exercise	Homework Submission	CLO3, CLO5, CLO6

	<ul style="list-style-type: none"> <li>o Rate making in Life Insurance</li> <li>o Analysis of Insurance contract &amp; Insurable events</li> <li>o Basic Parts of an insurance Contract</li> <li>o Endorsement &amp; Riders</li> <li>o Deductibles</li> <li>o Coinsurance</li> <li>o Nature of Coinsurance</li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Life Insurance</b> <ul style="list-style-type: none"> <li>o Types of Life Insurance</li> <li>o Bangladesh Life Insurance Policies</li> <li>o Life Insurance contractual provisions</li> <li>o Dividend options</li> <li>o NONFORFEITURE OPTIONS</li> <li>o Settlement Options</li> <li>o Methods of determining the cost of Life insurance</li> <li>o Calculation of Insurance Premium</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Exercise	Group Project Guideline Discussion	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Annuities &amp; Individual Retirement Accounts</b> <ul style="list-style-type: none"> <li>o Types of Annuities</li> <li>o Taxation of Individual Annuities</li> <li>o Employee Benefits</li> <li>o Fundamentals of Private Retirement plans</li> <li>o Defined Benefit plan</li> <li>o Defined Contribution Plans</li> <li>o Profit sharing plan</li> <li>o Traditional Employee Benefit programs in Bangladesh</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework Group Project	CLO6
11	<ul style="list-style-type: none"> <li>● <b>The liability Risk</b> <ul style="list-style-type: none"> <li>o Basics of Legal Liability</li> <li>o The Law of Negligence</li> <li>o Elements of Negligence</li> <li>o Imputed negligence</li> <li>o Auto Insurance</li> <li>o Overview of Personal Auto Policy</li> <li>o Liability Coverage</li> <li>o Uninsured Vehicles</li> <li>o Coverage to the damages</li> <li>o Motor vehicle insurance in Bangladesh</li> </ul> </li> </ul>	Lecture, Notes, Discussions Case Study, In-class Problem Solving Exercises	Homework submission Individual Assignment, Quiz-3	CLO1, CLO2

<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Commercial Property Insurance</b> <ul style="list-style-type: none"> <li>o Structure of a commercial Package policy</li> <li>o Insurability of risk</li> <li>o Contractual provisions</li> <li>o Covered Property</li> <li>o Expense of coverage</li> <li>o Other provisions</li> <li>o Business Income Insurance</li> <li>o Operational Coverages</li> <li>o Homeowners Insurance</li> <li>o Analysis of Homeowners insurance policy</li> <li>o Coverage</li> <li>o Perils insured against</li> <li>o Cost of Homeowner's issue</li> </ul> </li> </ul>	Lecture, Notes, Discussions Case Study	Case Study Discussion Assignment Submission	CLO1, CLO2
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Commercial Liability Insurance</b> <ul style="list-style-type: none"> <li>o General Liability loss exposure</li> <li>o Commercial General Liability Policy</li> <li>o Employment practices liability Insurance</li> <li>o Workers Compensation Insurance</li> <li>o Individual Health Insurance Coverages</li> <li>o Major medical insurance</li> <li>o Health savings account</li> <li>o Hospital-surgical insurance</li> <li>o Disability income insurance</li> <li>o Individual medical expense contractual provisions</li> </ul> </li> </ul>	Lecture, Notes, Discussions,	Group Project Presentation	CLO1, CLO2
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Overview of Insurance industry in Bangladesh</b></li> <li>● <b>Review of final exam</b></li> </ul>	Guest Lecturer, class discussion		CLO1

## FIN471 Special Issues in Finance

### A. Course General Information:

<b>Course Code:</b>	FIN471
<b>Course Title:</b>	Special Issues in Finance
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3

<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Finance
<b>Prerequisites:</b>	FIN301 Principles of Finance
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The course examines special issues and/or contemporary events in the area of Finance at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

**C. Rationale of the Course:**

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

*Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.*

## **MGT213 Management Practices and Organizational Behavior**

**A. Course General Information:**

<b>Course Code:</b>	MGT213
<b>Course Title:</b>	Management Practices and Organizational Behavior
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	BUS102 Business - Basics, Ethics and Environment
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

This course provides a broad overview of management practices and organizational behavior for students to understand the foundations of management theory and the nature of human behavior operating within organizations. The subject covers the history and contemporary analysis of management theory and concepts within business contexts. It will enhance student's fundamental knowledge and learning skills in problem solving and decision making required to successfully manage organizational activities by focusing on the behavioral aspect which will help them to analyze, consolidate and synthesize complex information in the workplace.



**C. Rationale of the Course:**

The course will educate students how to understand the management and organizational behavior concepts. It would also be effective to develop their interest in developing ideas regarding the internal and external management issues. Students will also learn how to make decisions the right way for the better solutions associated with the internal and external stakeholders. The course will develop critical and strategic thinking, communication, leadership, team work, problem solving and organization skills. The course will also help students adapt to problems and current events in professional settings especially in social and business contexts allowing them to make educated managerial decisions that take ethical, social, sustainable and economic factors into account.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain the basic theories and application of the four management functions – planning, organizing, leading and controlling with support of basic theories associated with each pillar.
2. Discuss how organizational Mission, Vision, planning, and controlling are connected to each other.
3. Clarify the management and organizational behavior theories, frameworks and principles to understand how people behave under different conditions and what causes them behave in a particular way.
4. Familiarize students with organizational practices and their impact on work behavior, attitudes and performance of individuals and organizations

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Recognize foundational managerial concepts and skills in complex business environments.
CLO2	Describe how management and organization theories are put into practice.
CLO3	Analyze individual perception, personality, values and skills and organizational decision making.
CLO4	Develop creative solutions to management problems and advocate for their implementation. Enhancing ideas about diversity in groups, organizations and industries
CLO5	Identify the knowledge on how managers monitor the effectiveness of employees and work in groups and organizations.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2							✓	
CLO3		✓						
CLO4								✓

CLO5					✓			
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**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Management and Organizational Behavior</b> <ul style="list-style-type: none"> <li>o Managerial Skills</li> <li>o Technical, Human, and Conceptual</li> <li>o Managerial roles</li> <li>o Behavior Defined</li> <li>o Elements of Influencing behavior in organizations</li> </ul> </li> </ul>	Lecture and Discussions	Quiz Presentation Mid-Exam Group work Individual Assignment	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Development of Management and Behavioral Theories</b> <ul style="list-style-type: none"> <li>o Theory and its role</li> <li>o Henri Fayol and Principles of Administrative Management</li> <li>o Elton Mayo (Hawthorne effect)</li> <li>o Development of Management and Behavioral Theories</li> <li>o F. W. Taylor and Principles of Scientific Management</li> <li>o Douglas McGregor (Theories X &amp; Y), Abraham Maslow (Need hierarchy)</li> </ul> </li> </ul>	Lecture and Discussions	Quiz Presentation Mid-Exam Group work Individual Assignment	CLO1
3	<ul style="list-style-type: none"> <li>● <b>Organizational Culture and Diversity</b> <ul style="list-style-type: none"> <li>o Organizational Culture and Multiculturalism</li> <li>o Issues in Managing Organizational Culture</li> </ul> </li> </ul>			

	(Stereotyping, Glass-ceiling Sexual Orientation) <ul style="list-style-type: none"> <li>o Tools and Strategies for Managing Diversity</li> <li>o How does culture survive?</li> <li>o Planning</li> <li>o Overview of Planning</li> <li>o Strategic vs. Operational Plans</li> <li>o Long-term vs. Short-term Plans</li> <li>o Single-use vs. Standing Plans</li> <li>o Vision, Mission Statement, Objectives, and Strategies</li> <li>o Management by Objective (MBO)</li> </ul>	Lecture and Discussions	Quiz Presentation Mid-Exam Group work Individual Assignment	CLO2
4	<b>• Decision Making</b> <ul style="list-style-type: none"> <li>o Decision making defined</li> <li>o Problem and Opportunity (Definition and identification)</li> <li>o Decision-making Conditions (Certainty, Risk, and Uncertainty)</li> <li>o Programmed vs. Non-programmed Decisions</li> <li>o Rational Model of Decision Making</li> <li>o Strategic Management and Strategic Implementation</li> <li>o Strategic Management</li> <li>o Levels of Strategies for Multi-Business Organization (Corporate, Business Unit, and Operational Levels)</li> <li>o Stages of Strategic Management (Formulation, Implementation and Evaluation)</li> </ul>	Lecture and Discussions	Quiz Presentation Mid-Exam Group work Individual Assignment	CLO3
5	<b>• Approaches to Strategy Formulation and Implementation</b> <ul style="list-style-type: none"> <li>o Portfolio Approach (BCG Growth-share Matrix)</li> <li>o Competitive Approach (Porter's 5 Forces Model)</li> <li>o Environmental Analysis Approach (SWOT Analysis)</li> </ul>		Quiz	

	<ul style="list-style-type: none"> <li>o Porter's Generic Approach</li> <li>o Motivation and Job Satisfaction</li> <li>o Motivation and its Importance</li> <li>o Job Satisfaction</li> <li>o Need Theories of Motivation</li> <li>o Need-Hierarchy Theory</li> <li>o McClelland's</li> <li>o Abraham Maslow's Theory</li> <li>o Two Factor Theory</li> </ul>	Lecture and Discussions	Presentation Mid-Exam Group work Individual Assignment	CLO2
6	<ul style="list-style-type: none"> <li>● <b>Motivation and Job Satisfaction</b> <ul style="list-style-type: none"> <li>o Equity Theory of Motivation</li> <li>o Expectancy Theory of Motivation</li> <li>o Behavior Modification Theory of Motivation</li> <li>o Goal-Setting Theory of Motivation</li> </ul> </li> </ul>	Lecture and Discussions	Quiz Presentation Mid-Exam Group work Individual Assignment	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Leadership</b> <ul style="list-style-type: none"> <li>o Meaning of Leadership</li> <li>o Trait Approach to Leadership (short discussion)</li> <li>o Behavior Approach to Leadership</li> <li>o Task vs. Employee Oriented Leadership</li> <li>o Situational Approach to Leadership</li> <li>o Leadership Style</li> </ul> </li> </ul>	Lecture and Discussions	Quiz Presentation Final-Exam Group work Individual Assignment	CLO2 CLO4 CLO5
	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Leadership theories</b></li> </ul>			

	<ul style="list-style-type: none"> <li>o Situational Approach to Leadership</li> <li>o LPC Theory</li> <li>o Hersey-Blanchard Model</li> <li>o Transactional and Transformational Leadership</li> <li>o Organizational Power and its Bases</li> <li>o Legitimate, Reward, Coercive, Expert, and Referent</li> </ul>	Lecture and Discussions	Quiz Presentation Final-Exam Group work Individual Assignment	CLO2
9	<ul style="list-style-type: none"> <li>● <b>Team Management/Group Dynamics</b> <ul style="list-style-type: none"> <li>o Team Defined</li> <li>o Group Defined</li> <li>o Types of Teams</li> <li>o Formal Teams (Command Team, Committee, Taskforce)</li> <li>o Informal Teams</li> <li>o Super teams and Self-Managed Teams</li> <li>o Characteristics of Teams</li> <li>o Leadership roles, Team Development (Process), Team Norms, and Team Cohesiveness</li> <li>o Formation of group (punctuated equilibrium)</li> <li>o Conflicts within teams</li> </ul> </li> </ul>	Lecture and Discussions	Quiz Presentation Final-Exam Group work Individual Assignment	CLO4 CLO5
10	<ul style="list-style-type: none"> <li>● <b>Controlling</b> <ul style="list-style-type: none"> <li>o Definition</li> <li>o Controlling Process</li> <li>o Setting Standard, Measuring Performance, Computation of Deviation, and Corrective Action</li> <li>o Benefits of Controlling</li> <li>o Faster cycle, Lower defects, Adaptation to Environmental Changes, etc.</li> </ul> </li> </ul>	Lecture and Discussions	Quiz Presentation Final-Exam Group work Individual Assignment	CLO4 CLO5
11	<ul style="list-style-type: none"> <li>● <b>Personality, Conflict, and Resolution</b></li> </ul>		Quiz Presentation	

	<ul style="list-style-type: none"> <li>o Definition of personality and its two determinants (heredity vs environment)</li> <li>o The Big Five Model (After the Cambridge Analytica scandal this model has got huge acceptability and relevance)</li> <li>o Terminal and Instrumental Values</li> <li>o Hofstede's Five (Cultural) Value Dimensions</li> </ul>	Lecture and Discussions	Final-Exam Group work Individual Assignment	CLO4 CLO5
12	<ul style="list-style-type: none"> <li>● <b>Conflict &amp; Negotiation</b> <ul style="list-style-type: none"> <li>o Definition and types of conflict (3 Types: Task Conflict, Relationship Conflict, and Process Conflict)</li> <li>o Conflict Process (5 Stages)</li> <li>o Definition of Negotiation and Bargaining</li> <li>o Two Bargaining Strategies (Distributive vs Integrative Bargaining)</li> <li>o Individual Differences in Negotiation Effectiveness (Differences in personality, moods/emotion, cultural differences, and gender differences.</li> </ul> </li> </ul>	Lecture and Discussions	Quiz Presentation Final-Exam Group work Individual Assignment	CLO3 CLO4 CLO5
13	<ul style="list-style-type: none"> <li>o Communication</li> <li>o Functions of Communication</li> <li>o Direction of communication</li> <li>o Modes of communication</li> <li>o Choice of communication</li> <li>o Barriers to effective communication</li> </ul>	Lecture and Discussions		
14	<ul style="list-style-type: none"> <li>● <b>Group and Individual Presentation</b></li> <li>● <b>Review for Final Examination</b></li> </ul>	Discussions		

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## **MGT301 Human Resource Management**

### **A. Course General Information:**

<b>Course Code:</b>	MGT301
<b>Course Title:</b>	Human Resource Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Core (Business Core Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	MGT213 Management Practices and Organizational Behavior
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

Human Resource management is a vital function of any organization. It involves leadership, values, employment planning, recruiting and selecting employees, training and compensating them, and evaluating their performance. The general purpose of this course is to familiarize students with the basic principles and techniques of human resource management. The course takes a practical view combining the technical aspects of implementing the HR functions. The effective performance of these functions requires understanding and skill which can influence the corporate culture and norms.

### **C. Rationale of the Course:**

This course of core business-level is mandatory for all the learners of the BBA program. This is because business graduates are expected to have a sound understanding of carrying out the basic HR functions of any organization irrespective of their area of specialization. The course acts as one of the building blocks of knowledge for building a productive workforce for any business entity. The successful completion of the course will prepare learners for subsequent courses in the area of management of human resources. The course is designed to help learners develop these competencies: knowledge, skills and abilities (KSA).

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain key HRM functions and operations and explain how they relate to each other.
2. Demonstrate various methods for planning, staff recruitment and training
3. Identify the organization's goals in recruiting and describe various methods for recruiting
4. Describe performance management strategies and know how to apply staff performance management systems
5. Define the accurate test for employee selection & pay plans

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Evaluate options for organizing HRM functions and activities.
<b>CLO2</b>	Analyze different human resource options in different organizations.
<b>CLO3</b>	Demonstrate different aspects of HRM.
<b>CLO4</b>	Conduct job analysis, set up training and appraisal programs.
<b>CLO5</b>	Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems.
<b>CLO6</b>	Design layouts of HRM process including performance management system, interview process and pay plans for any organization.
<b>CLO7</b>	Compare between different companies' recruitment processes and come up with their own analysis.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>			✓					
<b>CLO2</b>								✓
<b>CLO3</b>	✓							
<b>CLO4</b>						✓		
<b>CLO5</b>		✓						
<b>CLO6</b>					✓			
<b>CLO7</b>				✓			✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introduction to HRM</b> <ul style="list-style-type: none"> <li>o Definition of HRM</li> <li>o New Approaches to organize HR/ Groups of HR</li> <li>o Strategic Human Resource Management</li> <li>o Types of HR officers that can be seen</li> <li>o Brief overview of the trends (Covid-19)</li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
<b>2</b>	<b>● Job Analysis and The Talent Management Process</b> <ul style="list-style-type: none"> <li>o Job Analysis</li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm	CLO1, CLO4, CLO5



	<ul style="list-style-type: none"> <li>o Job Description</li> <li>o Job Specification</li> <li>o Connecting the three concepts</li> <li>o Job Analysis Process</li> </ul>		Exam, Final Exam	
3	<ul style="list-style-type: none"> <li>● <b>Job Analysis and The Talent Management Process</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Job Redesign</li> <li>o Job Rotation</li> <li>o Job Enlargement</li> <li>o Job Enrichment</li> <li>o Personnel Planning and Recruiting</li> <li>o Recruitment and Selection</li> <li>o Workforce Planning</li> <li>o Forecasting Personnel Needs</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO4, CLO5
4	<ul style="list-style-type: none"> <li>● <b>Personnel Planning and Recruiting</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Internal vs External Candidate</li> <li>o Supply of Internal Candidates 1</li> <li>o Succession Planning</li> <li>o Ways of Recruiting Internal Candidate</li> <li>o Supply of External Candidates</li> <li>o Ways of Recruiting External Candidate</li> <li>o Job Advertising</li> <li>o Recruitment Process Outsourcing</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO7
5	<ul style="list-style-type: none"> <li>● <b>Employee Testing and Selection</b> <ul style="list-style-type: none"> <li>o Employee Selection</li> <li>o Reliability of Selection Test</li> <li>o Validity of Selection Test</li> <li>o Validating a Test</li> <li>o Types of Selection Tests</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Employee Testing and Selection</b> <ul style="list-style-type: none"> <li>o Types of Selection Test 3</li> <li>o Realistic Job Preview</li> <li>o Background and Reference Checks</li> <li>o Pre-employment Tests</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO6
7	<ul style="list-style-type: none"> <li>● <b>Employee Testing and Selection Contd.</b></li> </ul>		Mid Term Exam,	CLO2,] CLO3, CLO6

	<ul style="list-style-type: none"> <li>o Introduction to HRM</li> <li>o Job Analysis and The Talent Management Process</li> <li>o Personnel Planning and Recruiting</li> </ul>		Assignment, Quiz, Final Exam	
	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid Term Examination</b></li> </ul>		Mid Term Exam	CLO1, CLO2, CLO3
8	<ul style="list-style-type: none"> <li>● <b>Types of Interviews</b> <ul style="list-style-type: none"> <li>o Types of Interviews</li> <li>o Avoiding Interviewer Errors</li> <li>o Steps in interview</li> <li>o Training and Developing Employees</li> <li>o Types of Training</li> <li>o Other Methods</li> <li>o Simulations</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Final Exam	CLO5, CLO6
9	<ul style="list-style-type: none"> <li>● <b>Training and Developing Employees</b> <ul style="list-style-type: none"> <li>o ADDIE Model</li> <li>o Management Development Programs</li> <li>o Evaluating Training Programs</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Final Exam	CLO2, CLO5, CLO6
10	<ul style="list-style-type: none"> <li>● <b>Performance Management and Appraisal</b> <ul style="list-style-type: none"> <li>o Performance Appraisal</li> <li>o SMART Objectives</li> <li>o Problems in Appraisal</li> <li>o Appraisal Interview</li> </ul> </li> </ul>	Lecture, Discussions	Term paper, Final Exam	CLO2, CLO4, CLO6
11	<ul style="list-style-type: none"> <li>● <b>Establishing Strategic Pay Plans</b> <ul style="list-style-type: none"> <li>o Compensation</li> <li>o Types of Equity</li> <li>o Job Evaluation Methods</li> <li>o Pricing jobs</li> </ul> </li> </ul>	Lecture, Discussions, Presentation	Term paper, Final Exam	CLO2, CLO5, CLO6
12	<ul style="list-style-type: none"> <li>● <b>Establishing Strategic Pay Plans</b> (continued) <ul style="list-style-type: none"> <li>o Competency Based Pay</li> <li>o Total Rewards</li> <li>o Contemporary Topics in Compensation</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment (ungraded), Term paper	CLO1, CLO4, CLO5

<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Career Development</b> <ul style="list-style-type: none"> <li>o CV vs Resume</li> <li>o LinkedIn</li> <li>o Interview Techniques</li> <li>o Personal Branding</li> </ul> </li> </ul>	Lecture, Discussions	Assignment (ungraded)	CLO1, CLO2
<b>14</b>	● <b>Term Paper Presentation</b>	Presentation, Discussion	Presentation	CLO2, CLO6, CLO7

## MGT421 Leadership and Ethics

### A. Course General Information:

<b>Course Code:</b>	MGT421
<b>Course Title:</b>	Leadership and Ethics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Leadership is one of the most important driving forces for successful organizations. This course will provide a framework for articulating the four dimensions of leadership at organizations: past and current concepts and theoretical models of leadership, symbiotic relationship between leaders and decision-making, self-assessment of leadership skills and ethical leadership. The course will also focus on preparing students to become effective leaders in business organizations through team exercises, case studies, development assignments and term projects

### C. Rationale of the Course:

This specialization course of intermediate-level is elective for students with a major or minor in management. The course aims to develop ethical leadership qualities among the business graduates of today's widely connected global economy. Upon doing this course, students are expected to have a sound understanding of the various principles and applications of leadership. The course acts as one of the building blocks of nurturing ethical practices among the management leaders of tomorrow – practices that are very much needed to ensure equity and fairness in day-to-day operations of any business. The course is designed to help learners develop these competencies: knowledge, skills and abilities (KSA).

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize students with the basic concepts of ethical leadership theories.
2. Explain business ethics beyond moral imagination.
3. Clarify responsible leadership beyond managerial rationality.
4. Explain corporate culture and corporate social and moral responsibility in local and global contexts.
5. Familiarize alternative business ethics: a challenge for leaders in a diversified workplace.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Assess potential leadership philosophy, traits, skills, behaviors, and develop a leadership portfolio with ethics.
<b>CLO2</b>	Analyze different leadership styles followed in different organizations.
<b>CLO3</b>	Apply different styles of leadership in different situations maintaining ethics.
<b>CLO4</b>	Evaluate fundamental leadership practices relevant to contemporary organizations.
<b>CLO5</b>	Compare and contrast different leadership approaches in handling ethical dilemmas.
<b>CLO6</b>	Lead teams in overcoming management challenges and ethical dilemmas.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>							✓	
<b>CLO3</b>					✓			
<b>CLO4</b>			✓					
<b>CLO5</b>						✓		
<b>CLO6</b>								✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>• Introduction to Leadership</b> <ul style="list-style-type: none"> <li>o Leadership Defined</li> <li>o Ways of Conceptualizing Leadership</li> <li>o Definition and Components</li> <li>o Leadership Described</li> <li>o Trait Versus Process Leadership</li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>o Assigned Versus Emergent Leadership</li> </ul>			
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Trait Approach</b> <ul style="list-style-type: none"> <li>o Intelligence</li> <li>o Self-Confidence</li> <li>o Determination</li> <li>o Integrity</li> <li>o Sociability</li> <li>o Five-Factor Personality Model and Leadership</li> <li>o Strengths and Leadership</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Behavioral Approach</b> <ul style="list-style-type: none"> <li>o Leadership Style</li> <li>o Development Level</li> <li>o How Does the Situational Approach Work?</li> <li>o Strengths</li> <li>o Criticisms</li> <li>o Application</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Path–Goal Theory</b> <ul style="list-style-type: none"> <li>o Directive Leadership</li> <li>o Supportive Leadership</li> <li>o Participative Leadership</li> <li>o Achievement-Oriented Leadership</li> <li>o Follower Characteristics</li> <li>o Task Characteristics</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Leader–Member Exchange</b> <ul style="list-style-type: none"> <li>o Exchange Theory</li> <li>o In-group vs Out-group</li> <li>o LMX Questionnaire</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
<b>6</b>	<ul style="list-style-type: none"> <li>● <b>Transformational Leadership</b> <ul style="list-style-type: none"> <li>o Transformational Leadership and Charisma</li> <li>o A Model of Transformational Leadership</li> <li>o Transformational Leadership Factors</li> <li>o Transactional Leadership Factors</li> <li>o Non-leadership Factor</li> <li>o Other Transformational Perspectives</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO5

	<ul style="list-style-type: none"> <li>o Bennis and Nanus</li> <li>o</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid Term Examination</b></li> </ul>		Mid Term Exam	CLO1, CLO2, CLO3, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Introduction to Leadership Theories</b> <ul style="list-style-type: none"> <li>o Trait Theory</li> <li>o Behavioral Approach</li> <li>o Situational Leadership</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam	CLO2, CLO3, CLO5
8	<ul style="list-style-type: none"> <li>● <b>Authentic Leadership</b> <ul style="list-style-type: none"> <li>o Authentic Leadership Defined</li> <li>o Approaches to Authentic Leadership</li> <li>o Practical Approach</li> <li>o Theoretical Approach</li> <li>o How Does Authentic Leadership Work?</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Final Exam	CLO1, CLO6
9	<ul style="list-style-type: none"> <li>● <b>Adaptive Leadership</b> <ul style="list-style-type: none"> <li>o Situational Challenges</li> <li>o Technical Challenges</li> <li>o Technical and Adaptive Challenges</li> <li>o Adaptive Challenges</li> <li>o Leader Behaviors</li> <li>o Adaptive Work</li> <li>o How Does Adaptive Leadership Work?</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Final Exam	CLO2, CLO5, CLO6
10	<ul style="list-style-type: none"> <li>● <b>Leadership Ethics</b> <ul style="list-style-type: none"> <li>o Ethics Defined</li> <li>o Level 1. Preconventional Morality</li> <li>o Level 2. Conventional Morality</li> <li>o Level 3. Postconventional Morality</li> <li>o Ethical Theories</li> <li>o Centrality of Ethics to Leadership</li> <li>o Heifetz's Perspective on Ethical Leadership</li> <li>o Burns's Perspective on Ethical Leadership</li> <li>o The Dark Side of Leadership</li> </ul> </li> </ul>	Lecture, Discussions	Term paper, Final Exam	CLO1, CLO2, CLO5, CLO6

11	<ul style="list-style-type: none"> <li>● <b>Team Leadership</b> <ul style="list-style-type: none"> <li>o Team Leadership Model</li> <li>o Team Effectiveness</li> <li>o Leadership Decisions</li> <li>o Leadership Actions</li> <li>o How Does the Team Leadership Model Work?</li> </ul> </li> </ul>	Lecture, Discussions, Presentation	Term paper, Final Exam	CLO2, CLO5, CLO6
12	<ul style="list-style-type: none"> <li>● <b>Gender and Leadership</b> <ul style="list-style-type: none"> <li>o The Glass Ceiling Turned Labyrinth</li> <li>o Evidence of the Leadership Labyrinth</li> <li>o Understanding the Labyrinth</li> <li>o Gender Differences in Leadership Styles and Effectiveness</li> <li>o Navigating the Labyrinth</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment (ungraded), Term paper	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Culture and Leadership</b> <ul style="list-style-type: none"> <li>o Ethnocentrism</li> <li>o Prejudice</li> <li>o Dimensions of Culture</li> <li>o Uncertainty Avoidance</li> <li>o Power Distance</li> <li>o Institutional Collectivism</li> <li>o In-Group Collectivism</li> <li>o Gender Egalitarianism</li> </ul> </li> </ul>	Lecture, Discussions	Assignment (ungraded)	CLO1, CLO2, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Term Paper Presentation</b></li> </ul>	Presentation, Discussion	Presentation	CLO1, CLO2, CLO3, CLO6

## MGT422 Compensation Management

### A. Course General Information:

<b>Course Code:</b>	MGT422
<b>Course Title:</b>	Compensation Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Human Resource Management, Elective for Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management

<b>Co-requisites:</b>	None
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## **B. Course Catalog Description:**

Compensation Management focuses on the role of Human Resources Management in dealing with employees and methods used to provide compensation. It focuses on topics like pay-for-performance link, benefits determination process, compensation survey, etc. The course covers topics like job evaluation and compensation survey. It will equip students with techniques to work with the overall compensation strategy and the organization's structure. Students will learn to appreciate the use of software in administering benefits to a large number of employees in a complex organization setting.

## **C. Rationale of the Course:**

This course is part of the Major Courses in the area of Human Resource Management in the undergraduate program. It focuses on the essential elements of Compensation Management. The world of work is changing due to various forces. These all impact the compensation of the employees in the workplace. Hence, it is essential to have knowledge about it and to be able to implement these in the organizations.

## **D. Course Objectives (COs):**

The objectives of this course are to:

1. Explain concepts of Compensation Management within the organizational context
2. Familiarize the reward management process and its applicability in different organizational settings.
3. Clarify various processes of pay survey, job evaluation and the design of pay structure
4. Explain issues and challenges related to trade union and legal aspects of Compensation Management.

## **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Discuss compensation management functions and processes
<b>CLO2</b>	Identify the process of how motivation is linked with compensation for engagement and retention in an ethical process
<b>CLO3</b>	Evaluate various techniques and their applications in internal and external benchmarking
<b>CLO4</b>	Analyze Compensation Systems in Global Companies
<b>CLO5</b>	Recognize the issues and challenges related to trade union and legal aspects of Compensation Management.

## **F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓						✓	
<b>CLO2</b>					✓			



CLO3			✓					
CLO4						✓		
CLO5		✓						

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>An Overview of Compensation Management</b> <ul style="list-style-type: none"> <li>o Definition of Compensation</li> <li>o Forms of Pay</li> <li>o Pay Model</li> <li>o Strategic Choices</li> <li>o Legal Framework of Compensation</li> <li>o Compensation Strategy: Internal Alignment</li> <li>o Strategic Choices in Designing Internal Structures</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Motivation and Compensation</b> <ul style="list-style-type: none"> <li>o Linking Organization Strategy to Compensation and Performance Management</li> <li>o Motivation Theories and Compensation Management: Maslow's Need Hierarchy, Herzberg's Two-Factor Theory, Expectancy Theory, Equity Theory, Reinforcement Theory, Goal Setting, Agency</li> <li>o Total reward system</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
3	<ul style="list-style-type: none"> <li>● <b>Job Analysis and Job Evaluation</b> <ul style="list-style-type: none"> <li>o Definition of Job Analysis, Job Evaluation</li> <li>o Job Analysis Procedures</li> <li>o Judging Job Analysis</li> <li>o Job Evaluation Methodologies</li> </ul> </li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Compensation Surveys</b> <ul style="list-style-type: none"> <li>o Definition of Surveys</li> <li>o Major Decisions in Pay-Level Determination</li> </ul> </li> </ul>			

	<ul style="list-style-type: none"> <li>o Purpose of a Survey</li> <li>o Selecting Relevant Market Data</li> <li>o Designing the Survey</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Compensation Surveys</b> <ul style="list-style-type: none"> <li>o Interpreting Survey Results</li> <li>o The Pay-Policy Line, Grades and Ranges and Broad Banding</li> <li>o Balancing Internal and External Pressures</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> <li>● <b>The Benefits Determination Process</b> <ul style="list-style-type: none"> <li>o Why the Growth in Employee Benefits?</li> <li>o Benefit Planning, Design and Administration</li> <li>o Components of Wage, Benefits Structure and</li> <li>o Benefit Plan</li> <li>o Administering the Benefit Program</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
7	<ul style="list-style-type: none"> <li>● <b>Compensation and discrimination</b> <ul style="list-style-type: none"> <li>o Considerations in diversified organizations</li> <li>o Gender issues and compensation</li> <li>o Remote work and compensation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving Case studies	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Compensation of Special Groups</b> <ul style="list-style-type: none"> <li>o Definition of Special Groups</li> <li>o Reasons for Compensation of special groups</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2
9	<ul style="list-style-type: none"> <li>o <b>Cross-Cultural Comparison of Compensation systems</b></li> <li>o Compensation policy and discrimination</li> <li>o Compensation and ethics</li> </ul>			
10	<ul style="list-style-type: none"> <li>● <b>Global Total Compensation</b> <ul style="list-style-type: none"> <li>o Managing Variations</li> <li>o Trade Unions and Employee Involvement</li> <li>o Comparing Costs</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4

	<ul style="list-style-type: none"> <li>o Strategic Market Mind-set</li> <li>o Expatriate Pay</li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Performance Appraisal Systems</b> <ul style="list-style-type: none"> <li>o Role of Performance Appraisals in Compensation Decisions</li> <li>o Common Errors in Appraising Performance</li> <li>o Strategies for Better Understanding and Measuring Job Performance</li> <li>o The Performance Evaluation Process</li> <li>o Merit Pay</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2
12	<ul style="list-style-type: none"> <li>● <b>Union Role in Wage and Salary Administration</b> <ul style="list-style-type: none"> <li>o Impact of Trade Unions on Wage Determination</li> <li>o Unions and Alternative Rewards Systems</li> <li>o Unions and The New Pension Scheme</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Compensation Administration and Government and Legal Issues</b> <ul style="list-style-type: none"> <li>o Managing Labor Costs</li> <li>o Control Salary Level: Bottom Up and Top Down</li> <li>o Communication: Managing the Message</li> <li>o Structuring the Compensation Function</li> <li>o Institutional Framework</li> <li>o Methods of Payment</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
14	<ul style="list-style-type: none"> <li>● <b>Group Presentations</b></li> <li>● <b>Review and Wrap-up</b></li> </ul>			

## MGT423 Training and Development

### A. Course General Information:

<b>Course Code:</b>	MGT423
<b>Course Title:</b>	Training and Development
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3

<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description (Content):**

The course introduces employee training and development explaining forces influencing working and learning in different settings. Moreover, the course accommodates various training related theories and models. The learners will understand strategic training aspects for the local and international staff in developing the process of learning and transfer of training for better individual performance. Learners will have ideas regarding the need assessment and training designing based on critical evaluation of various training methods and processes. The course will also provide technology-based training methods for better career and organizational growth.

#### **C. Rationale of the Course:**

This course has been designed in such a way where students not only will learn theoretical and practical knowledge regarding training and development for the current changing business environment in different industries. The course will also try to teach students about how training and development can be linked to performance appraisal, compensation policy, motivation and retention of employees. The course will help students to understand the value of employee talent management through providing effective training and development opportunities.

#### **D. Course Objective (CO):**

The major learning objectives of the course are to

1. Familiarize and critically demonstrate with the basic concepts of organizational training and development
2. Discuss a strong conceptual understanding of the principles which impact how adults learn, and be able to apply these principles to work settings
3. Educate various techniques and technologies to do the research so that an effective training needs analysis can be developed
4. Provide Understanding of how to Analyze and Evaluate a training program by using appropriate methods efficiently and effectively for decision making purposes
5. Explain the methods to scrutinize the training and development process as well as to identify, critique, and demonstrate the types and methods of trainings to improve the positive transfer of learning

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Recognize how to tie organizational, job and individual needs to the development and training of human resources within the workplace, organization, and community

<b>CLO2</b>	Analyze the techniques to design and to develop a training plan to address identified needs as they relate to job performance.
<b>CLO3</b>	Identify the cost-benefits analysis for a training program
<b>CLO4</b>	Identify the training and development programs by trainers and leaders with its pros and cons
<b>CLO5</b>	Evaluate (using multiple levels of analyses) the effectiveness of training and development initiatives/ programs and report on conclusions and recommendations

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓							
<b>CLO2</b>			✓					
<b>CLO3</b>		✓						
<b>CLO4</b>					✓			
<b>CLO5</b>						✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introductions</b> <ul style="list-style-type: none"> <li>o Concepts of training &amp; development</li> <li>o Training System (IO)</li> <li>o Introductions</li> <li>o Types of Training</li> <li>o Challenges</li> <li>o Bridging the GAPs</li> <li>o ADDIE Model</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Class Assignment</li> </ul>	Assignment, Quiz, Midterm Exam, Case Study and Final Exam	CLO1, CLO2
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Learning and Motivation</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Trends in training <ul style="list-style-type: none"> <li>- Experiential Learning</li> <li>- Performance Model</li> <li>- ERG theory</li> <li>- Incorporating ERG Theory in training</li> </ul> </li> <li>o Process theories</li> <li>o Classical Conditioning</li> <li>o Positive and Negative reinforcement</li> <li>o Punishment</li> <li>o Extinction</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Assignment, Quiz, Midterm Exam, Case Study and Final Exam	CLO1, CLO2, CLO6

	<ul style="list-style-type: none"> <li>o Reinforcement vs punishment</li> </ul>			
3	<ul style="list-style-type: none"> <li>● <b>Learning and Motivation</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Self-Efficacy and Motivation</li> <li>o Sources of self-efficacy</li> <li>o Social Learning theory</li> <li>o Aligning training design with learning process: Gagne's 9</li> <li>o Events of instruction</li> <li>o Resistance in learning</li> <li>o Environmental factors of resistance</li> <li>o Individual factors of resistance</li> <li>o Burgoyne and Stuart study:</li> <li>o application of adult learning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Class Task</li> </ul>	Assignment, Quiz, Midterm Exam, Term Project and Final Exam	CLO5, CLO4 CLO1
4	<ul style="list-style-type: none"> <li>● <b>Training Tools</b> <ul style="list-style-type: none"> <li>o SMART Objectives</li> <li>o GANTT CHART</li> <li>o Project Discussion and Instruction</li> <li>o Assignment Discussion and Instruction</li> <li>o ILO and UDHR</li> <li>o LR</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Class</li> </ul>	Quiz, Midterm Exam, Term Project and Final Exam	CLO2, CLO6 CLO4
5	<ul style="list-style-type: none"> <li>● <b>Training Need Analysis</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Training need analysis</li> <li>o <i>TNA Model</i></li> <li>o <i>Approaches to TNA</i></li> <li>o <i>Process model of performance discrepancy</i></li> <li>o <i>Organizational, Operational and Person analysis</i></li> <li>o <i>Need analysis of non-training</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz, Midterm Exam, Term Project and Final Exam	CLO1, CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>TNA (Case -Study Discussion)</b> <ul style="list-style-type: none"> <li>o <i>needs when no KSA deficiency</i></li> <li>o <i>Need analysis of non-training</i></li> <li>o <i>Needs with KSA deficiency</i></li> <li>o <i>Inputs for training design</i></li> <li>o <i>Types of cost in training program</i></li> <li>o <i>Developing training objectives</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz, Midterm Exam, Term Project and Final Exam	CLO2, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Compensation and discrimination</b> <ul style="list-style-type: none"> <li>o Considerations in diversified organizations</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving Case studies		CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>o Gender issues and compensation</li> <li>o Remote work and compensation</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Types of training approaches</b> <ul style="list-style-type: none"> <li>o Determining training methods</li> <li>o based of approaches</li> <li>o Lecture method and how to avoid errors in lecture</li> <li>o Demonstration</li> <li>o Equipment simulators</li> <li>o Business Games</li> <li>o In basket technique</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz, Midterm Exam, Term Project and Final Exam	CLO2, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Diversification and portfolio Risk</b> <ul style="list-style-type: none"> <li>o Asset Allocation with Two Risky assets</li> <li>o The Optimal Risky Portfolio with Risk-Free Asset</li> <li>o Efficient Diversification with many Risky Assets</li> <li>o A Single-Index Stock Market</li> <li>o Risk Pooling, Risk Sharing, and Time Diversification</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>Class Task</li> </ul>	Quiz, Term Project and Final Exam	CLO2
10	<ul style="list-style-type: none"> <li>● <b>Efficient Case study</b> <ul style="list-style-type: none"> <li>o On the job training methods</li> <li>o Audio-visual enhancement to training</li> <li>o Development of strategy</li> <li>o Preparing instructional strategy</li> <li>o Various seating arrangement style</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz, Term Project and Final Exam	CLO2, CLO5, CLO6
11	<ul style="list-style-type: none"> <li>● <b>Partial/ Project Submission and Presentation</b> <ul style="list-style-type: none"> <li>o Field Visit</li> <li>o Chap 8</li> <li>o The Alternatives to developing training</li> <li>o Implementation ideas for trainer</li> <li>o Implementation phase</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz, Term Project and Final Exam	CLO6 CLO5, CLO3
12	<ul style="list-style-type: none"> <li>● <b>Chap 8 (continued)</b> <ul style="list-style-type: none"> <li>o Chap 9</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>		

	<ul style="list-style-type: none"> <li>o How Purpose and types of training</li> <li>o evaluation</li> <li>o Types of outcome evaluation</li> <li>o Methods of collecting data for</li> <li>o reaction outcome</li> <li>o Methods of collecting data for</li> <li>o Learning outcome</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Class Task</i></li> </ul>	Quiz, Term Project and Final Exam	CLO5, CLO3, CLO6
13	<ul style="list-style-type: none"> <li>● <b>Chap 9</b> (<i>continued</i>)</li> <li>o Arbitrage Methods of collecting data for</li> <li>o behavior outcome</li> <li>o Methods of collecting data for</li> <li>o result outcome</li> <li>o Training cost evaluation</li> <li>o Arbitrage Methods of collecting data for</li> <li>o behavior outcome</li> <li>o Methods of collecting data for</li> <li>o result outcome</li> <li>o Training cost evaluation</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Quiz, Term Project and Final Exam	CLO2, CLO5, CLO6
14	<ul style="list-style-type: none"> <li>● <b>Chap 9</b> (<i>continued</i>)</li> <li>o Training on Being Kind and Respectful</li> <li>o Submission of Projects and</li> <li>o Presentation</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>	Ch. 11 Group Class Task	CLO4, CLO5

## MGT424 Employee and Labor Relations

### A. Course General Information:

<b>Course Code:</b>	MGT424
<b>Course Title:</b>	Employee and Labor Relations
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:



The module explores the terrain of employee relations, building from the country to wider international experience. It examines the historical development of the national employee relations contexts within which organizations operate and the continuing diversity of these national contexts in the face of the apparent pressures of globalization. The module also considers the implications of employee relations contexts for management and for organizational performance, and assesses whether managements may actively deploy partnership approaches to secure collective employee voice without conflict.

### C. Rationale of the Course:

This course is part of the Major Courses in the area of Human Resource Management in the undergraduate program. It focuses on the essential elements of Industrial Relations. The nature of the work is changing in the organizations. These all impact the Industrial Relations in the workplace. Hence, it is essential to have knowledge about it. It is taken by students when they major or minor in Human Resource Management.

### D. Course Objectives (COs):

The major objectives are to:

1. Explain employee relations approaches when examining the employment relationship;
2. Discuss main actors in employee relations;
3. Familiarize implications of unions, collective bargaining, works councils and joint regulation in different countries in the South Asian region and beyond;
4. Discuss implications of legal or statutory regulation of the employment relationship;
5. Familiarize forces shaping unionism and joint regulation across countries with which Bangladesh has business ties;

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate a clear conceptual and theoretical understanding of employee and labor relations theories
<b>CLO2</b>	Critically assess the various procedural agreements including, industrial dispute, grievance, and disciplinary matters in Bangladesh and beyond Labor Law 2006 & 2013.
<b>CLO3</b>	Attain global perspectives on Employee and Labor Relations Management
<b>CLO4</b>	Develop an in-depth understanding on employee relations issues from different perspectives.
<b>CLO5</b>	Assess an in-depth understanding on industrial relations issues from different perspectives.

### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						

CLO3			✓					
CLO4								✓
CLO5						✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● Industrial Relations Perspectives:</b> <ul style="list-style-type: none"> <li>o Unitary, Pluralistic and Marxist perspective;</li> <li>o nature of Industrial relations and labor practice in Bangladesh</li> <li>o Lecture and group discussion on the application of the theories</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
2	<b>● Trade Union:</b> <ul style="list-style-type: none"> <li>o Development, structure &amp; its function;</li> <li>o Trade union in Bangladesh;</li> <li>o Trade union in the manufacturing industry</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
3	<b>● Trade Union:</b> <ul style="list-style-type: none"> <li>o Role of employer and government;</li> <li>o Functions of collective bargaining in Bangladesh</li> <li>o trade union and employee relations</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
4	<b>● Economic, Social, legal, and political environment</b> <ul style="list-style-type: none"> <li>o Perspectives of Bangladesh Labor Law;</li> <li>o Labor law 2006 &amp; Amendment of Labor Law 2013: Applications</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
5	<b>● Industrial Action and Industrial Dispute</b> <ul style="list-style-type: none"> <li>o Different forms of industrial action;</li> <li>o Industrial Dispute:</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2

	<ul style="list-style-type: none"> <li>o reason, types, and pattern of Industrial Action and Industrial Dispute;</li> </ul>			
6	<ul style="list-style-type: none"> <li>● <b>Industrial Action and Industrial Dispute</b> <ul style="list-style-type: none"> <li>o practice of industrial dispute in Bangladesh;</li> <li>o different types of strike and industrial actions</li> </ul> </li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Psychological contract</b> <ul style="list-style-type: none"> <li>o Definition of Psychological Contract</li> <li>o Breach of Psychological Contract</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>		Midterm Examination	
8	<ul style="list-style-type: none"> <li>● <b>Industrial Relations Perspectives</b> <ul style="list-style-type: none"> <li>o Trade Union</li> <li>o Economic, Social, Legal and Political Environment</li> <li>o Industrial Action and Industrial Dispute</li> <li>o Psychological Contract</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Exam, Final Exam	CLO1, CLO2
9	<ul style="list-style-type: none"> <li>● <b>Disciplinary actions</b> <ul style="list-style-type: none"> <li>o Forms of Disciplinary actions and possible outcomes,</li> <li>o Responding to poor employee performance;</li> <li>o Grievance: forms, cause and effective procedures</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3
10	<ul style="list-style-type: none"> <li>● <b>Industrial Relations and Conflict Management</b> <ul style="list-style-type: none"> <li>o Different forms of conflict;</li> <li>o Different forms of bullying and harassment at work</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4
11	<ul style="list-style-type: none"> <li>● <b>Employee engagement:</b> <ul style="list-style-type: none"> <li>o Nature, forms and outcomes of employee engagement;</li> <li>o Strategies for engagement</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3

12	<ul style="list-style-type: none"> <li>● <b>Grievance, Discipline and Redundancy Procedures</b> <ul style="list-style-type: none"> <li>o Understanding of Grievance processes</li> <li>o Use of the above procedures in the organizations</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4
13	<ul style="list-style-type: none"> <li>● <b>Accord and Alliance</b> <ul style="list-style-type: none"> <li>o Objective, structure and role of</li> <li>o Accord, Alliance</li> <li>o Impact of Accord and Alliance on Bangladesh IR system</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4
14	<ul style="list-style-type: none"> <li>● <b>Group presentation</b></li> <li>● <b>Review and Wrap-Up</b></li> </ul>			

## MGT425 Manpower Planning and Forecasting

### A. Course General Information:

<b>Course Code:</b>	MGT425
<b>Course Title:</b>	Manpower Planning and Forecasting
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalogue Description:

This course is part of the Major Courses in the area of Human Resource Management in the undergraduate program. It focuses on the essential elements of Manpower Planning and Forecasting. The world of work is changing due to various internal and external forces. These all impact the planning of the employees in the workplace. Hence, it is essential to have knowledge about this process and how it can be done in a way which is good for the employees and the employer.

### C. Rationale of the Course:

This course is part of the Major Courses in the area of Human Resource Management in the undergraduate program. It focuses on the essential elements of Manpower Planning and Forecasting. The world of work is changing due to various forces. These all impact the planning of the employees in the workplace. Hence, it is essential to have knowledge about it and how it can be done in a better way.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Explain organizational strategies and the benefits of strategic planning in order to get competitive advantage.
2. Clarify how the environmental factors such as the economy, competition, legislation affect etc. and how they impact the Human Resources Planning.
3. Familiarize various HR topics which are related to Manpower Planning including; job analysis, forecasting, succession planning, downsizing and restructuring in both local and global contexts.
4. Develop student's knowledge on application of the HRP Processes in the various real-life contexts.
5. Build the skill necessary to address how HRP can contribute to the overall success of the organization.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Evaluate the organization's strategies to gain competitive advantage.
<b>CLO2</b>	Recognize the environmental factors such as the economy, competition, legislation and their impact on the Human Resources Planning
<b>CLO3</b>	Assess the various components of Manpower Planning for greater solutions to challenges.
<b>CLO4</b>	Recognize various tools to implement the Manpower Planning Processes in the various real life contexts.
<b>CLO5</b>	Analyze the effectiveness of Manpower Planning in the organization towards sustainability.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>			✓					
<b>CLO3</b>		✓						
<b>CLO4</b>					✓			
<b>CLO5</b>						✓		

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>• Introduction to HR Planning:</b> <ul style="list-style-type: none"> <li>o Nature and Scope of HRP</li> <li>o Concept &amp; Meaning of HRP</li> <li>o Strategic planning process</li> <li>o Strategic types</li> <li>o Benefits of strategy formulation</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1

2	<ul style="list-style-type: none"> <li>● <b>Aligning HR with Strategy</b> <ul style="list-style-type: none"> <li>o Linkages with Business Planning &amp; Strategies;</li> <li>o Benefits of HRP - Elements &amp; Process of HRP</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
3	<ul style="list-style-type: none"> <li>● <b>Aligning HR with Strategy</b> <ul style="list-style-type: none"> <li>o Linking HR process to strategy</li> <li>o Becoming more strategic</li> <li>o HRM making strategic contributions</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>Preparing for HR:</b> <ul style="list-style-type: none"> <li>o Job Analysis,</li> <li>o Human Resource Management/Information System -</li> <li>o Environmental Scanning</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Forecasting</b> <ul style="list-style-type: none"> <li>o Forecasting HR Requirements:</li> <li>o Benefits of HR Forecasting - Planning Horizon</li> <li>o The value of human capital to the firm</li> <li>o Key human capital analysis conducted by HR forecasters</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
6	<ul style="list-style-type: none"> <li>● <b>HR Demand</b> <ul style="list-style-type: none"> <li>o Demand and Supply Side Forecasting;</li> <li>o Forecasting Net HR Requirements</li> <li>o Forecasting demand</li> <li>o Quantitative methods</li> <li>o Qualitative forecasting techniques</li> <li>o HR Budget/staffing tables</li> <li>o Combining quantitative and qualitative method</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Aligning HRM with Strategy Formulation</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Aligning HR with Strategy</li> <li>o Job Analysis</li> <li>o HR Forecasting</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2

	<ul style="list-style-type: none"> <li>o HR Demand</li> </ul>			
	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<ul style="list-style-type: none"> <li>● <b>Succession Management</b> <ul style="list-style-type: none"> <li>o Importance of Succession Management;</li> <li>o Evolution of Succession Management;</li> <li>o Succession Management Process</li> </ul> </li> </ul>		Assignment, Quiz, Final Exam	CLO5
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Employee Competencies</b> <ul style="list-style-type: none"> <li>o Competencies in Training &amp; Development</li> <li>o Competencies in Career Planning</li> <li>o Training for competencies</li> <li>o Diversity and competencies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>HR Program Implications</b> <ul style="list-style-type: none"> <li>o Selected Strategic Options</li> <li>o HRP Implications</li> <li>o Organizational Downsizing &amp; Restructuring</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>HR Operations in Globalized business world</b> <ul style="list-style-type: none"> <li>o Globalization of Operations</li> <li>o Mergers &amp; Acquisitions – Outsourcing</li> <li>o Challenges in merger and acquisition</li> <li>o National and international mergers and acquisitions</li> <li>o Technologies for mergers and acquisitions</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4, CLO5
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>HR Program Evaluation</b> <ul style="list-style-type: none"> <li>o Importance of Evaluation Criteria &amp; Techniques of Evaluation</li> <li>o Cost-Benefit Assessments</li> <li>o Audits, Utility Analysis &amp; Impact Studies</li> <li>o Client Satisfaction</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Strategic International HRM</b> <ul style="list-style-type: none"> <li>o Key challenges influencing HR practices and processes</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO2, CLO5

	<ul style="list-style-type: none"> <li>o Strategic international human resource management</li> <li>o Key HR practices and process within an international context</li> <li>o International human capital demand and supply</li> <li>o International Recruitment and select</li> <li>o Training for international team and groups</li> </ul>			
14	<ul style="list-style-type: none"> <li>● Group Presentation and Course Wrap-Up</li> </ul>			CLO1, CLO4, CLO5

## MGT427 Strategic Human Resource Management

### A. Course General Information:

<b>Course Code:</b>	MGT427
<b>Course Title:</b>	Strategic Human Resources Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Human Resource Management, Elective for Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

These subject tackles strategic human resources management issues raised by the emergence of the global operating context that most, if not all, businesses face today. Strategic Human Resource Management became increasingly popular after the 2000s. It aims to align the focus of HRM with the focus of the business strategies. Strategic HRM is all about achieving business objectives through smarter Human Resource Management. An evaluation of strategic human resources management (SHRM) to debate the nature and practicality of human resource management (HRM) at a strategic level using examples from private, public and development sectors. The course sheds light into the global and local HRM issues and challenges and how to strategically align them with an organization's objectives.

### C. Rationale of the Course:

This intermediate-level concentration/specialization course is required for learners with a major in Human Resources Management and an optional course for students wishing to do a minor in Human Resources Management. It builds on the knowledge and skills developed in the prerequisite course –



MGT301- Human Resources Management. All BBA learners with a major in Human Resources Management are expected to gain an in-depth understanding of how their work is related with an organization strategy. The lessons of this course will enable them to offer strategic HR solutions to the problems faced by the management.

#### D. Course Objectives (COs):

The course objectives are to:

1. Demonstrate a Human Resource strategic plan that allows implementation of the business strategies.
2. Guide students on how to think systematically and strategically about aspects of managing the organization's valuable human assets.
3. Explain what really needs to be done to implement HR policies and to achieve competitive advantage.
4. Familiarize the evolving nature of Human Resource Management in becoming Strategic Partner in the organizations.
5. Discuss about HR Information Systems and effective usage of the data for managerial decision making.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Identify how the HR principles, functions and operations of businesses differ depending on their strategy.
<b>CLO2</b>	Recognize the challenges, risks and opportunities that are emerging for the management as a result of changes in the business environment due to globalization.
<b>CLO3</b>	Analyze real world business problems through cases and term paper and present an HR based solution at an effective and efficient manner
<b>CLO4</b>	Identify how HR can strategically assist the organization to keep ethics, society, diversity and teamwork at the center of all strategies
<b>CLO5</b>	Evaluate how traditional works of HRM (Like: HR planning, training, staffing, compensation) can be used to solve problems and make sound decisions within the strategic contexts of the organization.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓						
<b>CLO2</b>					✓		
<b>CLO3</b>			✓				
<b>CLO4</b>				✓			
<b>CLO5</b>		✓					

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>An Investment Perspective of Human Resource Management</b> <ul style="list-style-type: none"> <li>o Strategic view of Human resources management</li> <li>o HR value chain</li> <li>o Types of organization asset</li> <li>o Sources of employee value</li> <li>o Investment orientation</li> <li>o Effective HRM practices</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO1, CLO3
2	<ul style="list-style-type: none"> <li>● <b>Trends affecting Human Resource Management</b> <ul style="list-style-type: none"> <li>o Major factors affecting HRM</li> <li>o Technology Changes for HRM</li> <li>o Workforce demographic changes and diversity</li> <li>o Ethical behavior</li> <li>o CSR</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO2, CLO4
3	<ul style="list-style-type: none"> <li>● <b>Strategic Management</b> <ul style="list-style-type: none"> <li>o Strategic HRM</li> <li>o Strategic management process</li> <li>o Models of Strategy</li> <li>o Business unit strategy</li> <li>o Corporate strategy</li> <li>o 5p model of SHRM</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>The Evolving/Strategic Role of Human Resource Management</b> <ul style="list-style-type: none"> <li>o Ulrich's model of HR function</li> <li>o Traditional vs Strategic HR</li> <li>o HR roles in knowledge-based economy</li> <li>o Antecedents and consequences of employee engagement</li> <li>o Outsourcing and remodeling of HRM</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment (Graded), Quiz, Midterm Exam, Final Exam	CLO2,CLO1

5	<ul style="list-style-type: none"> <li>● <b>Human Resource Planning</b> <ul style="list-style-type: none"> <li>o Definition of HRP</li> <li>o Types of proactive and reactive HR</li> <li>o Strategic levels of HR</li> <li>o Types of planning</li> <li>o Forecasting demand and supply</li> <li>o Balancing workforce supply and demand</li> <li>o Succession planning</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Graded), Quiz, Midterm Exam, Final Exam	CLO5
6	<ul style="list-style-type: none"> <li>● <b>Design and Redesign of Work Systems</b> <ul style="list-style-type: none"> <li>o Design of work systems</li> <li>o Five core job characteristics</li> <li>o The employee life cycle</li> <li>o Types of task interdependence</li> <li>o Redesigning of work: Offshoring, outsourcing, Mergers and acquisition</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving, Group work	Assignment (Graded), Quiz, Midterm Exam, Final Exam	CLO1, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Contd. of Design and Redesign of Work Systems</b></li> <li>● <b>Review</b></li> </ul>	Lecture, Discussions, Case, Problem solving, Group work	Assignment (Graded), Quiz, Midterm Exam, Final Exam	CLO1, CLO5
	● <b>Midterm Examination</b>			
8	<ul style="list-style-type: none"> <li>● <b>Staffing</b> <ul style="list-style-type: none"> <li>o Role of staffing in strategy</li> <li>o Lepak and Snell quadrant</li> <li>o Recruiting: Temporary vs permanent employees</li> <li>o Recruiting: Internal vs external employees</li> <li>o Recruiting: Active vs passive recruiting</li> <li>o Methods of strategic recruiting</li> <li>o Issues related to recruitment and selection</li> <li>o New trends in recruiting and selection</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1, CLO5

9	<ul style="list-style-type: none"> <li>● <b>Training and development</b> <ul style="list-style-type: none"> <li>o Differences between training and development</li> <li>o Centralized vs decentralized training</li> <li>o Personalizing and strategizing training</li> <li>o Organizational development</li> <li>o Strategies that Impact the Transfer of Learning</li> <li>o PDCA checklist for training</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Performance Management and Feedback</b> <ul style="list-style-type: none"> <li>o Performance feedback vs performance appraisal</li> <li>o Strategic management in performance appraisal systems</li> <li>o Measures of evaluation</li> <li>o Why performance management system fails</li> <li>o Strategies for improving performance appraisal system</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Compensation</b> <ul style="list-style-type: none"> <li>o Importance of compensation</li> <li>o Compensation system</li> <li>o Equity theory of motivation and its strategic significance</li> <li>o Job evaluation for determining compensation</li> <li>o Employee Relations</li> <li>o Decline of union membership</li> <li>o Why employees unionize</li> <li>o Alternative forms of representation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Employee Separation and Retention Management</b> <ul style="list-style-type: none"> <li>o Causes of employee turnovers</li> <li>o Workforce management strategies</li> <li>o Performance replaceability strategy matrix</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO5

	o Outcomes of Managed Turnover and Retention			
13	<ul style="list-style-type: none"> <li>● <b>Global Human Resource Management</b> <ul style="list-style-type: none"> <li>o Requirements of International HRM</li> <li>o Strategies for expanding internationally</li> <li>o Hofstede's culture difference dimensions</li> <li>o Hall's model of cultural differences</li> <li>o Determining expatriate compensation</li> <li>o Repatriation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper	CLO2, CLO4
14	● <b>Group Presentations and Review</b>			

## MGT431 Industrial Psychology

### A. Course General Information:

<b>Course Code:</b>	MGT431
<b>Course Title:</b>	Industrial Psychology
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Industrial Psychology can be broadly conceived as the study of the application of psychology to the workplace. It deals with the qualitative aspect of human resources, and tries to explain the relationship between employee feelings and work behavior. Industrial psychology refers to the applied organizational psychology used to study, analyze and understand human behavior in the workplace, mainly how business works and how employees' function.

### C. Rationale of the Course:

This course is an optional elective in the Human Resource management stream. It is designed for students who want to get a deeper perspective of Employer-Employee relations and how this affects the functioning of business. It is essential for students to understand and appreciate the qualitative nature of work, motivational psychology and how feelings and emotions manifest themselves in work

behavior. This will enable students to enter the workforce with thorough knowledge and appreciation of the importance of human psychology on work behavior.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Explain the process of how psychological methods and theories are applied in industrial and organizational settings.
2. Demonstrate in-depth knowledge integrating application of psychology in job analysis, recruitment and selection, training and development, performance appraisal, work motivation, work attitudes, work efficiency, leadership, and occupational health psychology.
3. Clarify the importance of psychology at work, and how emotions ultimately affect work performance.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Recognize a thorough and clear understanding of the principles of industrial psychology, have an in-depth understanding of work-family conflict and provide innovative ideas.
<b>CLO2</b>	Assess relevant psychological principles to the workplace.
<b>CLO3</b>	Evaluate analytical and problem-solving skills through different case analysis.
<b>CLO4</b>	Identify diverse human relations problems in the workplace and learn how to deal with them efficiently.
<b>CLO5</b>	Solve qualitative work problems using principles of Organizational Psychology.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>			✓					
<b>CLO4</b>								✓
<b>CLO5</b>								✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	● Overview of the course	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm	CLO1, CLO2

	<ul style="list-style-type: none"> <li>o Job Analysis</li> <li>Introduction and overview of the course</li> <li>o Purpose of job analysis</li> <li>o Methods of job analysis</li> <li>o Job evaluation</li> <li>o Reliability and validity of job analysis</li> <li>o Job evaluation</li> </ul>		Exam, Final Exam	
2	<ul style="list-style-type: none"> <li>● <b>Job Analysis (cont.)</b></li> <li>o Assessment Methods for Selection and Placement</li> <li>o Job-related characteristics; psychological tests; ability tests;</li> <li>o knowledge and skill test; personality test; emotional</li> <li>o intelligence test; drug testing; biographical information;</li> <li>o electronic assessment; biographical information; interviews; work</li> <li>o samples; assessment centers; Industrial psychology in practice</li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
3	<ul style="list-style-type: none"> <li>● <b>Contd.</b></li> <li>o HR Article Review: "Generational Tendencies"</li> <li>o Understanding differences between generations in terms of their working habits, culture and preferences.</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4, CLO5
4	<ul style="list-style-type: none"> <li>● <b>Performance Appraisal</b></li> <li>o Performance appraisal and industrial psychology</li> <li>o Performance criteria; methods for assessing job performance;</li> <li>o Issues and challenges of performance appraisal</li> </ul>		MCQ based exam	CLO1, CLO2, CLO5

5	<ul style="list-style-type: none"> <li>● <b>Psychological Issues in Training and development</b> <ul style="list-style-type: none"> <li>o Methods and procedures of selecting employees; international difference in selection practices</li> <li>o Psychological issues in selecting employee</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Feelings about work: job attitudes and emotions</b> <ul style="list-style-type: none"> <li>o Emotions and feelings at work; Assessment of job satisfaction</li> <li>o Antecedents of job satisfaction; person-job fit; emotional labor and dissonance;</li> <li>o Causes and consequences of emotions at work.</li> </ul> </li> </ul>		Written Exam consisting of MCQ + Open-ended Questions	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid Term Exam</b></li> </ul>		Midterm Exam	CLO1, CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Questions will consist of MCQ's + Descriptive (open-ended) questions</b> <ul style="list-style-type: none"> <li>o Negotiations in the workplace; How to approach salary negotiations with prospective candidates;</li> <li>o How to successfully prepare for collective bargaining negotiations.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
8	<ul style="list-style-type: none"> <li>● <b>Occupational Health Psychology</b> <ul style="list-style-type: none"> <li>o Skill Assignment</li> <li>o Occupational health and safety; concept of work-family conflict;</li> <li>o Occupational stress and burnout; relation between work schedule and employee wellness</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Productive and Counterproductive Employee Behavior</b></li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4, CLO5



	<ul style="list-style-type: none"> <li>o Productive behavior and job performance; motivation and performance;</li> <li>o Personal characteristics and performance; impact of counterproductive behavior at work.</li> </ul>			
10	<ul style="list-style-type: none"> <li>● <b>Leadership Psychology</b> <ul style="list-style-type: none"> <li>o Psychological aspects in leadership; path-goal leadership theory;</li> <li>o Leader-member exchange theory; women in leadership position;</li> <li>o Gender and leadership style; cross-cultural issues in leadership</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, MCQ Quiz, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Becoming and Ethical Leader</b> <ul style="list-style-type: none"> <li>o Agency and ethical leadership</li> <li>o Personal responsibility</li> <li>o Moral guidance for ethical leadership</li> <li>o A code of conduct for ethical leaders</li> <li>o Corporate Governance</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>In-Class Exercise: “Stress Management”: How to manage employees who are dealing with Stress”</b></li> </ul>	Lecture, Group Work	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Power in the Workplace</b> <ul style="list-style-type: none"> <li>o Types of Power</li> <li>o Effects of Power</li> <li>o How to manage Power-Distance Relationships in the Workplace</li> </ul> </li> </ul>		Assignment, Final Exam	CLO1, CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Group Presentation</b> <ul style="list-style-type: none"> <li>o Groups will present in teams of 5. Each presentation will last 10 minutes. Instructions will be given beforehand.</li> </ul> </li> </ul>		Verbal Presentations	CLO1, CLO3, CLO4, CLO5

## **MGT432 International and Comparative HRM**

### **A. Course General Information:**

<b>Course Code:</b>	MGT432
<b>Course Title:</b>	International and Comparative HRM
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

International Human Resource Management (IHRM) will provide the students a broad guide on how to manage employees in local and internal contexts. The course will also aim to clarify the process of internationalization, with a particular focus on the transnational firms around the world. The learners will also get the traditional strategies for internationalization and how such strategies get executed through human resource management (HRM). Students will develop an understanding of international HR issues, design compensation and reward of multi-cultural workforce, international business structures and processes and international assignments and motivation. The course will help the students to compare and contrast local versus MNCs' operations to learn to adapt businesses to suit local needs and global challenges as well.

### **C. Rationale of the Course:**

The course accommodates the current and emerging concepts and theories relating to the international human resource management from different nationalities in different multinational organizations. The students will be able to know how managers across nations recruit employees to meet the challenges derived from the local and international competitors and events. The course will also be effective for the learners to recognize challenges and solutions in managing human resources in different organizations. This course will be a practical avenue for learners to gain contemporary and emerging issues of international IHRM.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain cultural contexts of international human resource management (IHRM) in cross-border mergers and acquisitions, international alliances and SMEs.
2. Familiarize international performance management processes for global and local markets including staffing, recruitment and selection.
3. Build student's knowledge on international training, development, careers and talent

4. Clarify international compensation aspects and international industrial relations maintaining the IHRM trends and future challenges

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Assess multi-cultural contexts of international human resource management (IHRM) concepts and theories
<b>CLO2</b>	Recognize international performance management and strategies to source human resources for global and local markets for diversification.
<b>CLO3</b>	Identify skills and knowledge on international training, development, careers and talent.
<b>CLO4</b>	Apply international compensation and reward systems for the individual and team development.
<b>CLO5</b>	Analyze international industrial relations maintaining the IHRM trends and future challenges.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>					✓			
<b>CLO4</b>						✓		
<b>CLO5</b>								✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction to IHRM</b> <ul style="list-style-type: none"> <li>o Defining IHRM</li> <li>o Difference between domestic and international HRM</li> <li>o The overview of cultural environment and IHRM</li> <li>o The changing view of IHRM</li> <li>o Understanding strategic view of IHRM</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Quiz, Midterm, and Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>The cultural Context of IHRM</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Development of culture and its influence on IHRM</li> </ul> </li> </ul>		Assignment, Quiz, Midterm, and Final Exam	

	<ul style="list-style-type: none"> <li>o Hofstede Cultural Dimensions and IHRM</li> <li>o Examine neo-liberal and neo corporist prescriptions for institutional structuring and Marxist</li> <li>o comprehend the concept of national/regional business systems</li> <li>o Comprehend and criticize major cultural theories</li> <li>o psychological contract across national contexts</li> <li>o Comparative anthropology (Kluckhohn and Strodtbeck's Framework)</li> </ul>	Lecture and Discussions		CLO1
3	<ul style="list-style-type: none"> <li>● <b>Organizational context</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Factors driving standardization</li> <li>o factors driving localization</li> <li>o the path to global status</li> <li>o Control mechanisms</li> <li>o International growth places demand on management and HRM</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Quiz, Midterm, and Final Exam	CLO3
4	<ul style="list-style-type: none"> <li>● <b>IHRM in cross border</b> <ul style="list-style-type: none"> <li>o Cross border Merger and Acquisition</li> <li>o Cross border International Alliances and SMEs</li> <li>o International Equity joint ventures</li> <li>o International SMEs</li> <li>o Sharing HR resources in the different companies in different countries</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Quiz, Midterm, and Final Exam	CLO4

5	<ul style="list-style-type: none"> <li>● <b>Sourcing human resources for global market</b> <ul style="list-style-type: none"> <li>o Approaches to staffing</li> <li>o transferring staff for international business activities</li> <li>o Roles of expatriates</li> <li>o role of non-expatriates</li> <li>o role of inpatriates</li> <li>o recruitment and selection of international managers</li> <li>o failures and success in recruiting expatriates</li> <li>o Selection process in practice for expatriates</li> <li>o dual career couples</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Quiz, Midterm, and Final Exam	CLO2
6	<ul style="list-style-type: none"> <li>● <b>International performance management</b> <ul style="list-style-type: none"> <li>o Multinational performance management</li> <li>o control and performance management</li> <li>o performance management of international employees</li> <li>o performance appraisal of international employees</li> <li>o Appraisal and remuneration</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Quiz, Midterm, and Final Exam	CLO2
7	<ul style="list-style-type: none"> <li>● <b>International Training, Development and Careers</b> <ul style="list-style-type: none"> <li>o components of effective pre-departure training programs</li> <li>o the effectiveness of pre-departure training</li> <li>o developing staff through international assignments</li> <li>o trends in international training and development</li> <li>o re-entry and career issues</li> <li>o the repatriation processes</li> <li>o individual reactions to re-entry</li> <li>o responses by the MNC</li> <li>o designing a repatriation program</li> </ul> </li> </ul>	Lecture and Discussions	<b>Assignment Presentation</b>	CLO2 CLO4 CLO5

	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>International Compensation</b> <ul style="list-style-type: none"> <li>o international compensation and reward systems</li> <li>o key components of an international compensation program for expatriates</li> <li>o approaches to international compensation of expatriates</li> <li>o tentative conclusions: patterns in complexity, challenges and choices</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Quiz, Term Project and Final Exam	CLO2
9	<ul style="list-style-type: none"> <li>● <b>International Industrial Relations and the Global Institutional Context</b> <ul style="list-style-type: none"> <li>o key issues in international industrial relations</li> <li>o trade unions and international industrial relations</li> <li>o the response of trade unions to MNEs</li> <li>o regional integration: The European Union (EU)</li> <li>o Commonwealth</li> <li>o Brics</li> <li>o ASEAN</li> <li>o SAARC</li> <li>o G7</li> <li>o G20</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Term Project and Final Exam	CLO4 CLO5
10	<ul style="list-style-type: none"> <li>● <b>International Industrial Relations and the Global Institutional Context</b> <ul style="list-style-type: none"> <li>o the issue of social 'dumping'</li> <li>o codes of conduct – monitoring HRM practices around the world</li> <li>o Non–government organizations (NGO)</li> <li>o Managing Human Resources in 'Offshoring Countries'</li> <li>o Offshoring and HRM in India</li> <li>o Offshoring and HRM in China</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Term Project and Final Exam	CLO4 CLO5

11	<ul style="list-style-type: none"> <li>● <b>IHRM Trends and Future Challenges</b> <ul style="list-style-type: none"> <li>o International business ethics and HRM</li> <li>o Mode of operation and IHRM</li> <li>o Ownership issues relating to IHRM requirements of organizations other than the large multinational, such as non-government organizations (NGOs)</li> <li>o Challenges in an uncertain world: Safety, security and counterterrorism</li> <li>o Safety, security and terrorism issues</li> <li>o External and organizational factors impacting IHRM</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Term Project and Final Exam	CLO4 CLO5
12	<ul style="list-style-type: none"> <li>● <b>The political and regulatory environment</b> <ul style="list-style-type: none"> <li>o Political systems and IHRM</li> <li>o government, business and society</li> <li>o government view of business</li> <li>o view of foreign business</li> <li>o positives of foreign direct investment and IHRM</li> <li>o negatives of foreign direct investment and IHRM</li> <li>o incentives and restrictions</li> <li>o types of political risks</li> <li>o assessment and management of political risks for better IHRM</li> </ul> </li> </ul>	Lecture and Discussions	Quiz, Term Project and Final Exam	CLO4 CLO5
13	<ul style="list-style-type: none"> <li>● <b>Management and Development in Emerging Market Multinationals</b> <ul style="list-style-type: none"> <li>o Defining IHRM and EMNEs</li> <li>o The Role of International HRM and Development in the Internationalization of EMNEs</li> <li>o Home and Host Country Influence on the International Adaptation of HRM in</li> </ul> </li> </ul>	Lecture and Discussions		

	Subsidiaries of EMNEs in Advanced Economies			
14	<ul style="list-style-type: none"> <li>• Group and Individual Presentation</li> <li>• Review for Final Examination</li> </ul>	Discussions		

## MGT433 Conflict Management and Negotiation Tactics in Workplace

### A. Course General Information:

<b>Course Code:</b>	MGT433
<b>Course Title:</b>	Conflict Management and Negotiation Tactics in Workplace
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The course intends to equip students with the knowledge of essential toolkits to deal with conflict and negotiation within an organization. The core focus of the course is to provide a systematic introduction of concepts, theories, and practices in the context of enhancing students' understanding of conflict and negotiation related situations in an organization. The course emphasizes on covering strategies for the students to undertake value-creating approaches in dealing with conflict and negotiation situations to fulfil the needs of today's dynamic business environment.

### C. Rationale of the Course:

This course is an optional course in the Bachelors of Business Administration Program. This course will provide understanding of the conflict management function. Conflicts form an integral part of the organization in the modern setting. This course will help the students understand the nature of conflicts and how they will be addressed and how they can be beneficial for everyone. By learning this course student will be able to deal with conflict and negotiation situations in other courses and in real life settings.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Explain the concepts, theory, processes and practices of negotiation conflict and resolution management.
2. Clarify the theories, concepts, and tactics to manage negotiations as well as professional relationship management.



3. Familiarize students with important factors like culture, political and legal issues that impact negotiation, different stakeholder's role and position, interest and group dynamics in both local and global contexts.
4. Guide students on developing strategies for negotiation in different circumstances.
5. Familiarize effective communication, problem-solving strategies and appropriate influence tactics in a given situation.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Assess conflict resolution theories, tactics and strategies.
<b>CLO2</b>	Learn negotiation theories, practices, concepts and strategies.
<b>CLO3</b>	Demonstrate understanding of how environmental factors like culture, political and legal issues may impact and conflict and negotiation process in both local and global contexts.
<b>CLO4</b>	Apply effective communication, problem-solving strategies and influence techniques appropriate for a given scenario.
<b>CLO5</b>	Recognize the roles and position of different key players while developing the conflict and resolution management and negotiation strategies ethically.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓							
<b>CLO3</b>						✓		
<b>CLO4</b>								✓
<b>CLO5</b>							✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Basic Issues of Conflict</b> <ul style="list-style-type: none"> <li>o Understand the significance of Conflict Management</li> <li>o Know different viewpoints of conflict and the nature of conflict</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Midterm, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Types of Conflict</b> <ul style="list-style-type: none"> <li>o Identify the different types of conflict</li> <li>o Describe the perspectives of conflict</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Midterm, Final Exam	CLO1

	<ul style="list-style-type: none"> <li>o Describe the basic types of conflict</li> </ul>			
3	<ul style="list-style-type: none"> <li>● <b>Levels of Conflict</b> <ul style="list-style-type: none"> <li>o Understand the different levels of conflict</li> <li>o Understand the aspects of interpersonal conflict</li> <li>o Understand different stages of conflict episode, behavioral indicators and how to assess them</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Midterm, Final Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>Sources of Conflict</b> <ul style="list-style-type: none"> <li>o Know the basic factors leading to conflict</li> <li>o Understand specific reasons that lead to intra-personal conflict</li> <li>o Know issues that can cause interpersonal conflict</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Midterm, Final Exam	CLO1
5	<ul style="list-style-type: none"> <li>● <b>Classifying Conflict</b> <ul style="list-style-type: none"> <li>o Understand the different classification of conflicts</li> </ul> </li> </ul>		Quiz, Midterm, Final Exam	CLO1
6	<ul style="list-style-type: none"> <li>● <b>Effects of Conflict</b> <ul style="list-style-type: none"> <li>o Identify the effects of conflict</li> <li>o Understand how conflicts will have impact on different stakeholders</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Midterm, Final Exam, Assignment, Term project	CLO1, CLO4, CLO5,
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm</b></li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Measurement of Conflict</b> <ul style="list-style-type: none"> <li>o Understand how to measure the extent of conflict</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Final Exam, Assignment, Term project	CLO1, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Conflict in Organizations</b> <ul style="list-style-type: none"> <li>o Identify the different types of conflict in the organization</li> <li>o Understand how the different types of conflict affect the organization</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Final Exam, Term project	CLO1, CLO4, CLO5

9	<ul style="list-style-type: none"> <li>● <b>Conflict Management Design</b> <ul style="list-style-type: none"> <li>o Understand the importance of managing conflict</li> <li>o Discuss different techniques of reducing team conflict</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Final Exam, Term project	CLO1, CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Ethics in Conflict Management</b> <ul style="list-style-type: none"> <li>o Power: The Structure of Conflict</li> <li>o Conflict Styles</li> <li>o Emotions in Conflict</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Final Exam, Term project	CLO5
11	<ul style="list-style-type: none"> <li>● <b>What is Negotiation</b> <ul style="list-style-type: none"> <li>o Negotiation Strategies and Biases</li> <li>o Processes and Phases of Negotiation</li> <li>o Gender based Negotiation</li> </ul> </li> </ul>	Discussion and Lecture and	Quiz, Final Exam, Term project	CLO2
12	<ul style="list-style-type: none"> <li>● <b>Managing Different types of Business Negotiations</b> <ul style="list-style-type: none"> <li>o Conflict Resolution</li> <li>o Arbitration</li> </ul> </li> </ul>	Discussion and Lecture and Interactive Group Discussion	Quiz, Final Exam, Term project	CLO2, CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Cross-Cultural Negotiation</b> <ul style="list-style-type: none"> <li>o The Interplay between Culture and Negotiations; Conflict or Complementarity?</li> <li>o South Asia, Europe, China</li> <li>o The Middle East</li> <li>o Africa</li> <li>o Latin America and Mexico</li> <li>o Japan</li> <li>o USA</li> </ul> </li> </ul>	Discussion and Lecture and Interactive Group Discussion	Quiz, Final Exam, Term project	CLO3
14	<ul style="list-style-type: none"> <li>● <b>Final Presentation</b></li> <li>● <b>Course Review and Wrap up</b></li> </ul>			CLO1, CLO2, CLO4, CLO5

## MGT434 Performance Management

### A. Course General Information:

<b>Course Code:</b>	MGT434
<b>Course Title:</b>	Performance Appraisal and Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective

<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description (Content):**

The course includes performance management concepts and theories in relation to the developing and developed economies. The course accommodates principles of performance management and appraisal issues. The students will learn key processes of performance management. The course also clarifies the process of assessing and reviewing performance throughout the year with the aim of improving performance. The learners will also be able to learn various performance management roles, 360-degree feedback and administration. Moreover, this course provides the students with a comprehensive end-to-end KSA transformation and enlightens them thoroughly about these mechanisms of real corporate scenarios.

#### **C. Rationale of the Course:**

The course acts as one of the building blocks of developing an effective performance management system in today's business entities. The course is designed to help learners develop these competencies: knowledge, skills and abilities (KSA) to be efficient and effective performers in the organizations reflecting overall personal and organizational mission and vision.

#### **D. Course Objective:**

The major learning objectives of the course are to

1. Explain the basic concepts of organizational performance management system
2. Provide guideline to students to design and develop the techniques of the principles which impact how adults act as per their assigned tasks, and are able to apply their KSAs into the work settings
3. Demonstrate the mechanism to apply various techniques and methods of performance management system in distinct industrial context to preview the performances of the employees in that particular context
4. Explain the measurement processes of PMS to analyze and evaluate as well as to indicate how it assists the motivational arenas
5. familiarize students with assessment of the PMS processes as well as to Identify and critique methods to improve the positive transfer of learning and motivation for each individual employee

#### **E. Course Learning Outcomes (CLOs):**

Upon successful completion of this course, students will be able to

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Assess performance management concepts and theories align job descriptions along with job specifications for better performance appraisal
<b>CLO2</b>	Apply the concepts learned which impact the adult's performances as per their assigned tasks, and are able to apply their KSAs into the work settings
<b>CLO3</b>	Recognize various techniques and methods of performance management

<b>CLO4</b>	Critically skim through the measurement processes through PMS to identify the ways of motivational processes in the corporate arena
<b>CLO5</b>	Scrutinize the PMS processes through real life problems and case-studies relating to individuals and groups in the different organizations

**F. Mapping of Course learning Outcomes (CLOs) with Program Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>					✓			
<b>CLO3</b>				✓				
<b>CLO4</b>						✓		
<b>CLO5</b>			✓					

**G. Course plan specifying content, COs, co-curricular activities (if any), teaching learning and assessment strategy mapped with COs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction</b> <ul style="list-style-type: none"> <li>o Performance Appraisal: Research and Practice</li> <li>o Performance appraisal early history</li> <li>o Performance appraisal research</li> <li>o Historical trends</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Survey on Background and Knowledge</li> <li>● Lecture and Discussions</li> <li>● Introductory TASK</li> </ul>	Individual Class Task (Not Marked)	CLO1, CLO2
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Performance Mgt and Performance Appraisal</b> <ul style="list-style-type: none"> <li>o Four Key Challenges to PA</li> <li>o Environmental Influences</li> <li>o Defining the organization's influences</li> <li>o How the Environment Affects Appraisal</li> <li>o Research on Environmental Effects</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Class Task 2</li> </ul>	Quiz Group Class Task	CLO1, CLO4
<b>3</b>	<ul style="list-style-type: none"> <li>o <b>Obtaining Information and Evaluating Performance</b></li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> </ul>		CLO5, CLO4

	<ul style="list-style-type: none"> <li>o What should supervisors observe</li> <li>o How is information obtained?</li> <li>o Who should obtain information</li> </ul>	<ul style="list-style-type: none"> <li>● Class Task 4</li> </ul>	Individual Class Task Mid-term Final Exam	
4	<ul style="list-style-type: none"> <li>● <b>Rater Goals</b> <ul style="list-style-type: none"> <li>o Nature of goals</li> <li>o Development of goals</li> <li>o Goals as a function of</li> <li>o Subordinates' Performance</li> <li>o Raters' goals and organization's goals</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Class Task 6</li> </ul>	Group Class Task Mid-term Final Exam	CLO2
5	<ul style="list-style-type: none"> <li>● <b>Rater motivation</b> <ul style="list-style-type: none"> <li>o The psychology of leniency</li> <li>o Strategy for reducing rating inflation</li> <li>o Changing the rater versus changing the context</li> <li>o How Context Influences Performance Appraisal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● Class Task 6</li> </ul>	Group Class Task Individual Assignment Mid-term Final Exam	CLO1, CLO2
6	<ul style="list-style-type: none"> <li>● <b>How Organizations Use Performance Appraisal</b> <ul style="list-style-type: none"> <li>o Use of performance appraisal</li> <li>o Purposes of appraisal</li> <li>o Power, politics and use of appraisal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● <i>Class Task 7</i></li> </ul>	Group Class Task Individual Assignment Mid-term Final Exam Quiz	CLO2, CLO4
7	<ul style="list-style-type: none"> <li>o Conflicts among organizations</li> </ul>		Individual Assignment Mid-term Final Term Quiz	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>		<i>Midterm Exam</i>	CLO1, CLO2, CLO4
8 9	<ul style="list-style-type: none"> <li>o Giving and Receiving Feedback</li> <li>o Dealing with reactions and attitudes</li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● <i>Feedback on Quiz 1</i></li> </ul>	Individual Assignment Mid-term Final Exam Quiz	CLO2, CLO4
10 11	<ul style="list-style-type: none"> <li>● <b>Dealing with reactions and attitudes (continued)</b> <ul style="list-style-type: none"> <li>o Evaluating Performance Ratings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Lecture and Discussions</li> <li>● <i>Feedback on Quiz 1</i></li> </ul>	<b>Ch. 10 Quiz 1</b>	CLO2, CLO5

	<ul style="list-style-type: none"> <li>o Standards for Judging performance</li> <li>o Standards</li> <li>o The Comparison Process</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and Discussions</li> <li>• Quiz 2</li> </ul>	<b>Ch. 11 Quiz 2</b>	CLO5
<b>12</b>	<ul style="list-style-type: none"> <li>• <b>Processes in evaluation of judgment</b> <ul style="list-style-type: none"> <li>o Cognitive processes</li> <li>o Affect and performance evaluation</li> </ul> </li> </ul>			
<b>13 14</b>	<ul style="list-style-type: none"> <li>• <b>Evaluating Performance Ratings</b> <ul style="list-style-type: none"> <li>o Errors and Accuracy measures</li> <li>o Criteria for criteria</li> <li>o Direct measures of rating accuracy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Feedback on Midterm Exam</b></li> <li>• Lecture and Discussions</li> </ul>		CLO5, CLO3
	<ul style="list-style-type: none"> <li>• <b>Rater Goals and Rating Distortion</b> <ul style="list-style-type: none"> <li>o Criteria that reflect the use of ratings</li> <li>o Utility</li> <li>o Some neglected criteria</li> <li>o Integrating Multiple criteria</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and Discussions</li> </ul>	Ch. 12 Group Class Task	CLO3, CLO4
	<ul style="list-style-type: none"> <li>• <b>The Performance Appraisal Debate</b> <ul style="list-style-type: none"> <li>o Performance appraisal and the changing context of work and organizations</li> <li>o Individual versus team and work groups</li> <li>o Non-traditional places and schedules for work</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and Discussions</li> <li>• <i>Class Task 13</i></li> </ul>	Ch. 13 Group Class Task	CLO2, CLO5
	<ul style="list-style-type: none"> <li>• <b>Building Better Performance Appraisal Systems</b> <ul style="list-style-type: none"> <li>o Corporate Visit</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and Discussions</li> </ul>	Group Class Task	CLO2, CLO4
	<ul style="list-style-type: none"> <li>• <b>Group presentation</b></li> <li>• <b>review and wrap-up</b></li> </ul>	<ul style="list-style-type: none"> <li>• Field work Discussions</li> </ul>	Workshop	CLO5

## MGT435 Occupational Health, Safety and Employee Well Being

### A. Course General Information:

Course Code:	MGT435
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<b>Course Title:</b>	Occupational Health, Safety and Employee Well Being
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

This course aims at enabling human resource managers to ensure employee welfare and wellbeing at work. Through a combination of legal, technical, and evidence-based knowledge on occupational health, safety and well-being, this module focuses on the required expertise and know-hows of developing an effective and sustainable safety and well-being policy, aimed at improving the quality of people's lives, within and beyond organizational work hours. The course content will help managers to prevent work-related illness and stress, and understand how the workplace environment can affect employee wellbeing, both in the short and long term.

#### **C. Rationale of the Course:**

This specialization course of intermediate-level is elective for students with a major or minor in management. The course aims to provide students an understanding of the importance of well-being of the employees – both within and outside of the office premises. Given the uprising cases of burnout and depression among employees, a thorough knowledge of the best practices of occupational health, safety and employee wellbeing might come useful for any HR professional. Upon doing this course, students are expected to have a sound understanding of the various applications of health and safety regulations and practices. The course is designed to help learners develop these competencies: knowledge, skills and abilities (KSA).

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain the basic concepts of occupational health, safety, and well-being principles
2. Stimulate a strong conceptual understanding of the rules and regulations which impact the wellbeing of the employees
3. Demonstrate appropriate tools and techniques to develop a robust health and safety program
4. Clarify the concepts about the effectiveness of an occupational health and safety program
5. Discuss overt and covert workplace hazard and violence sources

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Analyze the effect of daily workload on mental and physical health of the employees, and consequent effect on organizational productivity.



<b>CLO2</b>	Apply macro- and micro-level health agenda and theoretical frameworks in solving real-life organizational cases.
<b>CLO3</b>	Quantify the effect of employee wellbeing on long term organizational productivity.
<b>CLO4</b>	Design well-being policies to prevent workplace harassment, bullying, and discrimination.
<b>CLO5</b>	Evaluate the legal implications of non-compliance to occupational health and safety codes.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>						✓		
<b>CLO2</b>		✓						
<b>CLO3</b>				✓				
<b>CLO4</b>							✓	
<b>CLO5</b>			✓			✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Making a Commitment: Management's Commitment and Involvement</b> <ul style="list-style-type: none"> <li>o Management's Commitment and Involvement</li> <li>o Roles and Responsibilities</li> <li>o Management Accountability</li> <li>o Supervisory Accountability</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Put It in Writing: A Written Safety and Health Program</b> <ul style="list-style-type: none"> <li>o Reasons for a Comprehensive Safety Program</li> <li>o Building a Safety and Health Program</li> <li>o Other Required Written Programs</li> <li>o Requirements and Elements of OSHA Guidelines for a Safety and Health Program</li> <li>o National Safety Council's Elements of a Safety and Health Program</li> <li>o Emergency and Medical Planning</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5

3	<ul style="list-style-type: none"> <li>● <b>How They Act: Behavior-Based Safety</b> <ul style="list-style-type: none"> <li>○ Behavior-Based Safety</li> <li>○ Heinrich's Domino Concept</li> <li>○ Behavior-Based Safety Today</li> <li>○ Hindrances to Implementing BBS</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>New Approaches: Lean Safety and Sustainability</b> <ul style="list-style-type: none"> <li>○ Benefits of Lean Approach</li> <li>○ Challenges of Lean Safety</li> <li>○ Lean Techniques and Tools</li> <li>○ Standard Safety Tools</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
5	<ul style="list-style-type: none"> <li>● <b>Taking a Serious Look: Analyzing Hazards</b> <ul style="list-style-type: none"> <li>○ Hazard Analysis</li> <li>○ Root Cause Analysis</li> <li>○ Change Analysis</li> <li>○ Job Hazard Analysis</li> <li>○ Analyzing Accident Data</li> <li>○ Risk versus Cost</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Bent Too Far: Ergonomics</b> <ul style="list-style-type: none"> <li>○ Ergonomics</li> <li>○ Developing an Ergonomic Program</li> <li>○ Ergonomic Risk Factors</li> <li>○ Ergonomic Controls</li> <li>○ Proactive Ergonomics</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Quiz, Final Exam, Class Activity	CLO2, CLO3, CLO4
	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid Term Examination</b></li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Contd. from previous Week</b> <ul style="list-style-type: none"> <li>○ Put It in Writing: A Written Safety and Health Program</li> <li>○ How They Act: Behavior-Based Safety</li> <li>○ New Approaches: Lean Safety and Sustainability</li> <li>○ Bent Too Far: Ergonomics</li> </ul> </li> </ul>		Mid Term Exam	CLO1, CLO2, CLO4, CLO5

8	<ul style="list-style-type: none"> <li>● <b>Using the Tools: Accident Prevention Techniques</b> <ul style="list-style-type: none"> <li>o Safety and Health Audits</li> <li>o Safety Talks and Meetings</li> <li>o Safe Operating Procedures</li> <li>o Fleet Safety Program</li> <li>o Preventive Maintenance Program</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Final Exam	CLO3
9	<ul style="list-style-type: none"> <li>● <b>Guiding Light: OSHA Compliance</b> <ul style="list-style-type: none"> <li>o OSHA Standards</li> <li>o Occupational Safety and Health Review Commission</li> <li>o Employer Responsibilities</li> <li>o Worker Rights and Responsibilities under the Act</li> <li>o Discrimination against Workers</li> <li>o Right to Information</li> <li>o Workers' Complaints</li> <li>o Inspections</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Quiz, Final Exam	CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>A Helping Hand: Workers' Compensation</b> <ul style="list-style-type: none"> <li>o Employer Liability</li> <li>o Exclusive Remedy</li> <li>o Survivor Benefits</li> <li>o Rehabilitation</li> <li>o Risk and Insurance</li> <li>o Loss Control</li> </ul> </li> </ul>	Lecture, Discussions	Term paper, Final Exam	CLO3, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Keep Me Safe: Workplace Security and Violence</b> <ul style="list-style-type: none"> <li>o Workplace Violence Statistics</li> <li>o Prevention Strategies</li> <li>o Cost of Violence</li> <li>o Types of Workplace Violence Events</li> <li>o Bullying</li> </ul> </li> </ul>	Lecture, Discussions, Presentation	Term paper, Final Exam	CLO3, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Let Us Find a Way: Safety Communications</b> <ul style="list-style-type: none"> <li>o The Communicator</li> <li>o Safety Culture</li> <li>o Communication Tools</li> </ul> </li> </ul>	Lecture, Discussions, Group Work	Assignment, Class Activity	CLO4

<b>13</b>	<b>● Everything Costs Dollars: Budgeting for Safety and Health</b> <ul style="list-style-type: none"> <li>o Budget Items</li> <li>o Budget Approach</li> <li>o Compliance Factor</li> <li>o Controlling Cost</li> </ul>	Lecture, Discussions	Assignment (ungraded)	CLO1, CLO3, CLO5
<b>14</b>	<b>● Term Paper Presentation Session</b>	Presentation, Discussion	Presentation	CLO1, CLO2, CLO3, CLO5

## **MGT436 Managing Culture, Organizational Change and Innovation**

### **A. Course General Information:**

<b>Course Code:</b>	MGT436
<b>Course Title:</b>	Managing Culture, Organizational Change and Innovation
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

This course offers an opportunity to discuss and apply principles, tools, and methods to successfully implement Cultural, Organizational and innovation change. The use of multiple perspectives to assess organizational performance ensures that students are not trapped by “one-best-way” approach to implement change within the organization. Topics discussed in this course include: strategies to design, implement, communicate and sustain change; techniques for mapping and assessing when and where change is needed in an organization; organizational development techniques; as well as barriers and enablers to fostering an environment conducive to change and innovation.

### **C. Rationale of the Course:**

This intermediate-level concentration/specialization course is an optional course for students wishing to do a major or minor in Human Resources Management. It builds on the knowledge and skills developed in the prerequisite course – MGT301- Human Resources Management. All BBA learners with a major in Human Resources Management are expected to gain an in depth understanding of how change process works within an organization, the relevant theories that explains the change process that takes places within an organization and eventually gives them an idea on the potential pitfalls/ challenges that they might face while initiating the process within a real-life organizational context.

### **D. Course Objectives (COs):**

The objectives of the course are to:

1. Discuss major theories and perspectives regarding organizational development, creativity and change management.
2. Familiarize drivers and constraints on change in external and internal environments
3. Illustrate various techniques that change managers can use to overcome barriers to change.
4. Clarify approaches and strategies to design, implement, communicate and sustain change.
5. Explain multiple perspectives to ensure that managers are not trapped by “one-best-way” approach to change management which limits their options for action.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Identify how the principles, functions and operations of businesses change depending on their circumstances
<b>CLO2</b>	Recognize the challenges, risks and opportunities that are emerging for the management as a result of changes in the business environment due to globalization.
<b>CLO3</b>	Analyze real world business problems through cases and term paper and present an HR based solution at an effective and efficient manner
<b>CLO4</b>	Identify how HR and management can retain positive workplace culture by keeping ethics, society, diversity and teamwork at the center, while managing change.
<b>CLO5</b>	Recognize advance knowledge and application abilities in the field of negotiation and communication that will allow the students communicate during different stages of change

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>						✓		
<b>CLO3</b>			✓					
<b>CLO4</b>		✓						
<b>CLO5</b>								✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>• Introduction</b> <ul style="list-style-type: none"> <li>o Sources for Understanding Organization Change</li> <li>o Introduction and Overview</li> <li>o A Short Story of Launching Organization Change</li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO1

2	<ul style="list-style-type: none"> <li>● <b>Rethinking Organization Change</b> <ul style="list-style-type: none"> <li>o The Paradox of Planned Organization Change</li> <li>o Personal Declarations and Points of View</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO1
3	<ul style="list-style-type: none"> <li>● <b>A Brief History of Organization Change</b> <ul style="list-style-type: none"> <li>o Scientific Management</li> <li>o Hawthorne studies</li> <li>o Industrial Psychology</li> <li>o Survey feedback</li> <li>o Sensitivity Training</li> <li>o Sociotechnical settings</li> <li>o Organization development</li> <li>o Coercion and Confrontation</li> <li>o Management consulting</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (ungraded), Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>Theoretical Foundations of Organizations and Organization Change</b> <ul style="list-style-type: none"> <li>o Open-System Theory</li> <li>o Characteristics of Open Systems</li> <li>o Capra's Three Criteria for Understanding Life</li> <li>o Implications for Organizations and Organization Change</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving	Assignment (Graded), Quiz, Midterm Exam, Final Exam	CLO1, CLO4
5	<ul style="list-style-type: none"> <li>● <b>The Nature of Organization Change</b> <ul style="list-style-type: none"> <li>o Revolutionary Change</li> <li>o Revolutionary Change: Case Example</li> <li>o Evolutionary Change</li> <li>o Evolutionary change: Case Example</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Graded), Quiz, Midterm Exam, Final Exam	CLO2
6	<ul style="list-style-type: none"> <li>● <b>Levels of Organization Change: Individual, Group, and Larger System</b> <ul style="list-style-type: none"> <li>o Change in Organizations at the Individual Level</li> <li>o Individual Responses to Organization Change</li> </ul> </li> </ul>	Lecture, Discussions, Case, Problem solving, Group work	Assignment (Graded), Quiz, Midterm Exam, Final Exam	CLO5

	<ul style="list-style-type: none"> <li>o Change in Organizations at the Group Level</li> <li>o Group Responses to Organization Change</li> <li>o Change in Organizations at the Larger-System Level</li> <li>o System Responses to Organization Change</li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Organization Change: Research and Theory</b> <ul style="list-style-type: none"> <li>o Reviews of Organization Change Research</li> <li>o Recent Approaches to Research and Theory</li> </ul> </li> </ul>			
	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>o <b>Organization Change: Research and Theory</b></li> <li>o Organization Models</li> <li>o Organization Change</li> <li>o Theory Current Thinking on Organization Change and Research</li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1
9	<ul style="list-style-type: none"> <li>● <b>Conceptual Models for Understanding Organization Change</b> <ul style="list-style-type: none"> <li>o Content: What to Change</li> <li>o Process: How to Change—A Theoretical Framework</li> <li>o Lewin's Three Steps</li> <li>o Phases of Planned Change</li> <li>o Mini-Theories Related to Organization Change</li> <li>o The Content and Process of Strategic Change in Organizations</li> <li>o Strategies for Effecting Change in Human Systems</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1
10	<ul style="list-style-type: none"> <li>● <b>Integrated Models for Understanding Organizations and for Leading and Managing Change</b> <ul style="list-style-type: none"> <li>o Weisbord's Six-Box Model</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1, CLO4

	<ul style="list-style-type: none"> <li>o The Nadler–Tushman Congruence Model</li> <li>o Tichy's TPC (Technical, Political, Cultural) Framework</li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Organizational Culture Change</b> <ul style="list-style-type: none"> <li>o Experiencing organizational culture</li> <li>o HR's role towards changing organization culture</li> <li>o Case of British Airways</li> <li>o Case of a Bangladeshi Company</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (Ungraded), Quiz, Final Exam	CLO1, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Transformational Leadership</b> <ul style="list-style-type: none"> <li>o Defining different Leaderships</li> <li>o Roles of transformational leader in change</li> <li>o Characteristics of Executive Leadership</li> <li>o Roles of executive leadership in change</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (ungraded), Term paper, Final Exam	CLO1, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Leading Organization Change</b> <ul style="list-style-type: none"> <li>o The Prelaunch Phase</li> <li>o The Launch Phase</li> <li>o Leading Organization Change (Cont.)</li> <li>o Post Launch: Further Implementation</li> <li>o Sustaining the Change</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper, Final Exam	CLO3, CLO4, CLO5
14	● <b>Presentations and Review</b>			

## MGT437 Human Resource Analytics and Applications

### A. Course General Information:

<b>Course Code:</b>	MGT437
<b>Course Title:</b>	Human Resource Analytics and Applications
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT 301 Human Resource Management
<b>Co-requisites:</b>	None



**B. Course Catalog Description:**

This course introduces students to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management, and will prepare reports to present findings and recommendations.

**C. Rationale of the Course:**

This course is an optional elective in the Human Resource Management stream. It enables students who will have a career in HR to analyze, interpret and strategically use HR data to make organizational decisions. This course will be useful to anyone looking to work with HR metrics, including recruiters, performance evaluation specialists and payroll enthusiasts. Further, an overview of Human Resource Information Systems (HRIS) will enable students to enter the job market prepared with the skills and competencies required of a demanding HR professional.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Explain modern Talent/HR analytics for the use of HR data to make insightful business decisions.
2. Familiarize basic forecasting tools and apply 'predictive management' using the modern tools of talent/HR analytics to optimize and synchronize the delivery of HR services.
3. Clarify different aspects of quantitative Human Resource Management, including HR metrics and statistical research methods.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Analyze appropriate internal and external human resource metrics, benchmarks, and indicators.
CLO2	Operate relational databases and make recommendations regarding the appropriate HRIS to meet organization's human resource needs.
CLO3	Evaluate various appropriate software to record, maintain, retrieve and analyze human resources information (e.g., staffing, skills, performance ratings and compensation information).
CLO4	Recognize quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
CLO5	Assess information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1				✓				
CLO2								✓
CLO3			✓					
CLO4				✓				
CLO5	✓							

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Understanding HR indicators, metrics and data</b> <ul style="list-style-type: none"> <li>o Data collection, tracking, entry</li> <li>o Assess IT requirements to meet HR needs</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
2	<ul style="list-style-type: none"> <li>● <b>Relational databases and HR systems</b> <ul style="list-style-type: none"> <li>o Planning and implementing a new HRIS</li> <li>o Security and privacy considerations</li> <li>o Graphs, tables, spreadsheets, data manipulation (using Excel)</li> <li>o Benchmarking and best practices</li> <li>o Staffing, supply and demand forecasting</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3
3	<ul style="list-style-type: none"> <li>● <b>Database Management Software's in HR</b> <ul style="list-style-type: none"> <li>o Understanding the usage of different database management software's including MS Access.</li> <li>o Using database management software to organize payroll, recruitment data etc.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO7
4	<ul style="list-style-type: none"> <li>o <b>Total compensation modelling/analyses</b></li> <li>o Cost justification – return on investment</li> </ul>		MCQ Exam	CLO1, CLO2

	<ul style="list-style-type: none"> <li>o Communicating recommendations</li> </ul>			
5	<ul style="list-style-type: none"> <li>● <b>Human Capital Management Model for Managing Tomorrow, Today</b> <ul style="list-style-type: none"> <li>o</li> <li>o The Four Processes of Predictive Modern Human Capital</li> <li>o Scanning the Market and Managing the Risk</li> <li>o Turning Data into Business Intelligence</li> </ul> </li> </ul>	Lecture and Discussions	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Big Data Applications in HR</b> <ul style="list-style-type: none"> <li>o Using Predictive Analysis to Improve Staffing and Retention</li> <li>o Exploring Data that Indicates How Leading Companies Retain Core Talent in Critical Functions</li> </ul> </li> </ul>		Written Exam consisting of MCQ + Open-ended Questions	CLO1, CLO2, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid Term Exam</b></li> </ul>			
7	<ul style="list-style-type: none"> <li>o ‘<b>Personality Testing of Potential Candidates: Myers Briggs Test</b>’; Application of the Myers Briggs Test in hiring situations; Analyzing the data of Personality Tests to choose effective employees.</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
8	<ul style="list-style-type: none"> <li>● <b>Exploring the Impact of Education Level of Employees in Core Functions on a Business’ Market Performance</b> <ul style="list-style-type: none"> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> <li>● <b>The HR Analytics Value Pyramid</b> <ul style="list-style-type: none"> <li>o Explanation of the 4-step HR value pyramid</li> <li>o Deep-dive into the different steps from HR reporting to business optimization</li> <li>o Doing people analytics in three phases</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO1, CLO4, CLO5

10	<ul style="list-style-type: none"> <li>● <b>Analyzing HR data</b> <ul style="list-style-type: none"> <li>o Introduction to data cleaning</li> <li>o Introduction to data analysis</li> <li>o The role of the HR Professional in this phase</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Transparency in HR</b> <ul style="list-style-type: none"> <li>o Compliance and ethics, GDPR</li> <li>o Aligning HR with the business and its goals</li> <li>o The importance of evidence-based working</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>o <b>“Using Predictive Analysis to Improve Turnover and Absenteeism”</b></li> <li>o Lecture and Discussions</li> <li>o Recommended Viewing:</li> <li>o “How Unilever uses Predictive Hiring techniques to maximize Staff Retention” [YouTube]</li> </ul>	Group Exercise	Assignment, Quiz, Final Exam	CLO1, CLO3, CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Strategic Management of HR Analytics</b> <ul style="list-style-type: none"> <li>o Integrating HR Analytics into the “Big Picture” of Business Strategy</li> <li>o Using HR Analytics to make well-informed business decisions</li> <li>o Integration of HR Analytics with other business departments.</li> </ul> </li> </ul>		Assignment, Final Exam	CLO1, CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Group Presentation</b> <ul style="list-style-type: none"> <li>o Groups will present in teams of 5. Each presentation will last 10 minutes. Instructions will be given beforehand.</li> </ul> </li> </ul>		Verbal Presentations	CLO1, CLO3, CLO4, CLO5

**A. Course General Information:**

<b>Course Code:</b>	MGT471
<b>Course Title:</b>	Special Issues in Human Resource Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Human Resource Management
<b>Prerequisites:</b>	MGT301 Human Resource Management
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The course examines special issues and/or contemporary events in the area of Human Resource Management at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

**C. Rationale of the Course:**

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

*Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.*

**MGT480 Business Strategy****A. Course General Information:**

<b>Course Code:</b>	MGT480
<b>Course Title:</b>	Business Strategy
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Capstone
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	BUS221 Principles of Entrepreneurship, BUS232 Research Methods and Business Analytics, BUS301 International Business, FIN301 Principles of Finance, MGT301 Human Resource Management, MKT301 Marketing Management, MSC301 Production and Operations Management, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

**B. Course Catalogue Description:**

Unlike other business courses that concentrate narrowly on a particular function or piece of the business—accounting, finance, marketing, production, human resources, or information systems, strategic management is a big picture course. It cuts across the whole spectrum of business and management. The center of attention is the total enterprise—the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. The course entails: Strategic thinking and strategic planning; Analyzing an industry and developing strategic business plan while assessing the environmental opportunities and challenges to Manage strategic changes and control.

### **C. Rationale of the Course:**

Business Strategy is a core business course that is mandatory for all the learners of the BBA program. This course acts as one of the final pieces of completing the BBA program with which you get to understand the importance of strategy, the different types of strategies plus the methods in making sure how to execute them considering it is one of the most important decisions for any company. There are multiple courses considered as prerequisite for this course showing that learners are expected to have ample knowledge about certain subject matter in a BBA program before indulging in strategy crafting and execution for any company. The course is designed to help learners develop the following competencies: knowledge, skills, analysis, abilities.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Introduce the topic of strategy and its importance in business for students to be capable of identifying different strategies when they assess their own business in the future or when they analyze a case.
2. Provide an overview of various perspectives for strategy formulation including firm Positioning, resource-based theory, and game theory
3. Illustrate how five generic categories of strategies allow for basic approaches to competing and winning, also be able to understand how well the strategies are effective but to know where they seem most apt, allowing students to evaluate if the decision was right or not.
4. Explain advanced strategic management activities that allow businesses to achieve and sustain success, be aware of all the tools and tests that allow someone to understand how strong the competencies are and whether these are sustainable.
5. Clarifies the integral role of ethics and responsible management for business success. To be able to distinguish perfectly between what is the right thing to do and what is not and therefore making sure every business strategy making decision also takes ethics into account despite being profitable.

### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Recognize the role and impact of strategic management on business performance

<b>CLO2</b>	Conduct strategic analyses of firms/businesses and markets
<b>CLO3</b>	Formulate and assess strategies that enable firms/businesses to attain enduring competitive strengths
<b>CLO4</b>	Develop practical plans appropriate for implementing effective strategies
<b>CLO5</b>	Demonstrate awareness of key factors that contribute to the success of modern-day businesses and industry

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>			✓				✓	
<b>CLO4</b>				✓				
<b>CLO5</b>					✓			✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<b>• What is strategy and why is it important</b> <ul style="list-style-type: none"> <li>○ What do we mean by strategy?</li> <li>○ Discussing the agenda in Strategic Management</li> <li>○ Company's Strategy and Business model</li> </ul>	Lecture, Discussions and Problem Solving	Assignment, Quiz, Midterm, Term paper, Presentation	CLO1, CLO3
<b>2</b>	<b>• Charting a company's direction: Its Vision, Mission, Objective and Strategy</b> <ul style="list-style-type: none"> <li>○ Developing Strategic Mission and Vision Statement</li> <li>○ Setting Objectives, Core Values</li> <li>○ Executing Strategy and Evaluating it</li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Assignment, Quiz, Midterm, Term paper, Presentation	CLO1, CLO2
<b>3</b>	<b>• Evaluating a company's External Environment</b> <ul style="list-style-type: none"> <li>○ Strategical relevant factor in the company's macro-environment</li> <li>○ Five Forces Framework, Strategic Group Analysis</li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Assignment, Quiz, Midterm, Term paper, Presentation	CLO2, CLO3, CLO5

4	<ul style="list-style-type: none"> <li>● <b>Evaluating a company's resources, capabilities, and competitiveness</b> <ul style="list-style-type: none"> <li>○ What are the most important resources?</li> <li>○ SWOT analysis</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Assignment, Quiz, Midterm, Term paper, Presentation	CLO2, CLO3, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Evaluating a company's resources, capabilities, and competitiveness</b> <ul style="list-style-type: none"> <li>○ Value Chain Activities</li> <li>○ Value Chain Analysis</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Assignment, Quiz, Midterm, Term paper, Presentation	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>The PESTLE Analysis</b></li> <li>● <b>The Five Generic Competitive Strategies</b> <ul style="list-style-type: none"> <li>○ Implementation of the Five forces</li> </ul> </li> <li>● <b>Midterm Examination</b></li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Quiz, Final, Term paper, Presentation	CLO2, CLO3, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Single Product Strategy</b></li> <li>● <b>Corporate Strategy Diversification and the Multi Business Strategy</b> <ul style="list-style-type: none"> <li>○ When to Consider Diversifying</li> <li>○ Choosing the Diversification path</li> <li>○ Diversifying to Related Businesses</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Quiz, Final, Term paper, Presentation	CLO1, CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Corporate Strategy Diversification and the Multi Business Strategy (cont.)</b> <ul style="list-style-type: none"> <li>○ Diversifying to unrelated Businesses</li> <li>○ Combination related-unrelated diversification</li> <li>○ Evaluating the Strategy of Diversified company</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Quiz, Final, Term paper, Presentation	CLO1, CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Corporate Culture and Leadership: Keys to good strategy execution</b> <ul style="list-style-type: none"> <li>○ Installing a corporate culture conducive to good strategy execution</li> <li>○ Leading the Strategy Execution process</li> </ul> </li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Quiz, Final, Term paper, Presentation	CLO4, CLO5



11	<b>Managing Internal Operation: Actions the promote good strategy execution</b> <ul style="list-style-type: none"> <li>Allocating resources to Industry execution process</li> <li>Instituting Policies and procedures that facilitate strategy execution</li> <li>Adopting Best practices</li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis	Quiz, Final, Term paper, Presentation	CLO4, CLO5
12	<b>Real Time Strategic Response</b> <ul style="list-style-type: none"> <li>Management response to surprising change</li> <li>Strategic Issue Management</li> <li>Using Weak signals</li> </ul>	Lecture, Discussions and Problem Solving, Case Study Analysis, Viva	Final, Term paper, Presentation	CLO3, CLO4, CLO5
13	<b>Managing Strategic Change</b> <ul style="list-style-type: none"> <li>Behavioral resistance to change</li> <li>Systemic resistance</li> <li>Alternative methods for managing a discontinuous change</li> </ul>	Lecture, Discussions and Problem Solving, Case Study, Viva	Term paper, Presentation	CLO1, CLO4, CLO5
14	<b>Final Project and Presentation</b> <b>Review and wrap up</b>	Discussion, Presentation, Viva	Final, Term paper, Presentation	CLO3, CLO4, CLO5

## MKT201 Principles of Marketing

### A. Course General Information:

<b>Course Code:</b>	MKT201
<b>Course Title:</b>	Principles of Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	BUS102 Business - Basics, Ethics and Environment
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This core course of Marketing has been designed to familiarize students with the basic principles of marketing. The course emphasizes on understanding customers' needs and wants in order to deliver value to them, determine which target market the organization can serve the best, decide upon appropriate product, channel, pricing and promotional strategies to serve the market most effectively and develop a profitable customer relationship.

**C. Rationale of the Course:**

This business course of foundation-level is mandatory for all the learners of the BBA program. This is because business graduates are expected to have a sound understanding of the marketing process and scrutinize the variety of marketing decisions an organization must make to sell its products and services. The course covers the basic principles of marketing and its role in business. The course is designed to help learners develop these competencies: knowledge, skills and abilities.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Introduce the concept of marketing and its importance for businesses.
2. Define consumer and business markets and explain the differences of buying behaviors of these two markets.
3. Discuss the steps of developing customer value driven marketing strategy: market segmentation, targeting and positioning.
4. Describe the various elements of marketing mix and explain how these elements interact to create superior customer value.
5. Summarize the new customer relationship-building tools—from the internet, smartphones, and tablets to online, mobile, and social media—for engaging customers.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Define marketing and assess its importance in business decision making.
CLO2	Summarize consumer behavior, market segmentation, targeting and product positioning processes.
CLO3	Demonstrate marketing strategies considering product, price, distribution and promotion decisions.
CLO4	Hypothesize how to blend traditional media with new digital and social media tools to create more targeted, personal, and engaging customer relationships.
CLO5	Validate the knowledge of real-world marketing situations to explain the marketing strategies of different organizations to gain competitive advantage.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2			✓			✓		
CLO3		✓						
CLO4						✓		
CLO5						✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Marketing: Creating Customer Value and Engagement</b> <ul style="list-style-type: none"> <li>o Definition of Marketing and the steps in the marketing process</li> <li>o Understanding the Marketplace and Customer Needs</li> <li>o Designing a Customer Value - Driven Marketing Strategy and Plan</li> <li>o Managing Customer Relationships and Capturing Customer Value</li> <li>o The Changing Marketing Landscape</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Consumer markets and buyer behavior</b> <ul style="list-style-type: none"> <li>o Model of Consumer Behavior</li> <li>o Characteristics Affecting Consumer Behavior</li> <li>o Types of Buying Decision Behavior</li> <li>o The Buyer Decision Process</li> <li>o The Buyer Decision Process for New Products</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Class Activity, Quiz, Midterm Exam, Final Exam	CLO2
3	<ul style="list-style-type: none"> <li>● <b>Business Markets and Business Buyer Behavior</b> <ul style="list-style-type: none"> <li>o Definition of business market and how business markets differ from consumer markets</li> <li>o The key factors that influence business buyer behavior</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam	CLO1, CLO3

	<ul style="list-style-type: none"> <li>o The steps in the business buying decision process</li> <li>o The buying practices of institutional and government organizations</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Customer-Driven Marketing Strategy: Creating Value for Target Customers</b> <ul style="list-style-type: none"> <li>o Market Segmentation, targeting, differentiation and positioning</li> <li>o Major bases for segmenting consumer and business markets</li> <li>o Market targeting strategies</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Case Study	Homework, Midterm Exam, Final Exam	CLO2, CLO3
5	<ul style="list-style-type: none"> <li>● <b>Products, Services and Brands</b> <ul style="list-style-type: none"> <li>o Definition of product, service &amp; experience</li> <li>o Levels of product &amp; services</li> <li>o Product &amp; service classification</li> <li>o Product &amp; service decision</li> <li>o Person, Place &amp; Social marketing</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Quiz, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Products, Services and Brands</b> <ul style="list-style-type: none"> <li>o Service marketing: Nature &amp; characteristics</li> <li>o Branding strategies: Building a strong brand</li> <li>o Brand positioning</li> <li>o Brand name selection</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam	CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>New-Product Development Strategies &amp; Product Life Cycle Strategies</b> <ul style="list-style-type: none"> <li>o New product development strategy and process</li> <li>o Product Life-Cycle Strategies</li> <li>o Style, fashion &amp; fad</li> <li>o Additional product &amp; service consideration</li> <li>o Product decision and social responsibility</li> <li>o International product &amp; service challenges</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam	CLO3, CLO5

9	<ul style="list-style-type: none"> <li>● <b>Pricing &amp; Pricing Strategies</b> <ul style="list-style-type: none"> <li>○ Pricing</li> <li>○ Major Pricing Strategies</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Final Exam, In-class Exercises	CLO3
10	<ul style="list-style-type: none"> <li>● <b>Pricing &amp; Pricing Strategies</b> <ul style="list-style-type: none"> <li>○ Considerations in setting price</li> <li>○ New product, Product Mix, Price adjustment strategies</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Class Activity, Final Exam	CLO3, CLO2
11	<ul style="list-style-type: none"> <li>● <b>Marketing Channels: Delivering Customer Value</b> <ul style="list-style-type: none"> <li>○ Supply Chains and the Value Delivery Network</li> <li>○ Functions of Channel Members</li> <li>○ Number of channel Levels</li> <li>○ Channel Behavior and Organization</li> <li>○ Channel Design Decisions</li> <li>○ Marketing Logistics and Supply Chain Management</li> <li>○ Retailing and Wholesaling</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Homework, Quiz, Final Exam	CLO1, CLO3, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Communicating Customer Value: Integrated Marketing Communications Strategy</b> <ul style="list-style-type: none"> <li>○ The Promotion Mix</li> <li>○ Integrated Marketing Communications</li> <li>○ The Communications Process</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam, In-class Exercises	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Communicating Customer Value: Integrated Marketing Communications Strategy</b> <ul style="list-style-type: none"> <li>○ Steps in Developing Effective Marketing Communication Program.</li> <li>○ Promotion Mix Strategies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Final Exam, In-class Exercises	CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Term Paper Presentation and Review</b> <ul style="list-style-type: none"> <li>○ Multiple topics listed above covered in the Group Project</li> </ul> </li> </ul>	Presentation of (Group Project) and Feedback	Final Exam, Group Project	CLO1, CLO5

## **MKT301 Marketing Management**

### **A. Course General Information:**

<b>Course Code:</b>	MKT301
<b>Course Title:</b>	Marketing Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	MGT213 Management Practices and Organizational Behavior, MKT201 Principles of Marketing,
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

The course focuses on the development of professionalism needed to become successful marketing managers. It emphasizes on the theories and concepts and current issues of marketing and applications into responsive marketing strategies that meet the customer needs in the competitive marketing environment. The course provides a platform for developing marketing strategies and plans, conducting market research, connecting with customers, crafting the brand positioning, creating value, and communicating value through IMC strategies and lastly, delivering value by designing the distribution strategies which essentially meet the criteria of modern marketing in the 21st century.

### **C. Rationale of the Course:**

This core business course is mandatory for all the learners of the BBA program. This is because business graduates are expected to have a sound understanding of the full range of activities performed by a marketing-oriented manager. This subject is designed to introduce the key principles and activities necessary for students to have an appreciation of the importance of the role that marketing plays in the 'tool kit' of every organizational leader and manager. The course focuses on marketing philosophy, concept and application to develop competencies among learners in the marketing area.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Introduce marketing management concepts, frameworks, and their relationships with a new or existing business.
2. Develop skills to analyze and synthesize information and derive insights related to marketing and management from several perspectives.
3. Enhance business communication skills required to work effectively with a marketing team.

4. Provide business students and other professionals with the tools and knowledge to develop strategies, technologies, and organizations that drive marketing success.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate marketing concepts and their application to profit-oriented and non-profit-oriented organizations.
<b>CLO2</b>	Develop required skills to design and implement successful marketing plans and strategies with the concern of ethical practice.
<b>CLO3</b>	Evaluate the need for a customer orientation in the competitive global business environment by analyzing case problems.
<b>CLO4</b>	Apply these concepts to the analysis of marketing problems and development of appropriate and creative marketing strategies to solve the problems.
<b>CLO5</b>	Construct proper marketing mix in traditional and novel environments characterized by emerging information technologies.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>			✓		✓			
<b>CLO3</b>		✓				✓		
<b>CLO4</b>		✓		✓				
<b>CLO5</b>						✓	✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introductory class and defining Marketing for the 21st Century</b> <ul style="list-style-type: none"> <li>○ Why is marketing important?</li> <li>○ What is the scope of marketing?</li> <li>○ What are some fundamental marketing concepts?</li> <li>○ How has marketing management changed?</li> <li>○ What are the tasks necessary for successful marketing management?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1

2	<ul style="list-style-type: none"> <li>● <b>Developing Marketing Strategies and Plan</b> <ul style="list-style-type: none"> <li>o Marketing and customer value</li> <li>o Corporate and divisional strategic planning</li> <li>o Defining the corporate mission</li> <li>o Establishing strategic business unit</li> <li>o Assigning resources to each SBU</li> <li>o Assessing growth opportunities</li> <li>o Organization and organizational culture</li> <li>o Marketing innovation</li> <li>o Business unit strategic planning</li> <li>o - The business missions</li> <li>o - SWOT analysis</li> <li>o - Goal formation</li> <li>o - Strategic formation</li> <li>o - Program formation and implementation</li> <li>o - feedback and control</li> <li>o Nature and content of marketing plan</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work (A case will be provided)	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
3	<ul style="list-style-type: none"> <li>● <b>Collecting Information and Forecasting Demand</b> <ul style="list-style-type: none"> <li>o What are the components of a modern marketing information system?</li> <li>o What are useful internal records?</li> <li>o What makes up a marketing intelligence system?</li> <li>o What are some influential macro environment developments?</li> <li>o How can companies accurately measure and forecast demand?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>Conducting Marketing Research</b> <ul style="list-style-type: none"> <li>o The Scope of Marketing Research</li> <li>o Research conducted at Small Companies</li> <li>o The Marketing Research Process (in details)</li> </ul> </li> </ul>	Lecture, Discussions, an article will be discussed	Assignment, Quiz, Midterm Exam, Final Exam	CLO2



5	<ul style="list-style-type: none"> <li>● <b>Creating Long-Term Loyalty Relationships</b> <ul style="list-style-type: none"> <li>○ Building Customer Value, Satisfaction, and Loyalty</li> <li>○ Customer Value Analysis</li> <li>○ Customer-Product Profitability Analysis</li> <li>○ Attracting and Retaining Customers</li> <li>○ Building Loyalty</li> <li>○ Brand Communities</li> <li>○ Value Creation Practices</li> <li>○ Cultivating Customer Relationships</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Midterm Exam, Final Exam	CLO2
6	<ul style="list-style-type: none"> <li>● <b>Analyzing Consumer Markets</b> <ul style="list-style-type: none"> <li>○ How do consumer characteristics influence buying behavior?</li> <li>○ Cultural factors</li> <li>○ social factors</li> <li>○ personal factors</li> <li>○ What major psychological processes influence consumer responses to the marketing program?</li> <li>○ Motivation</li> <li>○ Perception</li> <li>○ Learning</li> <li>○ How do consumers make purchasing decisions?</li> <li>○ Level of consumer involvement</li> <li>○ Decision Heuristics and biases</li> <li>○ Mental Accounting</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work (a case will be provided)	Assignment, Quiz, Midterm Exam, Final Exam	CLO3

7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm</b> <ul style="list-style-type: none"> <li>○ Defining Marketing for the 21st Century</li> <li>○ Developing Marketing Strategies and Plan</li> <li>○ Collecting Information and Forecasting Demand</li> <li>○ Conducting Marketing Research</li> <li>○ Creating Long-Term Loyalty Relationships</li> <li>○ Analyzing Consumer Market</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Analyzing Business Markets</b> <ul style="list-style-type: none"> <li>○ How do business buyers make their decisions?</li> <li>○ How can companies build strong relationships with business customers?</li> <li>○ How do institutional buyers and government agencies do their buying?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO3
9	<ul style="list-style-type: none"> <li>● <b>Identifying Market Segments and Targets</b> <ul style="list-style-type: none"> <li>○ What are the different levels of market?</li> <li>○ segmentation?</li> <li>○ How can a company divide a market into segments?</li> <li>○ What are the requirements for effective segmentation?</li> <li>○ How should business markets be segmented?</li> <li>○ How should a company choose the most attractive target markets?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Crafting the Brand Positioning</b> <ul style="list-style-type: none"> <li>○ How can a firm develop and establish an effective positioning in the market? How do marketers identify and analyze competition?</li> <li>○ How brands are successfully differentiated?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO4

	<ul style="list-style-type: none"> <li>o What are the differences in positioning and branding with a small business?</li> </ul>			
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Setting Product Strategy</b> <ul style="list-style-type: none"> <li>o What are the characteristics of products and how do marketers classify products?</li> <li>o How can companies differentiate products?</li> <li>o</li> <li>o Designing and Managing Services</li> <li>o How do we define and classify services and how do they differ from goods?</li> <li>o What are the new services realities?</li> <li>o How can we achieve excellence in services marketing?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Quiz, Final Exam	CLO5
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Developing Pricing Strategies and Programs</b> <ul style="list-style-type: none"> <li>o How do consumers process and evaluate prices?</li> <li>o How should a company set prices initially for products or services?</li> <li>o When should a company initiate a price change?</li> <li>o How should a company respond to a competitor's price challenge?</li> <li>o</li> <li>o Designing and Managing Integrated Marketing Channel</li> <li>o What is a marketing channel system and value network?</li> <li>o What work do marketing channels perform?</li> <li>o How should channels be designed?</li> <li>o What decisions do companies face in managing their channels?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment (ungraded), Term paper, Final Exam	CLO5

<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Designing and Managing Integrated Marketing Communications</b> <ul style="list-style-type: none"> <li>○ What is the role of marketing communications?</li> <li>○ What are the major steps in developing effective communications?</li> <li>○ What is the communications mix and how should it be set?</li> <li>○ What is an integrated marketing communications program?</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Group work	Assignment (ungraded), Term paper, Final Exam	CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Presentation and Review</b></li> </ul>	Group Presentation	Term paper, Final Exam	

## MKT421 Consumer Behavior

### A. Course General Information:

<b>Course Code:</b>	MKT421
<b>Course Title:</b>	Consumer Behavior
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Marketing
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MKT301 Marketing Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The major preoccupations of the marketer are to assess why people buy, how they buy and how to approach people and how to build long-term relationships with them. The interdisciplinary nature of consumer behavior reflects in its use of the knowledge of economics, sociology, culture, psychology and marketing. The course deals with relevant concepts, theories, methods, and findings of consumer behavior research on attention, communication, memory, attitude formation, motivation, personality, perception and decision-making process. The course also includes both macro and micro influences on consumer behavior at the reference group such as family, peers, subcultural, cultural and different environmental levels.

### C. Rationale of the Course:

Introduction to consumer behavior is a mandatory course for marketing majors and minors. Students not only get to learn about marketing strategies but also how psychology, sociology and culture play an immense impact in the dynamic marketing world. It enables students to think from a different, more humane perspective of the marketers and all the complexity of human behavior. It teaches them analytical abilities to make a decision. It helps them to learn marketing tactics, product development strategies and marketing surveys. Through observation and interviews students learn practical knowledge about the real world.

#### D. Course Objectives (COs):

This course provides an overview of consumer behavior and is based primarily on the discipline of social psychology. The course goals are to:

1. Identify the psychological processes that underlies the effectiveness of marketing strategy in terms of impact on consumer behavior.
2. Explore knowledge base that enables critical assessment of current and future metrics, research technologies, and research data output.
3. Adapt a “toolbox” of psychological principles applicable to marketing strategy.
4. Critically analyze a number of contemporary issues in consumer behavior.
5. Compare and contrast models of consumer behavior found in the literature.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Realize the psychological process of thinking of buyers and make strategies to imply their thought process.
<b>CLO2</b>	Identify the bases for segmentation and how segmentation can influence marketing strategy.
<b>CLO3</b>	Effectively interpret their theoretical knowledge into practical action plans and influence consumers' buying behavior.
<b>CLO4</b>	Apply substantive knowledge to marketing situations (cases, scenarios) in an analytical manner.
<b>CLO5</b>	Combine what is going in the minds of the consumers' and what triggers their buying pattern.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>			✓					
<b>CLO2</b>		✓						
<b>CLO3</b>	✓				✓			
<b>CLO4</b>	✓							✓
<b>CLO5</b>			✓					

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Meeting Challenges &amp; Changes</b> <ul style="list-style-type: none"> <li>o Brief discussion on consumer behavior</li> <li>o Development of marketing concepts</li> <li>o Implementing marketing concept</li> <li>o Value, satisfaction, trust, retention relationship</li> <li>o Customer pyramid</li> <li>o Impact of technology</li> <li>o Value based marketing</li> </ul> </li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Midterm, Assignments, Term paper, Final	<b>CLO2</b>
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Motivation</b> <ul style="list-style-type: none"> <li>o Motivation as a psychological force</li> <li>o Motivation process</li> <li>o Type of needs</li> <li>o Goals, motives</li> <li>o Dynamics of motivation</li> <li>o Frustration, defense mechanism</li> <li>o Motives</li> <li>o Psychological theories on motivation</li> <li>o challenges</li> </ul> </li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Midterm, Assignments, Term paper, Final	<b>CLO1, CLO5</b>
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Consumer Personality</b> <ul style="list-style-type: none"> <li>o Personality and The Nature of Personality</li> <li>o Theories of Personality</li> <li>o Consumer innovativeness and related personality Traits</li> <li>o Consumer Ethnocentrism and Cosmopolitanism</li> <li>o Brand Personality</li> <li>o Product Anthropomorphism and Brand Personification</li> <li>o Self and Self-Image</li> <li>o Virtual Personality</li> </ul> </li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Midterm, Assignments, Term paper, Final	<b>CLO1, CLO3</b>

4	<ul style="list-style-type: none"> <li>● <b>Consumer Perception</b> <ul style="list-style-type: none"> <li>o Perception and its major concepts</li> <li>o Aspects/Dynamics of Perception</li> <li>o Consumer Imagery</li> <li>o Product Positioning</li> <li>o Packaging as a Positioning Element</li> </ul> </li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Midterm, Assignments, Term paper, Final	<b>CLO1, CLO4</b>
5	<ul style="list-style-type: none"> <li>● <b>Industry Visit &amp; Analysis</b></li> </ul>			<b>CLO1</b>
6	<ul style="list-style-type: none"> <li>● <b>Consumer learning &amp; Memory</b></li> <li>● <b>Learning</b> <ul style="list-style-type: none"> <li>o Importance of learning</li> <li>o Elements of learning theories</li> <li>o Classical learning condition</li> <li>o Strategic Applications of Classical Conditioning</li> <li>o Stimulus Discrimination</li> <li>o Product Differentiation</li> <li>o Strategic Applications of Instrumental Conditioning</li> <li>o Cognitive Learning Theories</li> <li>o Memory</li> <li>o How Information is Stored in Memory</li> <li>o Techniques for Enhancing Memory</li> <li>o Retrieval</li> </ul> </li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Midterm, Assignments, Term paper, Final	<b>CLO1, CLO3</b>
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Consumer Attitude Formation &amp; Change</b> <ul style="list-style-type: none"> <li>o Definition of Attitude</li> <li>o Concepts of attitudes</li> <li>o Models of Attitudes</li> <li>o Implications for Marketing Strategy</li> <li>o Multi attribute Attitude Models</li> <li>o Applying the Theory of Reasoned Action to Change Intentions</li> </ul> </li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Assignments, Term paper, Final	<b>CLO1, CLO3, CLO5</b>
9	<ul style="list-style-type: none"> <li>● <b>Social Class &amp; Culture</b> <ul style="list-style-type: none"> <li>o Relevance of Culture to Consumer Behavior</li> </ul> </li> </ul>	Lecture, discussion,	Quiz, Assignments,	<b>CLO2, CLO3, CLO4</b>

	<ul style="list-style-type: none"> <li>o Cultural Systems</li> <li>o Learning Cultural Values</li> <li>o The Culture Production System</li> <li>o Sacred and Profane Consumption</li> <li>o Standardization vs. Localization</li> <li>o Consumer Socialization</li> <li>o The Family Life Cycle</li> <li>o Social Class Measurement</li> </ul>	analytical analysis, problem solving	Term paper, Final	
<b>10</b>	<b>● Presentation of Research Proposal</b>			
<b>11</b>	<b>● Consumer Communication</b> <ul style="list-style-type: none"> <li>o Basic Communication Model</li> <li>o Elements of the Communications Process</li> <li>o Overcoming Psychological Noise</li> <li>o Designing Persuasive Communications</li> <li>o Advertising Appeals</li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Assignments, Term paper, Final	<b>CLO2, CLO3, CLO4</b>
<b>12</b>	<b>● Consumer Decision Making</b> <ul style="list-style-type: none"> <li>o Levels of Consumer Decision Making</li> <li>o Models of Consumers: Four Views of Consumer Decision Making</li> <li>o Consumer Decision Making Rules</li> </ul>	Lecture, discussion, analytical analysis, problem solving	Quiz, Assignments, Term paper, Final	<b>CLO2, CLO3, CLO4</b>
<b>13</b>	<b>● Presentation of Research Paper</b>			
<b>14</b>	<b>● Class Activity, Case study Analysis &amp; Review</b>			

## MKT422 Sales Management

### A. Course General Information:

<b>Course Code:</b>	MKT422
<b>Course Title:</b>	Sales Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Marketing
<b>Prerequisites:</b>	BUS201 Business Communication, MKT301 Marketing Management
<b>Co-requisites:</b>	None



**B. Course Catalog Description:**

What does it take to be a highly successful professional salesperson? This course answers this question and guides the student to explore and understand successful sales and sales management behaviors. Students will develop their competence in professional selling theory and approaches, presentation skills, and sales management techniques. Course topics include the selling and buying process, creating and capturing value in buyer-seller relationships, prospecting, sales call planning, communicating the message, negotiating for win-win solutions, and finally, closing the sale. This will also examine how to motivate, compensate and train sales people.

**C. Rationale of the Course:**

This intermediate-level concentration/specialization course is optional for learners with a major or minor in marketing. It builds on the knowledge and skills developed in the prerequisite courses – BUS201-Business & Human Communication and MKT301-Marketing Management. Any BBA learner with a major/minor in Marketing may intend to gain advanced knowledge in sales management - to examine the elements of an effective sales force as a key component of the organization's total marketing effort. To recognize the impact of selling tools in enhancing marketing reach, one must know how to formulate, implement, and evaluate a sales program. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Build an understanding of the basic concepts of professional selling and buying approaches
2. Explore prospects, plan sales call, design and communicate message, negotiate and close a sale
3. Develop motivation, compensation and training strategies for sales people
4. Evaluate sales performance and outcome

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Explain sales management subject structure & practical methods/skills
CLO2	Analyze and evaluate data, information, and evidence to design selling approach
CLO3	Recognize the impact of selling process in creating and capturing value in buyer-seller relationships
CLO4	Develop solution selling mindset over product selling mindset
CLO5	Apply different selling techniques to maximize market reach (place and promotion)

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							

CLO2				✓				
CLO3						✓		
CLO4					✓			
CLO5		✓					✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● Introduction to Sales Management</b> <ul style="list-style-type: none"> <li>o Formulation</li> <li>o Evaluation</li> <li>o Implementation</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Midterm Exam, Final Exam, In-class Exercises	CLO1, CLO5
2	<b>● The Process of Selling &amp; Buying</b> <ul style="list-style-type: none"> <li>o Key success factors in relationship selling</li> <li>o Organization buying process and decision stages</li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Midterm Exam, Final Exam, Group Project	CLO3, CLO4
3	<b>● Linking Strategies and the Sales Role in CRM</b> <ul style="list-style-type: none"> <li>o What is value and how do sales people create it?</li> <li>o Key factors in communicating value &amp; in managing customer expectations</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Midterm Exam, Final Exam, In-class Exercises	CLO3, CLO4
4	<b>● Organizing the Sales Effort</b> <ul style="list-style-type: none"> <li>o Systematic prospecting plan</li> <li>o Communicating the sales presentation</li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, Quiz, Group Project	CLO4, CLO5
5	<b>● Salesperson Performance</b> <ul style="list-style-type: none"> <li>o What every successful sale professional needs to know</li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, Quiz, Group Project	CLO3, CLO5
6	<b>● Motivating the Salesforce</b> <ul style="list-style-type: none"> <li>o Behavior</li> <li>o Motivation</li> <li>o Roles</li> <li>o Perception</li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Midterm Exam, Final Exam, Group Project	CLO1, CLO3
7	<b>● Midterm Review</b> <b>● Mid-Term</b>			

8	<ul style="list-style-type: none"> <li>● <b>Negotiating for win-win solutions</b> <ul style="list-style-type: none"> <li>o Basic points in negotiating win-win</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project, In-class Exercises	CLO3, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Personal Characteristics and Sales Aptitude for Selecting Salespeople</b> <ul style="list-style-type: none"> <li>o Characteristics</li> <li>o Techniques</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project	CLO1, CLO2
10	<ul style="list-style-type: none"> <li>● <b>Sales Force Recruitment and Selection</b> <ul style="list-style-type: none"> <li>o Recruiting and selection issues</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Final Exam, Group Project	CLO1, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Sales Training, Objectives, Techniques and Evaluation</b> <ul style="list-style-type: none"> <li>o Training objectives</li> <li>o Developing successful sales training programs</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project, In-class Exercises	CLO1, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Salesperson Compensation and Incentives</b> <ul style="list-style-type: none"> <li>o Compensation programs and sales contests</li> <li>o Making compensation and incentive programs work</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO2, CLO3
13	<ul style="list-style-type: none"> <li>● <b>Evaluating Sales Person Performance</b> <ul style="list-style-type: none"> <li>o Measures of performance – objective and subjective</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project	CLO2, CLO3, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Presentation of Group Projects</b> <ul style="list-style-type: none"> <li>o Multiple topics listed above covered in the Group Project</li> </ul> </li> </ul>	Presentation of (Group Project) and Feedback	Final Exam	CLO2, CLO4

## MKT423 Brand Management

### A. Course General Information:

<b>Course Code:</b>	MKT423
<b>Course Title:</b>	Brand Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Marketing
<b>Prerequisites:</b>	MKT301 Marketing Management

<b>Co-requisites:</b>	None
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## **B. Course Catalog Description:**

Brand Management is a course focused on managing brands and brand portfolios. It covers all the activities related with the scope of brand management and responsibility of a brand manager, branding policy and strategies and new brand development. The course will help students to develop skills for systematically managing a brand through understanding of theories and concepts, case analysis and project submission. It creates a bridge between the brand theories and concepts of brand management and their application with the assistance of analyzing, building and managing brands. The students will be exposed to all the key issues necessary to create competitive advantage in today's changing corporate world.

## **C. Rationale of the Course:**

This specialization course is required for learners with a major or minor in marketing. It builds on the knowledge and skills developed in the prerequisite course – MKT301 Marketing Management. All BBA learners with a major in Marketing are expected to gain knowledge in brand management - a major area of marketing discipline and a major function of different organizations from diverse industries. To build and maintain brand equity is becoming prominent in top performing companies. The course content is developed to create an understanding on brand elements, strategic brand management, brand communication and corporate marketing. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

## **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Demonstrate the role of brands in simplifying customer decision making and creating shareholder value.
2. Explore the important issues in planning, implementing, and evaluating brand strategies.
3. Develop an understanding of concepts, theories, models, and other tools to make better branding decisions.
4. Design and implement a brand equity measurement system to measure and interpret brand performance.
5. Apply concepts of brand positioning, strategic brand management, brand portfolio strategies, and brand planning.

## **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Define brand and hypothesize the concepts, theories and techniques related to important issues in brand management operations.
<b>CLO2</b>	Design and implement strategies and programs for brands.

<b>CLO3</b>	Develop stories that trigger conversations, capture attention, generate engagement, and provide culturally-relevant meaning to consumers.
<b>CLO4</b>	Discover and contrast sources and outcomes of brand equity.
<b>CLO5</b>	Plan and combine an investigation on an organization's branding strategy, and communicate findings in an appropriate format.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>					✓	✓		
<b>CLO4</b>			✓					
<b>CLO5</b>			✓					✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<b>● Introduction to Brands and Brand Management</b> <ul style="list-style-type: none"> <li>o History of branding</li> <li>o What is brand and branding?</li> <li>o Importance of brands for consumers and firms</li> <li>o Can anything be branded?</li> <li>o Branding challenges and opportunities</li> <li>o The Brand Equity concept</li> <li>o The Strategic Brand Management Process</li> </ul>	Lecture, Notes, Discussions	Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>● Developing a Brand Strategy</b> <ul style="list-style-type: none"> <li>o Customer-based Brand Equity and Brand Positioning</li> <li>o What is CBBE?</li> <li>o Marketing Advantages of Strong Brands</li> <li>o Brand Knowledge</li> <li>o Sources of Brand Equity</li> <li>o Positioning Guidelines</li> <li>o Brand Mantra</li> </ul>	Lecture, Notes, Discussions	Class Activity, Quiz, Midterm Exam, Final Exam	CLO2
<b>3</b>	<b>● Brand Resonance and the Brand Value Chain</b>	Lecture, Notes, Discussions,	Homework, Midterm	CLO1, CLO2

	<ul style="list-style-type: none"> <li>o Brand Resonance Pyramid</li> <li>o The Brand Value Chain</li> <li>o Application of the Brand Value Chain</li> </ul>	Case Study	Exam, Final Exam	
4	<ul style="list-style-type: none"> <li>● <b>Designing and Implementing Brand Marketing Programs</b> <ul style="list-style-type: none"> <li>o Brand Elements</li> <li>o Brand Element Choice criteria</li> <li>o Brand elements Tactics and Options</li> <li>o Mixing and Matching Brand Elements</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Quiz, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO3
5	<ul style="list-style-type: none"> <li>● <b>Designing Marketing Programs to Build Brand Equity</b> <ul style="list-style-type: none"> <li>o New Perspectives and Development in Marketing</li> <li>o Integrating Marketing- Product Experience, Value Pricing, Direct and Indirect channel options etc.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Midterm Exam, Final Exam, Group Project	CLO4
6	<ul style="list-style-type: none"> <li>o <b>Integrating Marketing Communications to Build Brand Equity</b></li> <li>o The New Media Environment</li> <li>o Marketing Communication Options</li> <li>o Integrated Marketing Communication Programs</li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Homework, Midterm Exam, Final Exam, Group Project, In-class Exercises	CLO4
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Leveraging Secondary Brand Associations</b> <ul style="list-style-type: none"> <li>o The Leveraging Process</li> <li>o Company</li> <li>o Country of Origin</li> <li>o Channels of Distribution</li> <li>o Co-branding and Licensing</li> <li>o Celebrity Endorsement</li> <li>o Sporting, Cultural or Other Events</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Case Study	Homework, Final Exam, Group Project, In-class Exercises	CLO3,CLO4
9	<ul style="list-style-type: none"> <li>● <b>Measuring Sources of Brand Equity</b></li> </ul>	Lecture, Notes, Discussions, Article Review	Homework, Final Exam,	CLO4

	<ul style="list-style-type: none"> <li>o Developing a Brand Equity Measurement and Management System</li> <li>o Brand Audit</li> <li>o Example of Brand Audit</li> <li>o Brand Tracking Studies</li> <li>o How to capture Customer Mind-Set</li> <li>o Qualitative and Quantitative Research Techniques</li> </ul>		Group Project	
10	<ul style="list-style-type: none"> <li>● <b>Growing and Sustaining Brand Equity</b> <ul style="list-style-type: none"> <li>o Brand Architecture Strategies</li> <li>o Brand Portfolios</li> <li>o Brand Hierarchy Decisions</li> <li>o New Products and Brand Extensions</li> <li>o Advantages and Disadvantages of Brand Extensions</li> <li>o Criteria for Successful Extensions</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam	CLO5
11	<ul style="list-style-type: none"> <li>● <b>Managing Brands Over Time</b> <ul style="list-style-type: none"> <li>o Brand Reinforcement</li> <li>o Brand Revitalization</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Homework, Final Exam, In-class Exercises	CLO5
12	<ul style="list-style-type: none"> <li>● <b>22 Immutable Laws of Branding</b> <ul style="list-style-type: none"> <li>o Brand Storytelling</li> <li>o Managing Influencers and Brand Communities</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, In-class Exercises	CLO5
13	<ul style="list-style-type: none"> <li>● <b>Research paper Presentation</b> <ul style="list-style-type: none"> <li>o Multiple topics listed above covered in the Group Project</li> </ul> </li> </ul>	Presentation of (Group Project) and Feedback	Final Exam, Group Project	CLO1
14	<ul style="list-style-type: none"> <li>● <b>Case Study Analysis &amp; Review</b></li> </ul>	Lecture, Notes, Discussions	Final Exam	CLO1

## MKT425 International Marketing

### A. Course General Information:

Course Code:	MKT425
Course Title:	International Marketing
Credit Hours:	3
Contact Hours/Week:	3

<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Marketing
<b>Prerequisites:</b>	BUS301 International Business, MKT301 Marketing Management
<b>Co-requisites:</b>	None

## **B. Course Catalog Description:**

Today, marketing managers plan and conduct transactions across borders to create exchanges that satisfy the objectives of individuals and organizations. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing. This course focuses on the development of marketing strategies for organizations operating in the international business environment. Emphasis is placed on analyzing trends in the international marketing environment, recognizing business opportunities and adjusting standard marketing concepts to the diverse social, cultural, political, legal and economic situations found in global markets.

## **C. Rationale of the Course:**

This intermediate-level specialization course is optional for learners with a major or minor in marketing. It builds on the knowledge and skills developed in the prerequisite courses – BUS301-International Business and MKT301-Marketing Management. Any BBA learner with a major/minor in Marketing may intend to gain advanced knowledge in international marketing - a major function in international trade and other industries. To make prudent marketing decisions at the international level, one must be aware of the swift changes of an expanding competitive global market, as well as increased coverage of technology's impact on the international market arena. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

## **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Build basic understanding of the various activities necessary for international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations
2. Evaluate market entry strategies by inspecting changes in the global marketplaces through examination of macro and micro-environmental factors and emphasizing on the importance of cultural diversity to respond effectively to different market conditions
3. Demonstrate analytical skills required to develop the marketing mix elements (4Ps) in the international environment.

## **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Apply the key terms, definitions, and concepts used in marketing with an international perspective



<b>CLO2</b>	Analyze and evaluate data, information, and evidence related to international business opportunities
<b>CLO3</b>	Recognize the impact of cultural, social, political, economic and legal differences on the practice of marketing in the international business environment
<b>CLO4</b>	Compare and contrast environmental differences (and similarities) to develop international market entry strategies
<b>CLO5</b>	Design and implement basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion)

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓						✓	
<b>CLO2</b>		✓						
<b>CLO3</b>						✓		
<b>CLO4</b>				✓		✓		
<b>CLO5</b>			✓					✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<b>● The Scope and Challenge of International Marketing</b> <ul style="list-style-type: none"> <li>o Domestic vs Foreign Environment</li> <li>o Obstacles to Adaptation</li> <li>o Cross-Cultural Analysis</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Midterm Exam, Final Exam, In-class Exercises	CLO1, CLO4
<b>2</b>	<b>● Cultural Dynamics in Assessing Global Markets</b> <ul style="list-style-type: none"> <li>o Origins, Elements &amp; Consequences of Culture</li> <li>o Hofstede Model</li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Midterm Exam, Final Exam, Group Project	CLO3, CLO4
<b>3</b>	<b>● Cultural Dynamics in Assessing Global Markets</b> <ul style="list-style-type: none"> <li>o Factual vs. Interpretive Knowledge</li> <li>o Planned vs. Unplanned Cultural Change</li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Midterm Exam, Final Exam, In-class Exercises	CLO3, CLO4
<b>4</b>	<b>● Political Environment</b> <ul style="list-style-type: none"> <li>o Political Risks</li> <li>o Strategies to mitigate risk</li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, Quiz,	CLO2, CLO3

			Group Project	
5	<ul style="list-style-type: none"> <li>● <b>Economic Environment</b> <ul style="list-style-type: none"> <li>o Economic Risks</li> <li>o Strategies to mitigate risk</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Midterm Exam, Final Exam, Quiz, Group Project	CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Legal Environment</b> <ul style="list-style-type: none"> <li>o Legal Systems</li> <li>o Business Laws</li> <li>o Legal Risks</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Midterm Exam, Final Exam, Group Project	CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid Term</b></li> <li>● <b>Scope &amp; Challenge of International Marketing</b> <ul style="list-style-type: none"> <li>o Cultural Dynamics</li> <li>o Political Environment</li> <li>o Economic Environment</li> <li>o Legal Environment</li> </ul> </li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Entry Mode Strategy</b> <ul style="list-style-type: none"> <li>o International Planning Process</li> <li>o Factors influencing the choice of entry mode</li> <li>o Internalization vs. Externalization</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project, In-class Exercises	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Products and Services for Consumers</b> <ul style="list-style-type: none"> <li>o Physical or Mandatory Requirements and Adaptation</li> <li>o Diffusion of Innovation</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Video Demonstration	Final Exam, Group Project	CLO2, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Products and Services for Consumers</b> <ul style="list-style-type: none"> <li>o Cultural Implications</li> <li>o COO Effect</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Final Exam, Group Project, In-class Exercises	CLO2, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Pricing for International Markets</b> <ul style="list-style-type: none"> <li>o Demand-Side Factors</li> <li>o Supply-Side Factors</li> <li>o Market Factors</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO5
12	<ul style="list-style-type: none"> <li>● <b>International Marketing Channels</b> <ul style="list-style-type: none"> <li>o Channel of Distribution Structures</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project	CLO2, CLO5

	o Factors Affecting Choice of Channels			
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Integrated Marketing Communications &amp; International Advertising</b> <ul style="list-style-type: none"> <li>o Advertising Strategy and Goals</li> <li>o Product Attribute and Benefit Segmentation</li> <li>o Regional Segmentation</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Final Exam, Group Project	CLO4, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Presentation of Group Projects</b> <ul style="list-style-type: none"> <li>o Multiple topics listed above covered in the Group Project</li> </ul> </li> </ul>	Presentation of (Group Project) and Feedback	Final Exam	CLO2, CLO5

## MKT426 Marketing Research

### A. Course General Information:

<b>Course Code:</b>	MKT426
<b>Course Title:</b>	Marketing Research
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Marketing
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MKT301 Marketing Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course helps to familiarize students with different research methods employed in market research. In emphasizing on good information to make good decisions, this course helps students to acquire the skills to design different research methods and then collect, analyze and interpret the data that will provide useful insights in making decisions. Moreover, the course will give students an understanding about the advantages and possible avenues of research. They will also be aware of the different limitations of research. Topics include discussion on finding the research gap, choosing research design, collecting data, designing questionnaires, selecting samples and analyzing the data.

### C. Rationale of the Course:

This intermediate-level concentration/specialization course is required for learners with a major or minor in marketing. It builds on the knowledge and skills developed in the prerequisite courses – MKT301 Marketing Management and BUS232 Research Methods in Business and Management. All BBA learners with a major in Marketing are expected to gain advanced knowledge in marketing research - a major area of marketing discipline and a major function in the market, competitor and

consumer analysis. To make prudent investment decisions at personal and institutional levels, one must have critical thinking and analytical abilities to identify the opportunities and challenges and unique market gaps. This course is designed to help learners develop understanding and application of various research techniques.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Discuss the detailed process of market research.
2. Familiarize students on data analysis and interpretations to develop decision making skills.
3. Explain market research gaps and apply the suitable research design and data measuring instruments in finding those gaps.
4. Elucidate quantitative data through statistical package.
5. Develop students' knowledge of basic data analysis and data interpretation to provide well informed and accurate recommendations to practitioners.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate familiarity with and understanding of the objectives of market research process and collect data through both primary (qualitative and quantitative) and secondary data collection methods.
<b>CLO2</b>	Identify business opportunities and challenges and identify the unique market gaps.
<b>CLO3</b>	Recognize how to design a research process, choose the correct target population and sample and use data measurement tools and techniques to effectively collect data.
<b>CLO4</b>	Analyze and interpret various types of data with the help of statistical analytical software SPSS.
<b>CLO5</b>	Provide recommendations to the practitioners based on data analysis and interpretation skills.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>			✓			✓		
<b>CLO3</b>				✓				
<b>CLO4</b>								
<b>CLO5</b>				✓				✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
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1	<ul style="list-style-type: none"> <li>● <b>Introduction</b> <ul style="list-style-type: none"> <li>o An introduction to marketing research</li> <li>o Definition of Marketing Research</li> <li>o Motivation on research</li> <li>o Challenges and Constraints on research</li> </ul> </li> </ul>	Lecture, Discussion	Quiz, Midterm Exam	CLO1, CLO2, CLO3
	<ul style="list-style-type: none"> <li>● <b>A Classification of Marketing Research</b> <ul style="list-style-type: none"> <li>o Marketing Research Process</li> <li>o The Role of Marketing Research</li> <li>o Research in Marketing Decision Making</li> <li>o Marketing Research and Competitive Intelligence</li> <li>o The Decision to Conduct Research</li> </ul> </li> </ul>	Lecture, Discussion, Video	Quiz, Midterm Exam	CLO1, CLO2, CLO3
2	<ul style="list-style-type: none"> <li>● <b>Defining marketing research problem and developing an approach</b> <ul style="list-style-type: none"> <li>o Importance of Defining a Problem</li> <li>o The Process of Defining the Problem and Developing an Approach</li> <li>o Tasks involved in Problem Definition</li> <li>o Environmental Context of the Problem</li> </ul> </li> </ul>	Discussion, Lecture, Group Work	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
	<ul style="list-style-type: none"> <li>● <b>Management Decision Problem and Marketing Research Problem</b> <ul style="list-style-type: none"> <li>o Defining the Marketing Research Problem</li> </ul> </li> </ul>	Discussion, Lecture, Group Work	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
3	<ul style="list-style-type: none"> <li>● <b>Research Design</b> <ul style="list-style-type: none"> <li>o Research Design: Definition</li> <li>o Research Design: Classification</li> <li>o Exploratory Research</li> <li>o Descriptive Research</li> </ul> </li> </ul>	Discussion, Lecture, Group Work	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO3
	<ul style="list-style-type: none"> <li>● <b>Causal Research</b> <ul style="list-style-type: none"> <li>o Relationships Among Exploratory, Descriptive, and Causal Research</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Midterm Exam, Final	CLO2, CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Potential Sources of Error</li> <li>o Budgeting and Scheduling</li> <li>o Marketing Research Proposal</li> <li>o</li> </ul>		Exam, Term Project	
4	<ul style="list-style-type: none"> <li>● <b>Exploratory Research Design:</b> <ul style="list-style-type: none"> <li>o Secondary Data-Qualitative research</li> <li>o Primary Versus Secondary Data</li> <li>o Advantages &amp; Uses of Secondary Data</li> <li>o Disadvantages of Secondary Data</li> <li>o Criteria for Evaluating Secondary Data</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	CLO3, CLO4
	<ul style="list-style-type: none"> <li>● <b>Presentation of Research Proposal by Students</b></li> </ul>	Group Work and Presentation		CLO3 and CLO5
5	<ul style="list-style-type: none"> <li>● <b>Exploratory Research Design: Projective Techniques Qualitative Research</b> <ul style="list-style-type: none"> <li>o Primary Data: Qualitative Versus Quantitative Research</li> <li>o Rationale for Using Qualitative Research Procedures</li> <li>o A Classification of Qualitative Research Procedures</li> </ul> </li> </ul>	Discussion, Lecture,	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	CLO3
	<ul style="list-style-type: none"> <li>● <b>Focus Group</b> <ul style="list-style-type: none"> <li>o Moderation of Focus Group</li> <li>o In-depth interviews Analysis for qualitative data</li> <li>o Projective Techniques</li> </ul> </li> </ul>	Interactive Class Activities on Projective Techniques	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	
6	<ul style="list-style-type: none"> <li>● <b>Survey and Observation</b> <ul style="list-style-type: none"> <li>o Survey Methods</li> <li>o Survey Methods Classified by Mode of Administration</li> <li>o A Comparative Evaluation of Survey Methods</li> <li>o Selection of Survey Method(s)</li> </ul> </li> </ul>	Discussion, Lecture, Case Study Discussion	Quiz, Assignment, Midterm Exam, Final Exam, Term Project	CLO2, CLO3
	<ul style="list-style-type: none"> <li>● <b>Observation Methods</b> <ul style="list-style-type: none"> <li>o Observational Methods Classified by Mode of Administration</li> </ul> </li> </ul>	Discussion, Lecture, Video on Mechanical	Quiz, Assignment, Midterm Exam, Final	CLO2, CLO3

	<ul style="list-style-type: none"> <li>o A Comparative Evaluation of Observational Methods</li> <li>o A Comparison of Survey and Observational Methods</li> <li>o Ethnographic Research &amp; Other Methods</li> </ul>	technique mechanism	Exam, Term Project	
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>8</b>	<ul style="list-style-type: none"> <li>o Experimentation</li> <li>o Concept of Causality</li> <li>o Conditions for Causality</li> <li>o Definition of Concepts</li> <li>o Definition of Symbols</li> <li>o Validity in Experimentation</li> <li>o Extraneous Variables</li> <li>o Controlling Extraneous Variables</li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4
	<ul style="list-style-type: none"> <li>● <b>Experimentation</b></li> <li>o A Classification of Experimental Designs</li> <li>o Pre-experimental Designs</li> <li>o True Experimental Designs</li> <li>o Quasi Experimental Designs</li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Measurement and Scaling:</b></li> <li>o Fundamentals and comparative scaling</li> <li>o Measurement and Scaling</li> <li>o Primary Scales of Measurement</li> <li>o A Comparison of Scaling Techniques</li> <li>o Comparative Scaling Techniques</li> <li>o Verbal Protocols</li> </ul>	Discussion, Lecture In Class Activity	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Measurement and Scaling: Non comparative scaling techniques</b></li> <li>● <b>Non-Comparative Scaling Techniques</b></li> <li>o Continuous Rating Scale</li> <li>o Itemized Rating Scale</li> <li>o Non-comparative Itemized Rating Scale Decisions</li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
	<ul style="list-style-type: none"> <li>● <b>Non-Comparative Scales</b></li> <li>o Multi-item Scales</li> <li>o Scale Evaluation</li> <li>o Choosing a Scaling Technique</li> <li>o Mathematically Derived Scales</li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> <li>o True Score Model</li> <li>o Reliability, Validity and Generalizability</li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Questionnaire and Form design</b> <ul style="list-style-type: none"> <li>o Questionnaire &amp; Observation Forms</li> <li>o Questionnaire Design Process</li> <li>o Specify the Information Needed</li> <li>o Type of Interviewing Method</li> <li>o Individual Question Content</li> <li>o Overcoming Inability to Answer</li> <li>o Overcoming Unwillingness to Answer</li> <li>o Choosing Question Structure</li> <li>o Choosing Question Wording</li> <li>o Determining the Order of Questions</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
	<ul style="list-style-type: none"> <li>● <b>Questionnaire and Form Design</b> <ul style="list-style-type: none"> <li>o Form &amp; Layout</li> <li>o Reproduction of the Questionnaire</li> <li>o Pretesting and Pilot Survey</li> </ul> </li> </ul>	Discussion, Lecture	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Sampling: design and procedures</b></li> <li>● <b>Sample or Census</b> <ul style="list-style-type: none"> <li>o The Sampling Design Process</li> <li>o A Classification of Sampling Techniques</li> <li>o Choosing Non-Probability Versus Probability Sampling</li> <li>o Uses of Non-Probability Versus Probability Sampling</li> <li>o Internet Sampling</li> </ul> </li> </ul>	Discussion, Lecture Syllabus for Quiz 3 (9, 10 and 11)	Quiz, Assignment, Final Exam, Term Project	CLO3, CLO4, CLO5
	● <b>Lab Class</b>	SPSS Software	Term project	CLO4, CLO5
13	● <b>Lab Class</b>	SPSS Software	Term project	CLO4, CLO5
	● <b>Presentation of Group Project</b>		Term project	
14	● <b>Presentation of Group Project</b>		Term project	
	● <b>Final Review and Course Wrap Up</b>			



## **MKT428 Strategic Marketing**

### **A. Course General Information:**

<b>Course Code:</b>	MKT428
<b>Course Title:</b>	Strategic Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Marketing, Elective for Minor in Marketing
<b>Prerequisites:</b>	MKT301 Marketing Management
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

The course deals with formulation, implementation and control of marketing strategies and involves scanning of business environment with a focus on key marketing issues and an appraisal of the management of marketing functions. The course discusses marketing strategy, market and competitor analysis, marketing strategies for selected situations, planning for new products and other relevant topics. Competitive marketing strategies are introduced to aid in learning application of theories in different economic context and competitive environment. The course builds on the intellectual capacity of individual students in formulating market driven strategies through application of contemporary case studies, problem-solving activities and field projects.

### **C. Rationale of the Course:**

Strategic marketing requires knowledge, skills and competencies in a range of techniques such as strategic analysis and planning, implementation, via a number of integrated and synergistic marketing functions and activities and marketing control, aided by an array of marketing metrics and digital developments. This course aims to provide students with a strong grasp of both the strategic elements of establishing a long-term customer orientation and the operational techniques that are required of marketing managers to implement a strategic marketing orientation successfully.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

- Apply knowledge of marketing theories, principles, strategies, and concepts.
- Analyze the theories and practices behind the strategic marketing decisions.
- Execute strategic marketing decision tools and processes in real-life business scenarios.
- Develop integrated marketing strategies as well as evaluate and propose appropriate activities and organizational structures to implement and control the chosen strategy effectively.
- Design the activities and organizational structures, including networking and partnerships, required to implement, monitor, and measure the performance of marketing strategies.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate a strategic, global and ethically informed understanding of the marketing management process.
<b>CLO2</b>	Critically analyze marketing problems and opportunities, and develop appropriate marketing strategies in a variety of contexts.
<b>CLO3</b>	Develop critical awareness of the analytical processes used to evaluate market opportunities and propose appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts.
<b>CLO4</b>	Propose, plan and integrate strategic marketing documents.
<b>CLO5</b>	Use a range of verbal, numerical and graphical data to formulate, implement and measure the success of marketing strategies.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓				✓			
<b>CLO2</b>		✓						
<b>CLO3</b>			✓			✓		
<b>CLO4</b>								✓
<b>CLO5</b>							✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introduction- role and importance of strategic marketing</b> <ul style="list-style-type: none"> <li>o Define marketing in strategic terms</li> <li>o Specify the characteristics of strategy and strategic decisions</li> <li>o Understand the future role of strategic marketing and its contribution to management</li> </ul>	Lecture	Quiz/Midterm	CLO1
<b>2</b>	<b>● Basics of strategic marketing models</b>	Lecture	Quiz/Midterm	CLO1

	<ul style="list-style-type: none"> <li>o Using practical models as tools to support marketing strategy</li> <li>o Framework to assess how various companies doing things now compared to their competitors</li> <li>o Practical application of the models in the "real world" context</li> </ul>			
3	<ul style="list-style-type: none"> <li>● <b>Marketing Environmental Analysis</b> <ul style="list-style-type: none"> <li>o Why a regular and detailed analysis of the organization's environment is important</li> <li>o The key elements of the environmental analysis</li> <li>o How environmental factors are changing</li> <li>o Stakeholder analysis</li> <li>o Environmental analysis models</li> </ul> </li> </ul>	Lecture	Assignment / Midterm	CLO2, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Customer and Market Insights</b> <ul style="list-style-type: none"> <li>o Role of information in strategic Marketing</li> <li>o Different research approaches in marketing</li> <li>o Applying various tools to understand customer and market insights</li> </ul> </li> </ul>	Lecture	Assignment / Midterm	CLO2, CLO3
5	<ul style="list-style-type: none"> <li>● <b>Market Segmentation and Targeting</b> <ul style="list-style-type: none"> <li>o The nature and purpose of market segmentation</li> <li>o The contribution of segmentation to effective marketing planning</li> <li>o Data-driven approaches to segmentation and targeting.</li> </ul> </li> </ul>	Lecture	Quiz/Midterm	CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Crafting Competitive Advantage</b> <ul style="list-style-type: none"> <li>o Identifying and evaluating opportunities for growth</li> <li>o Resource analysis</li> <li>o Business strategies for growth and development</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Strategy implementation and change</li> </ul>			
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Week</b></li> </ul>			
<b>8</b>	<ul style="list-style-type: none"> <li>● <b>Crafting strategic marketing plan</b> <ul style="list-style-type: none"> <li>o Understanding the importance of the strategic marketing plan</li> <li>o Steps in creating strategic marketing plan</li> <li>o Communicating strategic marketing plan</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO3, CLO4
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Importance and art of branding</b> <ul style="list-style-type: none"> <li>o Difference between brand and branding</li> <li>o Brand building, brand awareness and protecting the branding</li> <li>o Basics of strategic brand management</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO1
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Developing ideal positioning</b> <ul style="list-style-type: none"> <li>o Common positioning strategies</li> <li>o How positioning might help to differentiate the brand from the competitors</li> <li>o How proper positioning justify the pricing strategy</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO3, CLO4
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Marketing in the Digital Era</b> <ul style="list-style-type: none"> <li>o Major forces shaping the new digital age</li> <li>o e-business strategies</li> <li>o Four major e-commerce domains</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO1, CLO3, CLO4
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Pricing Strategy</b> <ul style="list-style-type: none"> <li>o Why pricing strategy is important</li> <li>o Factors to consider when setting prices</li> <li>o Product Mix Pricing Strategies</li> <li>o Price-adjustment strategies</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO3, CLO4
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Integrated Marketing Communication</b> <ul style="list-style-type: none"> <li>o The need for coordination in marketing communication</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO4, CLO5

	<ul style="list-style-type: none"> <li>o Key strategic communication challenges</li> <li>o Five categories of strategies to match promises with delivery</li> <li>o Using various channels and tools to develop communication campaigns.</li> </ul>			
14	● Review & Group Presentation	Lecture	Assignment / Final	CLO4, CLO5

## MKT431 Services Marketing

### A. Course General Information:

<b>Course Code:</b>	MKT431
<b>Course Title:</b>	Services Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Marketing
<b>Prerequisites:</b>	MKT301 Marketing Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The life of a product or brand depends on the promise of service. It has become increasingly difficult for business organizations to offer unique benefits to its customers in today's competitive business environment. As a result, companies are choosing to differentiate themselves via service offerings that could be more difficult to replicate. This course aims to prepare students to understand all aspects of marketing from a service perspective and prepares students to deal with conflicting services marketing situations. The course focuses on development and implementation of sustainable and successful marketing strategies using various frameworks in understanding the customer, uncovering insights and formulating innovations in service.

### C. Rationale of the Course:

This course aims to prepare students to understand all aspects of marketing from a service perspective and prepares students to deal with conflicting services marketing situations. The course focuses on development and implementation of sustainable and successful marketing strategies using various frameworks in understanding the customer, uncovering insights and formulating innovations in service.

### D. Course Objectives (COs):

The major objectives of this course are to:

- Apply the key concepts related to services marketing in real business scenarios
- Develop services products through determining the right combination of the components using flows of service
- Apply assessment tools to measure service quality and to examine the most critical service quality gap
- Design blueprint which helps to visualize the total customer service experience and to identify fail points

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Recognize the milieu and distinctiveness of services, especially the unique challenges involved in marketing service
<b>CLO2</b>	Apply the contemporary concepts of services marketing
<b>CLO3</b>	Analyze the role of employees and customers in the delivery of service
<b>CLO4</b>	Design Service Blueprint for any service
<b>CLO5</b>	Assess and communicate the quality of a service using various tools

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>	✓							
<b>CLO3</b>			✓		✓			
<b>CLO4</b>								✓
<b>CLO5</b>							✓	✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>• <b>New Perspectives on Marketing in Service Economy</b> <ul style="list-style-type: none"> <li>o Why study services?</li> <li>o Powerful forces that are transforming service markets</li> <li>o What are services?</li> <li>o Four broad categories of services</li> </ul> </li> </ul>	Lecture	Quiz/ Midterm	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>o Challenges posed by services</li> </ul>			
2	<ul style="list-style-type: none"> <li>● <b>Expanded Service Marketing Mix</b> <ul style="list-style-type: none"> <li>o The 4Ps of marketing mix</li> <li>o The evolution of marketing mix: 7Ps, 4Cs and 7Cs;</li> <li>o 8Ps of Service Marketing</li> <li>o How to use marketing mix for successful service marketing strategies.</li> </ul> </li> </ul>	Lecture	Quiz/ Midterm	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Consumer Behavior in Service Context</b> <ul style="list-style-type: none"> <li>o Three-stage model of service consumption</li> <li>o Prepurchase stage</li> <li>o Service encounter stage</li> <li>o Post-encounter stage</li> </ul> </li> </ul>	Lecture	Assignment / Midterm	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Service Quality Dimensions</b> <ul style="list-style-type: none"> <li>o Understand the importance of Quality-of-Service assessment</li> <li>o Five dimensions of service quality</li> <li>o SERVQUAL model</li> </ul> </li> </ul>	Lecture	Assignment / Midterm	CLO5, CLO3
5	<ul style="list-style-type: none"> <li>● <b>The Gaps Model of Service Quality</b> <ul style="list-style-type: none"> <li>o Understand the gap model in QoS</li> <li>o Identifying and applying 5 gaps in services</li> </ul> </li> </ul>	Lecture	Assignment / Midterm	CLO5, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Service Audit</b> <ul style="list-style-type: none"> <li>o Differentiating service evaluation, audit and research</li> <li>o Applying service quality principles to service evaluation and audit</li> <li>o Applying ethical principles to service audit</li> </ul> </li> </ul>	Lecture	Quiz/Midterm	CLO5, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid-Term</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Creating the Service Product</b> <ul style="list-style-type: none"> <li>o The Flowers of Service</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO4

	<ul style="list-style-type: none"> <li>o Insights about the Flower of Service Concept</li> <li>o Facilitating and enhancing services with the Flowers model</li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Designing and Managing Service Processes</b> <ul style="list-style-type: none"> <li>o Flow-charting service delivery</li> <li>o The Service Blueprint</li> <li>o A Three-Act Performance</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO4
10	<ul style="list-style-type: none"> <li>● <b>Planning the Service Environment</b> <ul style="list-style-type: none"> <li>o Designing the Servicescape</li> <li>o The Mehrabian-Russell Stimulus-Response Model</li> <li>o The Russell Model of Affect</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO4
11	<ul style="list-style-type: none"> <li>● <b>Employees Role in Delivering Service</b> <ul style="list-style-type: none"> <li>o Critical importance of service employees</li> <li>o Boundary spanning Roles</li> <li>o Strategies for closing service gap</li> <li>o Developing service culture</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO3
12	<ul style="list-style-type: none"> <li>● <b>Integrated Service Marketing Communication</b> <ul style="list-style-type: none"> <li>o The need for coordination in marketing communication</li> <li>o Key service communication challenges</li> <li>o Five categories of strategies to match service promises with delivery</li> <li>o Using various communication strategies to market</li> <li>o Using various channels and tools to develop communication campaigns.</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO2, CLO1
13	<ul style="list-style-type: none"> <li>● <b>Pricing of Services</b> <ul style="list-style-type: none"> <li>o Approaches to pricing service</li> <li>o Pricing strategies that link to the value definitions</li> <li>o Pricing tactics</li> </ul> </li> </ul>	Lecture	Assignment / Final	CLO2, CLO1
14	● <b>Review &amp; Group Presentation</b>			



## **MKT433 Integrated Marketing Communication**

### **A. Course General Information:**

<b>Course Code:</b>	MKT433
<b>Course Title:</b>	Integrated Marketing Communication
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Marketing, Elective for Minor in Marketing
<b>Prerequisites:</b>	MKT301 Marketing Management
<b>Co-requisites:</b>	None

### **B. Course Catalog Description:**

This course emphasizes the students' knowledge and practices on all the components of marketing and promotional tools used for products and services. The emphasis is given on ways to analyze and create an effective communication campaign by using value-based IMC concepts adopting modern technology. The course will provide students with a thorough understanding of advertising as a major promotional tool as well as other contemporary communication tools used to successfully promote a brand. This course will examine the process by which integrated marketing communications programs are planned, developed, executed, and measured. To prepare the students to become 21<sup>st</sup> century change makers, the method of teaching will contain presentations, cases, and real advertising experiences as per the feedback from the relevant IMC field.

### **C. Rationale of the Course:**

This intermediate-level concentration/specialization course is mandatory for learners with a major in Marketing. It builds on the knowledge and skills acquired in the prerequisite course –Marketing Management. Students majoring in Marketing are expected to gain advanced knowledge in marketing communication - a basic area of the marketing discipline and a key function of organizations in both the private and public sectors. Therefore, one must have creative thinking and analytical abilities to identify and use relevant tools and techniques to develop professional marketing communication campaigns. This course is designed to help learners develop these competencies.

### **D. Course Objectives (COs):**

The major objectives of this course are to:

- Develop knowledge of using tools and techniques to prepare and present a range of professional marketing communications campaigns.
- Enhance learning abilities on target market detection in terms of segmentation and positioning.
- Build heightened and interactive presentation skills in preparing a product promotion pitch to a full house audience.

- Enhance technical applicability of integrated marketing communication in the advertising career.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Describe various marketing communication theories and their practical application.
<b>CLO2</b>	Assess available marketing communication tools and their application in global and local context.
<b>CLO3</b>	Develop expertise in practical, real-world application of IMC practices.
<b>CLO4</b>	Critique integrated marketing communication campaigns.
<b>CLO5</b>	Prepare an integrated marketing communication plan by working in a group.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓				✓		
<b>CLO3</b>		✓						✓
<b>CLO4</b>			✓					
<b>CLO5</b>					✓		✓	

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>• <b>Introduction to the Course</b></li> <li>• <b>IMC: An Overview and Market Dynamics</b> <ul style="list-style-type: none"> <li>o Marketing and communication</li> <li>o Marketing mix revisited</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Problem solving exercises	Quiz, Assignment, Midterm exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>• <b>IMC: An Overview and Market Dynamics (continued)</b> <ul style="list-style-type: none"> <li>o Evolution of IMC</li> <li>o Significance of IMC over advertising</li> <li>o The promotional mix</li> <li>o Products, services and brands</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Problem solving exercises	Quiz, Assignment, Midterm exam, Final Exam	CLO1, CLO2
<b>3</b>	<ul style="list-style-type: none"> <li>• <b>IMC Planning Process</b> <ul style="list-style-type: none"> <li>o Introduction and significance</li> </ul> </li> </ul>	Lecture, Discussions and	Quiz, Assignment,	CLO1, CLO2, CLO5

	<ul style="list-style-type: none"> <li>o Marketing strategy</li> <li>o STP</li> <li>o Push/pull strategy</li> <li>o IMC planning</li> </ul>	interaction, Problem solving exercises, Group work	Midterm exam, Final Exam	
4	<ul style="list-style-type: none"> <li>● <b>Marketing Communication Mix</b> <ul style="list-style-type: none"> <li>o 4 Ps of Marketing and communication</li> <li>o Media mix strategy</li> <li>o Media and content mix</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Problem solving exercises	Quiz, Assignment, Midterm exam, Final Exam	CLO1, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Advertising Agency</b> <ul style="list-style-type: none"> <li>o Introduction and significance of ad agency</li> <li>o Types of ad-agencies</li> <li>o Functions of agency</li> <li>o Client-agency issues</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Problem solving exercises	Quiz, Assignment, Midterm exam, Final Exam	CLO1, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Branding and Positioning</b> <ul style="list-style-type: none"> <li>o Brand image</li> <li>o Brand salience</li> <li>o Keller's brand equity model</li> <li>o Brand awareness and association</li> <li>o Branding ladder</li> <li>o Brand loyalty and advertising</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Problem solving exercises, group work	Quiz, Assignment, Midterm exam, Final Exam	CLO1, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>MIDTERM EXAM</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Creative Strategy: Planning and Development</b> <ul style="list-style-type: none"> <li>o The importance of creativity in advertising</li> <li>o Planning creative strategy</li> <li>o The creative process</li> <li>o Creative strategy development</li> <li>o Creative brief</li> <li>o Creative Strategy: Implementation and Evaluation</li> <li>o Appeals and execution styles</li> <li>o Creative tactics</li> <li>o Client evaluation and approval of creative work</li> </ul> </li> </ul>	Lecture, Discussions and interaction	Quiz, Assignment, Final Exam	CLO1, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Persuasion in IMC</b> <ul style="list-style-type: none"> <li>o Ethos, pathos and logos</li> <li>o Persuasion in advertising</li> </ul> </li> </ul>	Lecture, Discussions and interaction,	Quiz, Assignment, Final Exam	CLO1, CLO5

	<ul style="list-style-type: none"> <li>o Appeals of advertising theme</li> <li>o Techniques used in advertising message</li> </ul>	Problem solving exercises		
10	<ul style="list-style-type: none"> <li>● <b>The Internet: Digital and social media</b> <ul style="list-style-type: none"> <li>o The Internet and Integrated Marketing Communications</li> <li>o Mobile</li> <li>o Social Media Management Programs</li> <li>o Internet Metrics</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Problem solving exercises	Quiz, Assignment, Final Exam	CLO1, CLO3
11	<ul style="list-style-type: none"> <li>● <b>Ethics in Promotional Process</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Terms in ethical concern</li> <li>o Shock advertising</li> <li>o Moderators of ad</li> <li>o Key ethical issues</li> <li>o Case studies</li> </ul> </li> </ul>	Lecture, Discussions and interaction, Problem solving exercises	Quiz, Assignment, Final Exam	CLO1, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Measuring the Effectiveness of the Promotional Program</b> <ul style="list-style-type: none"> <li>o Conducting research to measure advertising</li> <li>o Effectiveness</li> <li>o The testing processes</li> </ul> </li> </ul>	Lecture, Discussions and interaction	Quiz, Assignment, Final Exam	CLO1, CLO3, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Presentation of Group Projects</b></li> </ul>	Group work, Presentation and feedback	Final Exam	CLO3, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Class activity</b></li> <li>● <b>Review</b></li> </ul>	Problem solving exercises, Group work Discussions and interaction	Final Exam	CLO2, CLO4  CLO1

## MKT434 Customer Relationship Management

### A. Course General Information:

<b>Course Code:</b>	MKT434
<b>Course Title:</b>	Customer Relationship Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3

<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Marketing
<b>Prerequisites:</b>	MKT301 Marketing Management
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

As industry drive toward technological revolution and customer satisfaction model is on the verge of reshuffle, companies see Customer Relationship Management as a vital business strategy to stay afloat in the competitive advantage game. CRM integrates internal and external networks to create and deliver value to the target audience by achieving organizational objectives too. It examines the role that stakeholders play in shaping relationships with actual and potential customers. As business platforms are being constantly redesigned with online offline product access- the application of the course knowledge is of prime importance for the marketing graduates of today.

#### **C. Rationale of the Course:**

Customer relationship management is an elective course for marketing majors. In today's dynamic business world, adding value to products that marketers offer has become the strategy for the sustainability of businesses. Ongoing, meaningful, and a strong relationship with customers is also considered a very important source of value by all modern marketers. For the longer survival rate, focusing on customers and building a strong relationship with them is crucial. Customer relationships are pivotal for some B2C, and B2B companies, and established theories on relationship building, nurturing, and its commercialization, are now recognized and valued in the Marketing discipline. Learners without a customer relationship orientation- in its theoretical, practical and technological aspects- will not be able to serve as competent professionals in the modern organization's Marketing department.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

- Apply the components of successful customer care plan for an organization to develop a customer focus mindset.
- Help students acquire critical skills to understand customer retention techniques, and analyze satisfaction measurement tools for a company.
- Construct a comprehensive CRM plan for firms by assessing the company's goals and objectives.
- Practice customer complaint management and know what to offer as alternate solutions in dealing with customer feedback.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Appraise the key elements of relationship marketing strategies driven to customers
<b>CLO2</b>	Analyze relationship theory from customer and organizational perspectives

<b>CLO3</b>	Possess an in-depth knowledge on the roles played by external and internal marketing
<b>CLO4</b>	Acquire the ability to demonstrate an organization's relationships with its key market domains/stakeholders
<b>CLO5</b>	Design the key elements of relationship marketing strategies driven to customers

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓		✓					
<b>CLO2</b>		✓			✓			
<b>CLO3</b>			✓			✓		
<b>CLO4</b>							✓	✓
<b>CLO5</b>	✓				✓			

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Key role of Customer Relationship Manager- creating a competitive edge</b> <ul style="list-style-type: none"> <li>o Introduction</li> <li>o Strategic CRM</li> <li>o Operational CRM</li> <li>o Analytical CRM</li> <li>o Collaborative CRM</li> <li>o Defining CRM</li> <li>o Misunderstanding about CRM</li> <li>o Models of CRM</li> </ul> </li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, midterm, final	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Understanding relationships</b> <ul style="list-style-type: none"> <li>o What is a relationship?</li> <li>o Relationship Quality</li> <li>o Why companies want relationship with customers</li> <li>o Why companies do not want relationship with customers</li> <li>o Why companies want relationship with suppliers</li> <li>o Customer satisfaction, loyalty, business performance</li> </ul> </li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, midterm, final	CLO1, CLO2, CLO3
<b>3</b>	<ul style="list-style-type: none"> <li>o <b>Planning and implementing customer relationship management projects</b></li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment,	CLO1, CLO2, CLO3

	<ul style="list-style-type: none"> <li>o CRM Implementation:</li> <li>o Phase 1: Develop CRM Strategy</li> <li>o Phase 2: Build CRM project foundation</li> <li>o Phase 3: Needs specification and partner selection</li> <li>o Phase 4: Project implementation</li> <li>o Phase 5: Evaluate performance</li> </ul>		midterm, final	
4	<ul style="list-style-type: none"> <li>● <b>Developing, managing and using customer related database</b> <ul style="list-style-type: none"> <li>o What is a customer related database?</li> <li>o Developing CRD</li> <li>o Select database technology and hardware</li> <li>o Maintain the database</li> <li>o Describe data attributes, warehousing, integration</li> <li>o Data marts and mining</li> <li>o Privacy issues</li> </ul> </li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, midterm, final	CLO1, CLO2, CLO4
5	<ul style="list-style-type: none"> <li>● <b>Customer Portfolio Management</b> <ul style="list-style-type: none"> <li>o What is a portfolio?</li> <li>o Basic disciplines of CPM</li> <li>o Market segmentation</li> <li>o Sales forecasting</li> <li>o Activity based costing</li> <li>o Data mining</li> <li>o Seven core of customer management strategies</li> </ul> </li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, midterm, final	CLO1, CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Customer relationship management &amp; customer experience</b> <ul style="list-style-type: none"> <li>o Experiential marketing strategies and tactics</li> <li>o Customer experience and role of CRM</li> <li>o Features of CRM software</li> <li>o Research link between CRM and customer experience</li> </ul> </li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, midterm, final	CLO1, CLO2, CLO3, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Exam</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Creating Value for customers</b> <ul style="list-style-type: none"> <li>o Understanding value</li> <li>o Sources of value</li> </ul> </li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, final	CLO1, CLO2, CLO3, CLO5

	<ul style="list-style-type: none"> <li>o Customization</li> <li>o Value from product, process, service and people</li> <li>o Value from communication</li> <li>o Value from physical evidence</li> </ul>			
9	<ul style="list-style-type: none"> <li>● <b>Managing customer lifestyle: customer acquisition</b> <ul style="list-style-type: none"> <li>o What is a new customer?</li> <li>o Customer value estimation</li> <li>o Prospecting</li> <li>o Making the right decision</li> <li>o Support from CRM Analytics</li> <li>o Key performance indicators</li> </ul> </li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, final	CLO1, CLO2, CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>CRM Case Studies</b></li> </ul>	Lecture Based, Discussions and interaction	Quiz, assignment, final	CLO1, CLO2, CLO3
11	<ul style="list-style-type: none"> <li>● <b>Information technology and customer relationship management</b> <ul style="list-style-type: none"> <li>o Origin of CRM technology</li> <li>o CRM ecosystem</li> <li>o CRM solutions</li> <li>o CRM analytics</li> <li>o CRM architecture</li> <li>o Multichannel CRM</li> </ul> </li> </ul>	Lecture Based, Lab, Discussions and interaction	Quiz, assignment, final	CLO1, CLO2, CLO3
12	<ul style="list-style-type: none"> <li>● <b>Managing customer value retention and development</b> <ul style="list-style-type: none"> <li>o What is customer retention?</li> <li>o Manage customer retention or value retention?</li> <li>o Economics of customer retention</li> <li>o Strategies of customer retention</li> <li>o Key performance indicators of customer retention strategies</li> </ul> </li> </ul>	Lecture Based, Lab, Discussions and interaction	Quiz, assignment, final	CLO1, CLO2, CLO3
13	<ul style="list-style-type: none"> <li>● <b>Lab work &amp; Presentation</b></li> </ul>			
14	<ul style="list-style-type: none"> <li>● <b>Review &amp; Class activity</b></li> </ul>			

## MKT435 Marketing Analytics

### A. Course General Information:

Course Code:	MKT435
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<b>Course Title:</b>	Marketing Analytics
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Marketing
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MKT301 Marketing Management
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

Today, data is transforming businesses and industries. It is a challenge for companies to handle and interpret the myriad of data they are getting about customer choices. Organizations and professionals who are familiar with the use of analytics have an edge in their businesses and career respectively. This course is an introduction to marketing analytics that will equip students with the knowledge of various tools required to develop marketing insights from empirical data relevant to major issues of Marketing. The course will focus on a hands-on learning approach in which students will apply the tools of Marketing Analytics in practical business situations.

#### **C. Rationale of the Course:**

The goal of this course is to give students the expertise to initiate, participate in, manage, and evaluate marketing analytics efforts with substantial business impact. This requires knowledge of fundamental ideas at the intersection of statistics, machine learning, and human behavior, but also benefits from knowing specific techniques. Impactful analytics can require a challenging balance of rigor, speed, repeatability, and interpretability.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

- Recognize the importance of marketing analytics for forward looking and systematic allocation of marketing resources
- Analyze data and develop insights from it to address strategic marketing challenges
- Apply marketing analytics tools to solve real business problems
- Develop predictive marketing dashboard.
- Visualize marketing data for decision marketing.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Gain an overview of the recent landscape of marketing analytics.
<b>CLO2</b>	Recognize various scenarios where analytics can assist and improve marketing decisions.
<b>CLO3</b>	Apply analytical tools to analyze a variety of data collected by marketers.
<b>CLO4</b>	Develop managerial insights from analytical study.
<b>CLO5</b>	Competently and confidently communicate (oral and written) research findings.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓				✓		
<b>CLO3</b>				✓				✓
<b>CLO4</b>			✓					
<b>CLO5</b>							✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction, basic marketing models, Analytical framework for marketing models</b> <ul style="list-style-type: none"> <li>o Evolution of marketing analytical framework</li> <li>o Approaches and philosophy of market analytics.</li> </ul> </li> </ul>	Lecture	Quiz/Midterm	CLO1, CLO2
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Marketing Metrics</b> <ul style="list-style-type: none"> <li>o Importance using metrics in marketing</li> <li>o Creating value in metrics</li> <li>o Understanding Customer Lifetime Value</li> <li>o Understanding marketing ROI</li> </ul> </li> </ul>	Lecture	Quiz/Midterm	CLO1, CLO2
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Managing Customer Heterogeneity</b> <ul style="list-style-type: none"> <li>o Approaches for managing customer heterogeneity</li> <li>Segmenting, Targeting, and Positioning (STP) approach</li> </ul> </li> </ul>	Lecture/ Lab	Assignment / midterm	CLO2, CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Framework and tools for managing customer heterogeneity</li> <li>o</li> </ul>			
4	<ul style="list-style-type: none"> <li>● <b>Building analytics products and the digital marketing ecosystem</b> <ul style="list-style-type: none"> <li>o What is the digital marketing ecosystem?</li> <li>o The elements of digital marketing ecosystem</li> </ul> </li> </ul>	Lecture/ Lab	Assignment / midterm	CLO2, CLO3, CLO4
5	<ul style="list-style-type: none"> <li>● <b>Managing Customer Dynamics</b> <ul style="list-style-type: none"> <li>o Importance of managing customer dynamics</li> <li>o Factors of customer dynamics at the individual, market and environmental level.</li> <li>o Frameworks and approaches for managing customer dynamics</li> </ul> </li> </ul>	Lecture/ Lab	Assignment / midterm	CLO2, CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Advertising Analytics</b> <ul style="list-style-type: none"> <li>o What are advertising Analytics?</li> <li>o Attribution</li> <li>o Optimization</li> <li>o Allocation</li> <li>o Benefits of advertising analytics</li> <li>o Tools for advertising analytics</li> </ul> </li> </ul>	Lecture	Quiz/ Midterm	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm</b></li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Product experimentation</b> <ul style="list-style-type: none"> <li>o What is product experimentation and why does it matter?</li> <li>o A/B testing</li> <li>o Multivariate testing</li> <li>o Funnel testing</li> <li>o Split testing</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Predictive modelling with marketing data</b> <ul style="list-style-type: none"> <li>o Why are predictive analytics for marketing important?</li> <li>o Predictive analytics measurement model</li> </ul> </li> </ul>	Lecture/ Lab	Assignment / Final	CLO4

	<ul style="list-style-type: none"> <li>o Use cases for predictive analytics</li> <li>o How can marketers use predictive analytics in their marketing strategy?</li> <li>o Using penalized regression</li> </ul>			
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Analytics in B2B marketing and startups</b> <ul style="list-style-type: none"> <li>o Why is B2B marketing analytics important?</li> <li>o Identifying what B2B data</li> <li>o What types of B2B data are available</li> </ul> </li> </ul>	Lecture/ Lab	Assignment / Final	CLO3, CLO4
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Recommendation and personalization</b> <ul style="list-style-type: none"> <li>o What is personalized product recommendation?</li> <li>o Marketing application of Recommendations Engines</li> <li>o How do product recommendation engines work?</li> <li>o Types of product recommendations filtering</li> </ul> </li> </ul>	Lecture/Lab	Assignment / Final	CLO2, CLO3, CLO4
<b>12</b>	<ul style="list-style-type: none"> <li>o <b>Viral marketing and seeding in networks</b></li> <li>o Social network analysis</li> <li>o Concept and basic characteristics of viral marketing</li> <li>o Concept of Centrality</li> <li>o Determinants of a Successful Viral Campaign</li> </ul>	Lecture/Lab	Assignment / Final	CLO4, CLO5
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Dashboarding</b> <ul style="list-style-type: none"> <li>o Importance of Dashboarding</li> <li>o Tools of data visualization</li> <li>o Developing dashboard with novel third-party data sources</li> </ul> </li> </ul>	Lecture	Quiz/Final	CLO4, CLO5
<b>14</b>	● <b>Review &amp; Group Presentation</b>			

**A. Course General Information:**

<b>Course Code:</b>	MKT471
<b>Course Title:</b>	Special Issues in Marketing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Marketing
<b>Prerequisites:</b>	MKT301 Marketing Management
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The course examines special issues and/or contemporary events in the area of Marketing at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

**C. Rationale of the Course:**

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

*Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.*

**MSC221 Computer Applications in Business****A. Course General Information:**

<b>Course Code:</b>	MSC221
<b>Course Title:</b>	Computer Applications in Business
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	School Core (Business Foundation Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	MAT101 Fundamentals of Mathematics, STA101 Introduction to Statistics
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

Business intelligence systems combine operational data with analytical tools to present complex and competitive information to planners and decision-makers. The objective is to improve the timeliness and quality of inputs to the decision process. BI (Business Intelligence) is used to understand the capabilities available in the firm; the state of the art, trends, and future directions in the markets, the technologies, and the regulatory environment in which the firm competes; and the actions of competitors and the implications of these actions.

### C. Rationale of the Course:

This course is for students (Major/Minor in MIS) with an introduction to latest technological platforms, trends like *Internet of Things (IoT)*, *Artificial Intelligence (AI)*, *Blockchain*, *Fintech*, *Big Data* and *Business Intelligence (BI)* as well as business problem solving orientation through various techniques. This usage in an increasingly competitive business world is really required. As a future manager, you need to be equipped to make decisions concerning the planning, development, and implementation of information technology resources to increase organizational effectiveness and create a strategic advantage.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. To make familiarity with thriving technology integrated with business functions
2. To blend the technology and business to make the effective information-based decision-making process
3. To know and inform how information technology and systems enables firms to get the competitive advantage over their rivals
4. How to sustain the business market.

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	<b>Explain</b> functions and formulas used in Microsoft Word, excel and PowerPoint.
<b>CLO2</b>	<b>Develop</b> analysis-model and apply functions and formulas for decision making at various functional departments.
<b>CLO3</b>	<b>Execute</b> model-based simulation program to solve business problems/generate forecasting values.
<b>CLO4</b>	<b>Infer</b> the hidden pattern of data lied in the data sheet by linking spreadsheet with document file as well sorting data visualization.
<b>CLO5</b>	<b>Identify</b> ethical considerations and evaluate if data can be used for decision making or publicized to all stakeholders.
<b>CLO6</b>	<b>Measure</b> the performance analysis of a given scenario based on a standard set by the organization.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓							
CLO2		✓	✓					
CLO3			✓	✓				
CLO4					✓			
CLO5							✓	✓
CLO6							✓	✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● Introduction to the course</li> </ul>	Two-way interaction	Class participation	
2	<ul style="list-style-type: none"> <li>● Info Ribbon, <ul style="list-style-type: none"> <li>○ Formulas and application</li> </ul> </li> </ul>	Lecture (Practical)/Lab	Class participation, Quiz, Mid-Term Exam	CLO1
3	<ul style="list-style-type: none"> <li>● Functions and application, Lookup, and references</li> </ul>	Review, Lecture (Practical)/Lab	Class participation, Quiz, Mid-Term Exam	CLO1
4	<ul style="list-style-type: none"> <li>● Data integrations, Dynamic dashboard</li> </ul>	Review, Lecture (Practical)/Lab	Class participation, Quiz, Mid-Term Exam	CLO2
5	<ul style="list-style-type: none"> <li>● Sparklines <ul style="list-style-type: none"> <li>○ Slicer</li> </ul> </li> </ul>	Review, Lecture (Practical)/Lab	Class participation, Quiz, Mid-Term Exam	CLO2
6	<ul style="list-style-type: none"> <li>● Time line <ul style="list-style-type: none"> <li>○ Page Layout</li> </ul> </li> </ul>	Review, Lecture (Practical)/Lab	Class participation, Quiz, Mid-Term Exam	CLO2
7	<ul style="list-style-type: none"> <li>● Pivot Chart and Pivot table <ul style="list-style-type: none"> <li>○ Power Query</li> </ul> </li> <li>● Midterm Review</li> <li>● Midterm</li> </ul>	Review, Lecture (Practical)/Lab	Class participation, Quiz, Mid-Term Exam, Assignment	CLO3

8	● What-If Analysis: Goal Seek	Review, Lecture (Practical)/Lab	Class participation, Quiz, Mid-Term Exam, Assignment	CLO2
9	● Scenario Analysis, Data Recovery	Review, Lecture (Practical)/Lab	Class participation, Quiz, Final-Term Exam	CLO3
10	● Macros	Review, Lecture (Practical)/Lab	Class participation, Quiz, Final-Term Exam	CLO3
11	● Google Data Studio	Review, Lecture (Practical)/Lab	Class participation, Quiz, Final-Term Exam	CLO2
12	● Microsoft Power BI	Review, Lecture (Practical)/Lab	Class participation, Quiz, Final-Term Exam	CLO4
13	● Web Scraper Tool, Count IF, Sum IF	Review, presentations, Classroom discussion	Class participation, Quiz, Final-Term Exam	CLO5
14	● IoT, Blockchain	Review, Lecture (Practical)/Lab	Class participation, Quiz, Final-Term Exam	CLO5

## MSC301 Production and Operations Management

### A. Course General Information:

<b>Course Code:</b>	MSC301
<b>Course Title:</b>	Production Operations Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Core (Business Core Course)



<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	BUS209 Quantitative Methods in Business and Economics, MGT213 Management Practices and Organizational Behavior
<b>Co-requisites:</b>	None

#### **B. Course Catalogue Description:**

This course is designed to deliver fundamentals of production and operations management. Besides that, this course will provide contents with hands-on experiences regarding the tools and techniques that are essential for efficiently managing operations in both manufacturing and service firms. This course covers topics that includes capacity planning, layout design, forecasting, inventory management, designing transportation network, project management and supply chain management. It is expected that students can apply their expertise learned from this course to make optimal decision in operations management.

#### **C. Rationale of the Course:**

Production and operations are crucial functional area of any business firms. Students must have a solid understanding about this area in order to be a successful business administrator. This course helps students understand key concepts of productions and operations management. Besides that, this course demonstrates essential state of the art methods, tools and techniques of productions and operations management so that students can design strategic plan for managing their production and operations efficiently and effectively.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. State business process and operations from a general management perspective.
2. Discuss capacity planning decision.
3. Illustrate productivity measurement methods, forecasting techniques, layout design options, inventory management methods, project management and designing transportation network.
4. Discuss the strategic decision-making aspects for selecting suitable methods for efficiently handling productions and operations management.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Describe fundamentals of production and operations management
<b>CLO2</b>	Distinguish the operations management between manufacturing and service firms
<b>CLO3</b>	Explain productivity enablers, importance of capacity decisions, facility layout options, forecasting approaches, transportation modes, and concepts of material requirement, inventory management and project management.

<b>CLO4</b>	Use tools, techniques and methods to assess productivity, forecast demand, manage inventory, select suitable transport mode, design business process, plan for materials and management projects.
<b>CLO5</b>	Identify suitable method by assessing the business environment and apply the expertise to efficiently managing operations of firms.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓							
<b>CLO2</b>	✓						✓	
<b>CLO3</b>	✓			✓				
<b>CLO4</b>				✓				
<b>CLO5</b>				✓				✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<b>● Introduction</b> <ul style="list-style-type: none"> <li>o Understanding operations and operations management</li> <li>o Applications of operation management in manufacturing and service industries</li> <li>o Basic components of operation management.</li> <li>o Contribution of operations management to enhance competitiveness.</li> <li>o Strategy formulation and Operations Management</li> <li>o</li> </ul>	Lecture, Notes, Discussions	Active participation in discussion. Participate in answering questions of chapter 1 (1 - 4, 6-8)	CLO1, CLO2
<b>2</b>	<b>● Productivity</b> <ul style="list-style-type: none"> <li>o Productivity-performances and operations management.</li> <li>o Factors influencing productivity</li> <li>o Productivity assessment methods including assessing partial and full productivity</li> <li>o Hands-on experiences with examples</li> </ul>	Lecture, Notes, Discussions	Interactive discussion. Participate in solving problems of chapter 2 (3, 6, 7, 8) <a href="#">Submit Assignment 1</a>	CLO2 CLO3, CLO4, CLO5

3	<ul style="list-style-type: none"> <li>● <b>Forecasting</b> <ul style="list-style-type: none"> <li>o Fundamentals of forecasting</li> <li>o Features Common to All Forecasts</li> <li>o Elements of a Good Forecast</li> <li>o Approaches to Forecasting</li> <li>o Qualitative Forecasts</li> <li>o Forecasts Based on Time- series Data</li> <li>o Judgmental and Associative Forecasting techniques</li> <li>o Choosing a Forecasting technique</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Interactive discussion. Participate in solving problems of chapter 3 (4, 12, 16, 21) <a href="#">Participate in Quiz 1</a>	CLO2 CLO3, CLO4, CLO5
4	<ul style="list-style-type: none"> <li>● <b>Capacity planning</b> <ul style="list-style-type: none"> <li>o Capacity Decisions</li> <li>o Defining and Measuring Capacity Determinants of Effective Capacity</li> <li>o Developing Capacity Strategies</li> <li>o Constraint Management</li> <li>o Evaluating Alternatives</li> <li>o Impact of capacity planning on productivity and performances in service and manufacturing industries</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 5 (6, 8, 14) <a href="#">Submit Assignment 2, participate in Quiz 2</a>	CLO2 CLO3, CLO4, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Managing Manufacturing and Organization Product designing</b> <ul style="list-style-type: none"> <li>o Identification of product processing (value chain) techniques</li> <li>o Technique of plant layout design</li> <li>o Production planning</li> <li>o Work scheduling</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Active participation in discussion. Participate in solving problems of chapter 6 (4, 8, 12, 15) Solving uploaded problems	CLO2 CLO3, CLO4, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Transportation Networking and Location management</b> <ul style="list-style-type: none"> <li>o Transportation strategy</li> <li>o Transportation cost</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Participate in solving	CLO2 CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> <li>o Transportation modes and strategies for selecting suitable modes</li> <li>o Transportation networking to minimize cost</li> <li>o Location planning and transportation networking</li> </ul>		<p>uploaded problems.</p> <p>Participate in lab classes</p> <p>Participate in Lab exam</p>	
7	<ul style="list-style-type: none"> <li>● <b>Mid Term Review</b></li> <li>● <b>Mid-Term Exam</b></li> </ul>	Lecture, Notes, Discussions, Article Review		CLO2 CLO3, CLO4, CLO5
8	<ul style="list-style-type: none"> <li>● <b>Material Requirement Planning and ERP</b> <ul style="list-style-type: none"> <li>o An overview of Material Requirement Planning (MRP)</li> <li>o Benefits and requirements of MRP</li> <li>o Inputs – outputs and MRP Processing</li> <li>o MRP evolution</li> <li>o Fundamentals of Enterprise Resources Planning (ERP)</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 12 (4, 14)	CLO2 CLO3, CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Material Requirement Planning and ERP(continued)</b> <ul style="list-style-type: none"> <li>o Master production schedule (MPS)</li> <li>o Bill of materials</li> <li>o The MRP planning process with examples</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 12 (4, 14) <a href="#">Submit assignment 3, take part in quiz 3</a>	CLO2 CLO3, CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Quality Management and Control</b> <ul style="list-style-type: none"> <li>o Quality and Quality Management</li> <li>o Cost of quality</li> <li>o Total Quality Management vs Traditional quality</li> <li>o Tools of TQM</li> <li>o Quality certification and awards</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Active participation in discussion. Participate in solving problems of chapter 9 (3, 8, 10)	CLO2 CLO3, CLO4, CLO5

			Submit case study/term paper and presentation	
11	<ul style="list-style-type: none"> <li>● <b>Inventory management</b> <ul style="list-style-type: none"> <li>o Inventory and Importance of Inventories</li> <li>o Cost of Inventory</li> <li>o Requirements for Effective Inventory Management</li> <li>o Inventory Ordering policies</li> <li>o How Much to Order: Economic Order Quantity Models, EPQ, and Quantity discounted model</li> <li>o Reorder Point Ordering, Safety stock</li> <li>o How Much to Order: Fixed-Order-Interval Model</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 13 (4, 8, 20, 26)	CLO2 CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Supply Chain Management (SCM)</b> <ul style="list-style-type: none"> <li>o Fundamentals of SCM</li> <li>o Backward and forward Supply Chain</li> <li>o Strategic aspects of SCM</li> <li>o SCM drivers for decision making process</li> <li>o SCM in production planning and products distribution.</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems 1, 4, of chapter 15.	CLO2 CLO3, CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Project Management</b> <ul style="list-style-type: none"> <li>o An overview of Project &amp; Project management</li> <li>o Project Scheduling</li> <li>o Techniques of project scheduling: Gantt Chart, CPM, PERT</li> <li>o Hands-on experience with examples</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 17 (4, 7, 12, 15, 19)	CLO2 CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Term Paper Presentation</b></li> </ul>	<b>Presentations</b>		CLO2 CLO3, CLO4, CLO5

**A. Course General Information:**

<b>Course Code:</b>	MSC321
<b>Course Title:</b>	Management Information Systems
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Core (Business Core Course)
<b>Type:</b>	Mandatory in the BBA Program
<b>Prerequisites:</b>	MSC221 Computer Applications in Business
<b>Co-requisites:</b>	None

**B. Course Catalogue Description:**

This course will equip students with the overview of information systems, how it is created, developed, managed and applied in the arena of business community. Prior knowledge on basic understanding of how computers work is needed. Topics to be covered are computer & information processing; information systems; software, hardware and telecommunications; office automation; computer security & disaster planning; ethical & social issues in information systems.

**C. Rationale of the Course:**

Information systems (MIS), the role of computers in MIS, and some details of how the computer functions. Topics include various types of information systems, use of information by management, and information systems applications. The students will also be exposed to the application of MIS technologies in the development of business solutions through end user computing and topics such as computer hardware and software, operating systems, and security.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization.
2. Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
3. Describe how the internet and World Wide Web provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.
4. Express the proven value of, and relationship between business data, data management, and business intelligence.
5. Combine analytical thinking, creativity and business-problem-solving as applied to ongoing mis challenges, future trends, and relevant case studies.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, you should be able to:

SL.	CLO Description
<b>CLO1</b>	Apply advanced information management techniques in a business environment.
<b>CLO2</b>	Understand and articulate fundamental concepts of information technology management.
<b>CLO3</b>	Assess and apply it to solve common business problems.
<b>CLO4</b>	Suggest and defend effective solutions to business problems, and design a database application to solve a business problem.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>							✓	
<b>CLO4</b>	✓							✓

**G. Course Plan Specifying CLOs, co-curricular activities (if any), teaching, learning and Assessment Strategy mapped with CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introductions</b> <ul style="list-style-type: none"> <li>o Introduction to faculty</li> <li>o Introduction of Information Systems</li> <li>o Formation of teams</li> <li>o Explain with architecture</li> <li>o Business Models and Technology</li> </ul>	Lecture, Notes, Discussions	Business Models and Technological Innovation - how they interact	<b>CLO1</b>
<b>2</b>	<b>● Foundations of Information Systems in Business</b> <ul style="list-style-type: none"> <li>o Cloud Computing</li> <li>o Introduction to Google Site</li> <li>o Instructions for individual task</li> </ul>		Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO3</b>
<b>3</b>	<b>● Detailed instruction on google site task, Tutorial 1 for google site development,</b> <ul style="list-style-type: none"> <li>o (<a href="https://hbr.org/1984/05/information-technology-changes-the-way-you-compete">https://hbr.org/1984/05/information-technology-changes-the-way-you-compete</a> )</li> </ul>	Lecture, Discussion, Lab exercise	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO2</b>
<b>4</b>	<b>● Software</b> <ul style="list-style-type: none"> <li>o Tech Solution 1</li> <li>o Tutorial 2 for google site development, Question answer session for Task 1</li> </ul>	Lecture, Discussion, Lab exercise	Case Study, Quiz, Midterm Exam, Final	<b>CLO1</b>

			Exam, Term Paper	
5	<ul style="list-style-type: none"> <li>● <b>Data: Handling big data in business environment</b> <ul style="list-style-type: none"> <li>o Google analytics: Function and importance, Google analytics,</li> <li>o Marks distribution and platform introduction</li> </ul> </li> </ul>	Lecture, Discussion, Lab exercise	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO2</b>
6	<ul style="list-style-type: none"> <li>● <b>Network</b> <ul style="list-style-type: none"> <li>o Tech solution 2</li> <li>o Tutorial 1 for google analytics dashboard</li> </ul> </li> </ul>	Lecture, Discussion, Lab exercise	Quiz 1/ Assignment 1	
7	<ul style="list-style-type: none"> <li>● <b>Review of Midterm syllabus</b></li> <li>● <b>Midterm</b> <ul style="list-style-type: none"> <li>o eBusiness Systems</li> </ul> </li> </ul>	Lecture, Discussion	<b>Midterm exam</b>	
8	<ul style="list-style-type: none"> <li>● <b>eBusiness Systems</b> <ul style="list-style-type: none"> <li>o eCommerce Systems</li> <li>o Tutorial 1 for google analytics academy, Tutorial 1 for google analytics academy</li> <li>o Google analytics dashboard presentation, Assessment and analytics report creation</li> </ul> </li> </ul>	Lecture, Discussion, Lab exercise	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO1</b>
9	<ul style="list-style-type: none"> <li>● <b>Data visualization</b> <ul style="list-style-type: none"> <li>o eCommerce Systems</li> <li>o Google data studio introduction, creating dynamic report in google data studio</li> </ul> </li> </ul>		Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO3</b>
10	<ul style="list-style-type: none"> <li>● <b>Developing IT strategies</b> <ul style="list-style-type: none"> <li>o Security, threats</li> <li>o Securing computers and network</li> </ul> </li> </ul>	Lecture, Discussion, Lab exercise Lecture, Discussion, Lab exercise	Quiz 2/ Assignment 2	
11	<ul style="list-style-type: none"> <li>● <b>Database management systems</b> <ul style="list-style-type: none"> <li>o Access database management systems</li> <li>o Introduction to the access DBMS, creating queries, reports, Building expression</li> </ul> </li> </ul>	Lecture, Discussion, Lab exercise	Problem-solving	<b>CLO4</b>



12	<ul style="list-style-type: none"> <li>● <b>Final project initiation</b> <ul style="list-style-type: none"> <li>o Final project question answer session</li> <li>o Practice exercise on MS database</li> </ul> </li> </ul>	Discussions, Example discussion	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO01</b>
13	<ul style="list-style-type: none"> <li>● <b>Final exam review</b></li> <li>● <b>Presentation</b></li> </ul>	Lecture, Discussion	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	
14	<ul style="list-style-type: none"> <li>● <b>Presentation</b></li> <li>● <b>Final exam</b></li> </ul>	Lecture, Discussion	<b>Final exam</b>	

## MSC422 Total Quality Management

### A. Course General Information:

<b>Course Code:</b>	MSC422
<b>Course Title:</b>	Total Quality Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Operations and Supply Chain Management, Elective for Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

One of the crucial function of business organizations is to provide quality products to customers. To fulfill this need, organizations need to maintain quality of their inputs, operations and hence outputs by implementing proper quality management process. Total Quality Management is the continual process of detecting and reducing or eliminating errors in manufacturing, streamlining supply chain management, improving the customer experience, and ensuring that employees are up to speed with training. Quality decisions must be made on long-term and shorter term basis. This course is designed to introduce quality principles, planning and control for managing quality. Updated quality decision tools and techniques are taught in this course for implementing and maintaining quality in practice.

### C. Rationale of the Course:

This professional level course is required for the learners with major or minor in operations and supply chain management. Some of the basic idea of the course is developed in the prerequisite course – MSC301. Managing quality is the most important function in supply chain including operations for better customer satisfaction and benefits of the organization. The learners with major in operations and supply chain should acquire advanced knowledge on quality management. To make an agile and performing organization, management people must think critically and have analytical abilities to identify the resources, processes or functions that need to be improved by using tools and techniques. Total Quality Management course is designed helping learners to have skill, abilities, knowledge to make him/her competent in the area of quality management.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Provide an understanding of the principles, practices, benefits of total quality management and critical success factors associated with the course.
2. Introduce students to the principles of quality, quality assurance, and Total Quality Management that provide an insight into the concepts of excellence and contribute quality operations and supply chain management.
3. Show learners how all the fundamental disciplines of business are intrinsically linked with the concepts of service excellence and quality. Because these concepts are so interrelated they can be shown to have a strategic importance to the culture and success of any organization.
4. Illustrate the tools and techniques including ISO, PDSA cycle, pareto diagram, QFD, SPC, cause and effect diagram, JIT, TQE, etc. for assessing product/service quality and selection of these tools can help in the pursuit of excellence.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Describe various quality terms and factors, that will be helpful to maintain quality in organization
<b>CLO2</b>	Explain new plans/procedures to be implemented to achieve the desired quality status by knowing about the various principles of quality management
<b>CLO3</b>	Analyze the periodical data in quality control using statistical and other tools
<b>CLO4</b>	Explain the procedures in measuring the quality of the organization/process and will also enable him/her to identify the parameters that are improving/depriving the quality
<b>CLO5</b>	Evaluate the processes/documentation properly so that the quality maintained by his/her organization gets recognized

#### **F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
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CLO1	✓							
CLO2	✓	✓						
CLO3		✓						
CLO4	✓							✓
CLO5							✓	✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● Introduction</b> <ul style="list-style-type: none"> <li>o Explain the Vision, Mission and objectives of the course as well as that of the university.</li> <li>o The fundamental concept of TQM</li> <li>o Quality gurus and their contribution to TQM</li> </ul>	Lecture, materials, Discussions	Mid Exam, Final Exam	CLO1
2	<b>● Introduction to Quality</b> <ul style="list-style-type: none"> <li>o Quality System Vs TQM</li> <li>o Principles of TQM</li> <li>o Application of TQM in business</li> <li>o Benefits of TQM.</li> </ul>	Lecture, Notes, Discussions	Mid Exam, Final Exam	CLO1, CLO4
3	<b>● Total quality planning and Process Improvement:</b> <ul style="list-style-type: none"> <li>o Assessing quality of an organization</li> <li>o Relevant TQM Models</li> <li>o Improvement of process</li> <li>o Deming Wheel</li> <li>o Problem Solving Method</li> <li>o Quality Circle</li> </ul>	Lecture, Notes, Discussions, Studying cases	Assignment, Quiz, Mid Exam, Final Exam	CLO1, CLO2
4	<b>● TQM and Measuring Performance:</b> <ul style="list-style-type: none"> <li>o Productivity</li> <li>o Measuring Productivity</li> <li>o Impact of productivity in managing TQM</li> <li>o Influences of TQM on business performances.</li> </ul>	Lecture, Group discussion, Problem Solving, Reviewing articles and references	Mid Exam, Final Exam	CLO3, CLO4
5	<ul style="list-style-type: none"> <li>o <b>Reliability and Performance:</b></li> </ul>	Lecture, Group discussion,	Assignment, Quiz, Mid	CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Reliability and long-term performance</li> <li>o Measuring mean time before failure, mean time to failure, finding reliability of resources and functions of organization</li> <li>o Assessing equipment/process life with reliability</li> </ul>	Problem Solving, studying cases	Exam, Final Exam	
6	<ul style="list-style-type: none"> <li>● <b>Quality/Environmental Management System</b> <ul style="list-style-type: none"> <li>o ISO9000:2000 Series Certification</li> <li>o ISO14000 Series Certification</li> </ul> </li> </ul>	Lecture, Group discussion, studying cases	Mid Exam, Final Exam	CLO2, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Quality measurements in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>o Basic and Application of quality measurement tools</li> <li>o Statistical Process Control</li> <li>o Control charts for variation</li> <li>o Control Charts for Attributes</li> </ul> </li> </ul>	Lecture, Notes, Group Discussions, In-class Problem Solving, Exercises	Final Exam	CLO3, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Quality measurements in manufacturing and service industries:</b> <ul style="list-style-type: none"> <li>o Process capability</li> <li>o Attaining satisfaction level of quality</li> <li>o Six sigma</li> </ul> </li> </ul>	Lecture, Group Discussions, In-class Problem Solving Exercises Case study	Assignment, Quiz Final Exam	CLO1, CLO3
9	<ul style="list-style-type: none"> <li>● <b>Customer orientation</b> <ul style="list-style-type: none"> <li>o Focus on customer</li> <li>o Customer satisfaction and retention</li> <li>o Surveying customer for feedback, suggestion, and complaints</li> <li>o Cause and Effect Diagram</li> </ul> </li> </ul>	Lecture, Materials, Discussions, Article Review	Final Exam,	CLO3, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Quality Function Deployment</b> <ul style="list-style-type: none"> <li>o Customers' requirement</li> <li>o Technical descriptors</li> <li>o House of quality</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Solving problems	Quiz, Assignment, Final Exam	CLO3, CLO4

11	<ul style="list-style-type: none"> <li>● <b>TQM and organizational Management:</b> <ul style="list-style-type: none"> <li>o Motivation techniques for quality</li> <li>o Leadership and quality</li> <li>o Impact of motivation and leadership quality on performance Philosophy of organization</li> <li>o Quality of HR and management</li> <li>o Pareto Chart</li> <li>o histogram</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO1, CLO2
12	<ul style="list-style-type: none"> <li>● <b>TQM and organizational Management:</b> <ul style="list-style-type: none"> <li>o Motivation techniques for quality</li> <li>o Leadership and quality</li> <li>o Impact of motivation and leadership quality on performance Philosophy of organization</li> <li>o Quality of HR and management</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO1, CLO2, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Cost of quality</b> <ul style="list-style-type: none"> <li>o Just in time (JIT) methodology.</li> <li>o Taguchi's Quality Engineering</li> </ul> </li> </ul>	Lecture, Notes, Discussions, solving problems	Final Exam	CLO2, CLO3
14	<ul style="list-style-type: none"> <li>● <b>Review of the course and Group Project</b></li> </ul>	Lecture, Notes, Discussions, Presentation of (Group Project) and Feedback	Final Exam	CLO1

## MSC423 Introduction to Supply Chain Management

### A. Course General Information:

Course Code:	MSC423
Course Title:	Introduction to Supply Chain Management

<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

#### **B. Course Catalogue Description:**

The increasing competitive trend in the global market has increased the need for providing quality products to their target markets with reasonable prices. To achieve this goal synchronization of the flow of producing products or generating services and delivering them to customers are essential. This course addresses various basic functional areas of the supply chain management and would facilitate students with the tools/techniques used in making optimal decision on this topic.

#### **C. Rationale of the Course:**

This course is required for the learners with major or minor in operations and supply chain management. A little idea of the course is developed in the prerequisite course –MSC301. Managing the flow of information, goods, service, from the organization to the end customer is the most important function in supply chain including operations for better customer satisfaction and benefits of the organization. The learners with major in operations and supply chain should acquire knowledge on supply chain management. To make an agile and performing organization, people must think critically and have analytical abilities to identify the resources, processes or functions, and to have interpersonal skills to maintain and uphold relations between the organization and vendors and workers and end consumers. Introduction to Supply Chain Management course is designed helping learners to have skill, abilities, knowledge to make him/her competent in competitive business world.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Discuss the strategic and operational framework to analyze supply chain.
2. Illustrate product, finance, and information flows in a supply chain
3. Demonstrate the design a supply chain network for an organization
4. Explain the planning process for demand and supply in a supply chain including procurement, inventory, distribution, and transportation
5. Discuss cross functional drivers with strategic, tactical, and operational responsibilities of supply chain management.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

1. Describe what a supply chain is and what it does
2. Explain an executive overview of the basic principles and operations that drive supply chain performance.

3. Define the different organizations and/or department that participate in any supply chain
4. Exercise an executive level understanding of operations involved in the categories of procuring products, storing products, making products and delivering products in a supply chain organization
5. Identify techniques, technologies, and metrics to use in coordinating business operations with those of its supply chain partners.

SL.	CLO Description
<b>CLO1</b>	Understand what a supply chain is, what it does, and how to manage it
<b>CLO2</b>	Define the different organizations and/or department that participate in any supply chain and explore an overview of the basic principles and operations that drive supply chain performance
<b>CLO3</b>	Determine operations involved in the categories of procuring products, storing products, making products and delivering products in a supply chain organization
<b>CLO4</b>	Identify techniques, technologies, and metrics to use in coordinating business operations with those of its supply chain partners
<b>CLO5</b>	Understand the factors that contribute to this supply chain dynamic and evaluate ways to combat this dynamic and employ a useful model for assessing markets and the supply chains that support them

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓	✓						
<b>CLO3</b>		✓					✓	
<b>CLO4</b>			✓					✓
<b>CLO5</b>							✓	✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction</b> <ul style="list-style-type: none"> <li>○ Explain the Vision, Mission and objectives of the course</li> <li>○ Business concept</li> <li>○ Introduction to supply chain management</li> <li>○ Key concepts of supply chain management</li> </ul> </li> </ul>	Lecture, materials, Discussions	Mid Exam, Final Exam	CLO1

2	<ul style="list-style-type: none"> <li>● <b>Building strategic and operational framework of a supply chain</b> <ul style="list-style-type: none"> <li>o Evolution of supply chain management</li> <li>o Supply chain drivers and matrices</li> <li>o Decisions in supply chain management</li> <li>o Challenges in maintaining a supply chain</li> </ul> </li> </ul>	Lecture, Materials, Discussions Studying cases	Mid Exam, Final Exam	CLO1, CLO5
3	<ul style="list-style-type: none"> <li>● <b>Supply chain strategy and Performance measures</b> <ul style="list-style-type: none"> <li>o Customer service and cost trade offs</li> <li>o Supply chain performance measures: SCOR and Financial Data</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Solving Problems	Assignment, Quiz, Mid Exam, Final Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Procurement and outsourcing in a supply chain</b> <ul style="list-style-type: none"> <li>o Procurement core process</li> <li>o Make-buy analysis and decision</li> <li>o Outsourcing decision</li> <li>o Portfolio Approach</li> </ul> </li> </ul>	Lecture, Discussion, Problem Solving,	Mid Exam, Final Exam	CLO2, CLO3
5	<ul style="list-style-type: none"> <li>● <b>Designing Supply Chain Network</b> <ul style="list-style-type: none"> <li>o Identifying and designing operations network</li> <li>o Data for Network design</li> <li>o Location service system</li> <li>o E-business and SC network</li> </ul> </li> </ul>	Lecture, Group discussion, reviewing articles and references	Mid Exam, Final Exam	CLO1, CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Planning Demand and Supply in a Supply Chain</b> <ul style="list-style-type: none"> <li>o Demand Forecasting in a Supply Chain</li> <li>o Aggregate Planning in a Supply Chain</li> <li>o Planning Supply and Demand in a Supply Chain: Managing Predictable Variability</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Solving Problems	Mid Exam, Final Exam	CLO3, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Managing Product Flow in a supply Chain</b> <ul style="list-style-type: none"> <li>o Inventory, designing inventory managing variables</li> <li>o Inventory and costs</li> </ul> </li> </ul>	Lecture, Group discussion, solving problems, studying cases	Mid Exam, Final Exam	CLO3, CLO4



	<ul style="list-style-type: none"> <li>o Analyzing impact of supply chain redesigning on the inventory</li> <li>o Managing multiple item inventory</li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Managing Product Flow in a supply Chain</b> <ul style="list-style-type: none"> <li>o Transportation in a materials flow</li> <li>o Drivers of transportation decision</li> <li>o Transportation Network</li> </ul> </li> </ul>	Lecture, Notes, Group Discussions, In-class Problem Solving, Exercises	Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Managing Product Flow in a supply Chain</b> <ul style="list-style-type: none"> <li>o Modes of Transportation choices</li> <li>o Vehicle Scheduling</li> <li>o Transportation Costs in e-retailing</li> </ul> </li> </ul>	Lecture, Group Discussions, In-class Problem Solving Exercises Case study	Assignment, Quiz Final Exam	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>o <b>Managing Information Flow in Supply Chain</b></li> <li>o Enabling SC management through Information technology</li> <li>o IT in SC transaction, coordination, reporting, and decision support system</li> <li>o IT Adoption in a supply Chain Management</li> </ul>	Lecture, Materials, Discussions, Article Review	Final Exam,	CLO1, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Integrating Supply Chain</b> <ul style="list-style-type: none"> <li>o Internal – External integration</li> <li>o Building Partnership and trust in Supply Chain</li> <li>o External Integration and Industry-level initiatives</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Solving problems	Quiz, Assignment, Final Exam	CLO1, CLO2, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Restructuring of Supply Chain</b> <ul style="list-style-type: none"> <li>o Mapping supply chain</li> <li>o Process restructuring of SC</li> <li>o Changing the value addition curve</li> <li>o Advance the customer ordering point</li> <li>o Restructuring SC architecture</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam,	CLO1, CLO2
12	<ul style="list-style-type: none"> <li>● <b>Making Agile Supply Chain</b> <ul style="list-style-type: none"> <li>o Responsive Supply Chain</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO1, CLO2, CLO5

	<ul style="list-style-type: none"> <li>o Sources of SC Disruptions and its impact on business</li> <li>o Handling Disruptions</li> </ul>			
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Sustainable Supply Chain Management</b> <ul style="list-style-type: none"> <li>o Green Supply Chain.</li> <li>o Factors Influencing Green SC</li> <li>o Social Aspect of sustainable SCM</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam Group Project	CLO1, CLO5
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Review of the course and Group Project</b></li> </ul>	Lecture, Notes, Discussions, Presentation of (Group Project) and Feedback	Final Exam	CLO1

## MSC424 Operations Research (Quantitative Methods for Decision Making)

### A. Course General Information:

<b>Course Code:</b>	MSC424
<b>Course Title:</b>	Operations Research (Quantitative Methods for Decision Making)
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Operations and Supply Chain Management, Elective for Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course is designed to introduce the students of the program to the quantitative methods of optimal decision making. It lays down the foundation of the subject by providing the students with the skills to apply the scientific optimal decision-making techniques of solving real world business problems. The techniques include linear and non-linear programming modelling, discrete-event simulation modelling and Markovian analysis techniques with applications to manufacturing, service, multi-factor decision making and other systems.

### C. Rationale of the Course:

This high-level concentration/specialization course is required for learners with a major/minor - mandatory in Operations and Supply Chain Management major. All BBA learners with this major are expected to equip with advanced knowledge in quantitative optimal decision making. Production of quality products and delivering them to customers with minimum cost at competitively minimum times makes a business organization more competitive by providing products to customers with

minimum prices. Optimal decision making in resources allocation, cost and time minimization of producing products and delivering them to customers helps to achieve this goal. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

#### D. Course Objectives (COs):

The major objectives of this course are to solve various business and management problems by:

5. Familiarizing learners to the various optimal solution techniques of solving problems by linear programming modelling technique, and also to the method of obtaining the minimal total transportation cost solution of allocating products to different destinations.
6. Training learners with the non-linear optimal solution techniques for solving various types of real world business problems.
7. Explaining learners, the multi-factor decision making and simulation approaches for solution of real world business problems.
8. Enabling learners to deal with an optimal solution of a problem by network optimization techniques.
9. Acquainting learners with the techniques of obtaining an optimal decision by Markov decision process.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to solve business and management problems by:

SL.	CLO Description
<b>CLO1</b>	Defining assumptions of formulating (mathematical representation of an actual situation) real world problems and solve them optimally.
<b>CLO2</b>	Applying the graphical and Simplex optimal solution techniques to linear programming problems.
<b>CLO3</b>	Learning different scientific quantitative techniques for solutions of various types of non-linear programming problems.
<b>CLO4</b>	Understanding the characteristics of different types of decision-making environments and using the appropriate decision making approaches.
<b>CLO5</b>	Considering the real-world usefulness of each technique with many applications and limitations of models and their solution techniques.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
<b>CLO1</b>	✓	✓							
<b>CLO2</b>				✓					✓
<b>CLO3</b>		✓							
<b>CLO4</b>		✓	✓						
<b>CLO5</b>					✓	✓			

- G. Course Plan: 14 weeks of sessions including the midterm exam, but excluding the final exam, specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o Introduction to Linear Programming Problem (LPP); Formulation of various types of LPPs.</li> </ul> </li> </ul>	Formulation of a linear programming example problem	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO1 &amp; CLO2</b>
2	<ul style="list-style-type: none"> <li>o <b>Linear Programming:</b></li> <li>o Graphical solution technique</li> </ul>	Solution of the formulated LPP by graphical method	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO2 &amp; CLO5</b>
3	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o Definitions of convex combination of vectors; convex set, bounded and unbounded convex sets; extreme points</li> </ul> </li> </ul>	Lecture and discussion	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO2 &amp; CLO5</b>
4	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o Different forms of LPP modelling; standard or canonical form; non-degenerate and degenerate LPP; feasible solution, basic solution, basic feasible solution, feasible region; optimal feasible solutions.</li> </ul> </li> </ul>	Lecture and discussion	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO2, &amp; CLO5</b>
5	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o Sensitivity analysis by graphical method</li> </ul> </li> </ul>	Sensitivity analysis will carry out on an example problem	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO2, CLO4 &amp; CLO5</b>
6	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o Sensitivity analysis by graphical method</li> </ul> </li> </ul>	Sensitivity analysis will carry out on an example problem	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO2, CLO4 &amp; CLO5</b>
7	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b></li> </ul>	General solution to an LLP will be	Midterm Examination	<b>CLO2, &amp; CLO5</b>

	<ul style="list-style-type: none"> <li>o General solutions of non-degenerate LPP by Simplex method</li> </ul>	shown and discussed		
8	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o General solutions of non-degenerate LPP by Simplex method.</li> </ul> </li> </ul>	Students' practice on general solution to an LLP discussed	Assignment, Quiz, Final Exam	<b>CLO2, &amp;CLO5</b>
9	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o Solutions of non-degenerate LPP by Simplex method (Big M-method).</li> </ul> </li> </ul>	Lecture and discussion on solution to an LPP by Big M-method	Assignment, Quiz, Final Exam	<b>CLO2, &amp;CLO5</b>
10	<ul style="list-style-type: none"> <li>● <b>Linear Programming:</b> <ul style="list-style-type: none"> <li>o Solutions of non-degenerate LPP by Simplex method (two-phase method).</li> </ul> </li> </ul>	Lecture and discussion on solution to an LPP by two-phase method	Assignment, Quiz, Final Exam	<b>CLO2, &amp;CLO5</b>
11	<ul style="list-style-type: none"> <li>● <b>Transportation Problem:</b> <ul style="list-style-type: none"> <li>o Introduction to the transportation problem; initial solution by the North-West corner rule, Vogel approximation method.</li> </ul> </li> </ul>	Lecture and discussion on initial feasible solution to transportation problem	Assignment, Quiz, Final Exam	<b>CLO1, CLO4 &amp; CLO5</b>
12	<ul style="list-style-type: none"> <li>● <b>Transportation Problem:</b> <ul style="list-style-type: none"> <li>o Least cost solutions by the Stepping-Stone method</li> </ul> </li> </ul>	Optimal solution to an example transportation problem	Assignment, Quiz, Final Exam	<b>CLO1, CLO4 &amp; CLO5</b>
13	<ul style="list-style-type: none"> <li>● <b>Midterm Class Review</b></li> <li>● <b>Mid Term Exam</b></li> </ul>		Assignment, Quiz, Final Exam	
14	<ul style="list-style-type: none"> <li>● <b>Non-linear Programming:</b> <ul style="list-style-type: none"> <li>o Function of <math>n</math> variables, partial derivatives, convex and concave functions, Hessian matrix.</li> </ul> </li> </ul>	Lecture and discussion on foundation of non-linear programming problem	Assignment, Quiz, Final Exam	<b>CLO3, CLO4 &amp; CLO5</b>
15	<ul style="list-style-type: none"> <li>● <b>Non-linear Programming:</b> <ul style="list-style-type: none"> <li>o Unconstrained optimization</li> </ul> </li> </ul>	Lecture and discussion on optimal solution to an example problem	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO3, CLO4 &amp; CLO5</b>
16	<ul style="list-style-type: none"> <li>● <b>Non-linear Programming:</b></li> </ul>	Lecture and discussion on	Assignment, Quiz, Midterm	<b>CLO3 &amp; CLO4</b>

	<ul style="list-style-type: none"> <li>o Optimization with equality constraints by Lagrangian multiplier method</li> </ul>	solution to an example problem	Exam, Final Exam	
17	<ul style="list-style-type: none"> <li>● <b>Non-linear Programming:</b> <ul style="list-style-type: none"> <li>o Optimization with equality constraints by Lagrangian multiplier method</li> </ul> </li> </ul>	Solution to an example problem	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO3 &amp; CLO4</b>
18	<ul style="list-style-type: none"> <li>● <b>Network Models:</b> Introduction to network models; Minimum spanning tree technique; Maximum-Flow technique; Shortest-Route technique;</li> </ul>	Lecture and discussion on example problems	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO4 &amp; CLO5</b>
19	<ul style="list-style-type: none"> <li>● <b>Decision tree and utility function:</b> Introduction to decision trees and utility function; Decision criteria.</li> </ul>	Lecture and discussion on example problems	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO4 &amp; CLO5</b>
20	<ul style="list-style-type: none"> <li>● <b>Simulation:</b> Introduction; Monte Carlo simulation; Simulation of an inventory problem.</li> </ul>	Lecture and discussion on example problems	Assignment, Quiz, Midterm Exam, Final Exam	<b>CLO1, CLO4 &amp; CLO5</b>
21	<ul style="list-style-type: none"> <li>● <b>Simulation:</b> Simulation of queuing problem.</li> </ul>	Lecture and discussion on example problems	Midterm Examination	<b>CLO1, CLO4 &amp; CLO5</b>
22	<ul style="list-style-type: none"> <li>● <b>Markovian Decision Process:</b> Introduction; State and state probabilities; Matrix of transition probabilities.</li> </ul>	Lecture and discussion on example problems	Assignment, Quiz, Final Exam	<b>CLO1, CLO4 &amp; CLO5</b>
23	<ul style="list-style-type: none"> <li>● <b>Markovian Decision process:</b> Equilibrium conditions; absorbing states and fundamental matrix.</li> </ul>	Lecture and discussion on example problems	Assignment, Quiz, Final Exam	<b>CLO1, CLO4 &amp; CLO5</b>
24	<ul style="list-style-type: none"> <li>● <b>Final Exam</b></li> </ul>		Assignment, Quiz, Final Exam	

**A. Course General Information:**

<b>Course Code:</b>	MSC425
<b>Course Title:</b>	Materials Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

**B. Course catalogue Description:**

Course Description -This course deals with materials management in an organization. This course is one of the major courses for BBA students who are doing a major in Operations and Supply Chain Management. It covers all aspects of material management including but not limited to inventory control, material requirements planning (MRP), procurement, warehousing, budget control, and production control.

**C. Rationale of the Course:**

This is a required course for the learners with major or minor in operations and supply chain management. Material management is vital to ensure the steady flow of goods for production purposes to satisfy customer demand. It also necessary to ensure that the production schedules are met. Moreover, it can help to save production costs while maintaining product quality. Managing the flow of product from the organization to the end customer is the most important function in supply chain including operations for better customer satisfaction and benefits of the organization. The learners with major in operations and supply chain should acquire knowledge on material management. Materials Management course is designed helping learners to have skill, abilities, knowledge to make him/her competent in competitive business world.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Understand flow of materials in a supply chain of a business process.
2. Learning techniques, tools, analytical frameworks, and principles for managing materials.
3. Learning process of sourcing, procuring, replenishing, managing capacity and inventory, controlling quality, and distributing products in effective and productive ways.
4. Using data, processing info, and analytical tools to improve the effectiveness of the processes.
5. Creating the environment for teamwork, skills, and enhancing communication to implement just-in-time manufacturing

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

1. Understand the flow of materials from suppliers to the consumers through production.
2. Make plans and schedule material requirements for an operations function in manufacturing and service production settings.
3. Manage and control capacity that is commensurate with manufacturing and demand.
4. Manage inventory for individual and group products and plan to replenish to minimize costs that ensure matching demand and supply.
5. Evaluate distribution networks, mode of transportation, selecting the location for facilities, and routing of transport to minimize the cost of distribution.

SL.	CLO Description
<b>CLO1</b>	Understand the flow of materials from suppliers to the consumers through production.
<b>CLO2</b>	Make plans and schedule material requirements for an operations function in manufacturing and service production settings.
<b>CLO3</b>	Manage and control capacity that is commensurate with manufacturing and demand.
<b>CLO4</b>	Manage inventory for individual and group products and plan to replenish to minimize costs that ensure matching demand and supply.
<b>CLO5</b>	Evaluate distribution networks, mode of transportation, selecting the location for facilities, and routing of transport to minimize the cost of distribution.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓							
<b>CLO3</b>		✓	✓					
<b>CLO4</b>								✓
<b>CLO5</b>							✓	✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Course Orientation and Introduction</b> <ul style="list-style-type: none"> <li>o Operating Environment</li> <li>o Supply Chain System</li> <li>o What Is Material Management?</li> <li>o Supply Chain Matrix</li> </ul> </li> </ul>	Lecture, Materials and Discussions	Mid Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Production Planning System</b> <ul style="list-style-type: none"> <li>o Manufacturing Planning and Control System</li> <li>o Sales and Operations Planning</li> </ul> </li> </ul>	Lecture, Materials and group Discussions	Mid Exam, Final Exam	CLO1, CLO5



	<ul style="list-style-type: none"> <li>o Manufacturing Resource Planning</li> <li>o Enterprise Resource Planning</li> <li>o Making The Production Plan</li> </ul>			
3	<ul style="list-style-type: none"> <li>● <b>Master Scheduling</b> <ul style="list-style-type: none"> <li>o Relationship to the Production Plan</li> <li>o Developing A Master Production Schedule</li> <li>o Production Planning, Master Scheduling, And Sales</li> </ul> </li> </ul>	Lecture, Discussions Solving problems	Assignment, Quiz, Mid Exam, Final Exam	CLO1, CLO3
4	<ul style="list-style-type: none"> <li>● <b>Material Requirement Planning</b> <ul style="list-style-type: none"> <li>o Bills of Materials</li> <li>o Material Requirements Planning Process</li> <li>o Using The Material Requirements Plan</li> </ul> </li> </ul>	Lecture, Discussions Solving problems	Mid Exam, Final Exam	CLO2, CLO3
5	<ul style="list-style-type: none"> <li>● <b>Capacity Management</b> <ul style="list-style-type: none"> <li>o Introduction, Definition of Capacity</li> <li>o Capacity Planning, Capacity Requirements Planning (CRP)</li> <li>o Capacity Availability</li> </ul> </li> </ul>	Lecture, Materials and Discussions	Mid Exam, Final Exam	CLO1, CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Capacity Management</b> <ul style="list-style-type: none"> <li>o Capacity Required (Load)</li> <li>o Scheduling Orders</li> <li>o Making The Plan</li> </ul> </li> </ul>	Lecture, Discussions Solving problems	Mid Exam, Final Exam	CLO1, CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm</b></li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Production Activity Control</b> <ul style="list-style-type: none"> <li>o Data Requirement</li> <li>o Order Preparation</li> <li>o Scheduling</li> <li>o Load Levelling</li> <li>o Scheduling Bottle-Necks</li> <li>o Theory of Constraints and Drum-Buffer-Rope</li> <li>o Implementation</li> <li>o Control</li> <li>o Production Reporting</li> </ul> </li> </ul>	Lecture, Group discussion, solving problems, studying cases	Mid Exam, Final Exam	CLO3, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Purchasing</b> <ul style="list-style-type: none"> <li>o Establishing Specification</li> <li>o Functional Specification Description</li> </ul> </li> </ul>	Lecture, Notes, Group Discussions, In-	Final Exam	CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Selecting Suppliers</li> <li>o Price Determination</li> <li>o Impacts of Material Requirements Planning on Purchase</li> <li>o Expansion Of Purchasing On SCM</li> </ul>	class Problem Solving, Exercises		
9	<ul style="list-style-type: none"> <li>● <b>Inventory Management</b> <ul style="list-style-type: none"> <li>o Aggregate Inventory Management</li> <li>o Item Inventory Management</li> <li>o Inventory and Flow of Materials</li> <li>o Supply And Demand Patterns</li> </ul> </li> </ul>	Lecture, Group Discussions, In-class Problem Solving Exercises Case study	Assignment, Quiz Final Exam	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Inventory Management</b> <ul style="list-style-type: none"> <li>o Functions of Inventories</li> <li>o Objective of Inventory Management</li> <li>o Inventory Costs</li> <li>o Financial Statements and Inventory</li> <li>o ABC Inventory Control</li> </ul> </li> </ul>	Lecture, Materials, Discussions, Article Review	Final Exam,	CLO1, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Distribution Management</b> <ul style="list-style-type: none"> <li>o Introduction and Physical Distribution System</li> <li>o Transportation</li> <li>o Legal Types of Carriage</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Solving problems	Quiz, Assignment, Final Exam	CLO1, CLO2, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Distribution Management</b> <ul style="list-style-type: none"> <li>o Transportation Cost Elements</li> <li>o Warehousing, Packaging, Materials Handling</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam,	CLO1, CLO2
13	<ul style="list-style-type: none"> <li>● <b>Just-In-Time Manufacturing and Lean Production</b> <ul style="list-style-type: none"> <li>o Introduction, Just-In-Time Philosophy</li> <li>o Waste, Just-In-Time Environment</li> <li>o Manufacturing Planning and Control in A JIT Environment</li> <li>o Lean Production</li> <li>o Comparing—MRP (ERP), Kanban, Or Theory of Constraints</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam, Group Project	CLO1, CLO2, CLO5
14	● <b>Final</b>			

## MSC427 Demand Planning and Fulfillment

### A. Course General Information:

<b>Course Code:</b>	MSC427
<b>Course Title:</b>	Demand Planning and Fulfillment
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Every business exists to serve the customer. Whether the business is in a business-to-business (B2B) market or business-to-consumer (B2C) market, being able to accurately forecast demand, manage inventory and fulfil customer orders within a competitive delivery lead time is a critical component of business success. This course focuses on important planning strategies and tools that are commonly used in business practice for demand planning and fulfilment of customer requirements.

### C. Rationale of the Course:

This high-level specialization course is required for learners with a major/minor - mandatory in Operations and Supply Chain Management major. All BBA learners with this major are expected to gain advanced knowledge in demand planning and fulfilment. Production of required amounts of a product for a particular period and delivering them in time to customers depend on correct estimation of demands of that product. Optimal decision making in forecasting of demand, capacity planning, production planning, facilities location, and inventory management helps to achieve this goal. This course is designed to help learners develop these competencies: knowledge, skills and abilities.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize students with the skills and knowledge on the basic concepts of demand, operations & supply planning and order fulfilment.
2. Equip students with the related quantitative and qualitative approaches and tools commonly used in inventory management.
3. Explain to students the understanding of pricing strategies and revenue management implications for demand planning.
4. Acquaint students with the knowledge of distribution/materials/capacity requirements and enterprise resource planning.
5. Train students on how to deal with customer orders and service requirements efficiently.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Understand the supply chain relationship of meeting customers' demand by producing/supplying a product or generating a service.
<b>CLO2</b>	Use various tools and techniques for optimal decision making in forecasting demands, operations management and demand fulfilment.
<b>CLO3</b>	Deal with proper pricing strategies and revenue management implications for demand planning.
<b>CLO4</b>	Deal with customer orders and service requirements efficiently by proper planning of materials/operations/distribution and enterprise resources
<b>CLO5</b>	Recognize and explain factors of adopting appropriate strategy for proper planning of demand and its fulfilment.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
<b>CLO1</b>	✓					✓			
<b>CLO2</b>		✓						✓	
<b>CLO3</b>			✓		✓				
<b>CLO4</b>					✓	✓			
<b>CLO5</b>				✓			✓		

**G. Course Plan: 14 weeks of sessions including the midterm exam, but excluding the final exam, specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	● <b>Brief introduction to supply chain management</b>	Lecture and discussion	Assignment, Quiz, Midterm Exam	CLO1 & CLO4
<b>2</b>	● <b>Introduction to demand planning and fulfilment</b>	Lecture and discussion	Assignment, Quiz, Midterm Exam	CLO1 & CLO2
<b>3</b>	● <b>Forecasting the Right Demand (MA, WMA, ES methods)</b>	Lecture and discussion Students' practice on numerical example problems	Assignment, Quiz, Midterm Exam	CLO1 & CLO2
<b>4</b>	● <b>Forecasting the Right Demand (Time Series Forecasting)</b>	Lecture and discussion Students' practice on numerical example problems	Assignment, Quiz, Midterm Exam	CLO1 & CLO2

5	<ul style="list-style-type: none"> <li>● <b>Forecasting the Right Demand (Deterministic trend and seasonality in forecasting)</b></li> </ul>	Lecture and discussion Students' practice on numerical example problems	Assignment, Quiz, Midterm Exam	CLO1 & CLO2
6	<ul style="list-style-type: none"> <li>● <b>Probabilistic Concepts and Forecast Accuracy</b></li> </ul>	Lecture and discussion Students' practice on numerical example problems	Assignment, Quiz, Midterm Exam	CLO1 & CLO2
7	<ul style="list-style-type: none"> <li>● <b>Introduction to Inventory Management</b></li> </ul>	Lecture and discussion	Midterm Exam	CLO3 & CLO4
8	<ul style="list-style-type: none"> <li>● <b>Inventory Management, EOQ</b></li> </ul>	Lecture and discussion Students' practice on Numerical example problems	Assignment, Quiz, Midterm Exam	CLO3 & CLO4
9	<ul style="list-style-type: none"> <li>● <b>Inventory Management, EPQ</b></li> </ul>	Lecture and discussion Students' practice on Numerical example problems	Assignment, Quiz, Midterm Exam	CLO3 & CLO4
10	<ul style="list-style-type: none"> <li>● <b>Inventory Management, Quantity Discount Model</b></li> </ul>	Lecture and discussion Students' practice on Numerical example problems	Assignment, Quiz, Midterm Exam	CLO3 & CLO4
11	<ul style="list-style-type: none"> <li>● <b>Inventory Management, Planned shortages</b></li> </ul>	Lecture and discussion Students' practice on Numerical example problems	Assignment, Quiz, Midterm Exam	CLO3 & CLO4
12	<ul style="list-style-type: none"> <li>● <b>Introduction to pricing and the revenue management</b></li> </ul>	Lecture and discussion	Assignment, Quiz, Midterm Exam	CLO3
13	<ul style="list-style-type: none"> <li>● <b>Midterm Class Review</b></li> <li>● <b>Mid Term I Exam (Closed Book)</b></li> </ul>			
14	<ul style="list-style-type: none"> <li>● <b>Pricing and the revenue management</b></li> </ul>	Lecture and discussion Students' practice on Numerical example problems	Assignment, Quiz, Final Exam	CLO3
15	<ul style="list-style-type: none"> <li>● <b>Pricing and the revenue management</b></li> </ul>	Solution to a numerical example problem	Assignment, Quiz, Final Exam	CLO3
16	<ul style="list-style-type: none"> <li>● <b>Aggregate Planning</b></li> </ul>	Lecture and discussion	Assignment, Quiz, Final Exam	CLO4
17	<ul style="list-style-type: none"> <li>● <b>Aggregate Planning</b></li> </ul>	Solution to a numerical example problem	Assignment, Quiz, Final Exam	CLO4

18	● Master Scheduling	Lecture and discussion	Assignment, Quiz, Final Exam	CLO4
19	● Master Scheduling	Students' practices on an example problem	Assignment, Quiz, Final Exam	CLO4
20	● Matching Supply with Demand, (Material Requirements Planning MRP)	Lecture and discussion	Assignment, Quiz, Final Exam	CLO5
21	● Matching Supply with Demand, (MRP II)	Lecture and discussion on an example problem	Assignment, Quiz, Final Exam	CLO5
22	● Matching Supply with Demand, ERP)	Lecture and discussion Illustration with example problems	Assignment, Quiz, Final Exam	CLO5
23	● Group Project Presentations (MOCK)	Students' presentations	Students' preparation for project presentation	
24	● Group Project Presentations (Final)	Students' presentations	Presentation skill assessment	
24	● Final Examination (Closed Book)			

## MSC429 Services Management

### A. Course General Information:

<b>Course Code:</b>	MSC429
<b>Course Title:</b>	Services Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

### B. Course catalogue Description:

Understanding the concept of Service and service operations and methods of effectively managing it is the main concern of this course. This course focuses on the importance of service operations and their management. To illustrate this point, several cases and examples are discussed. Operation

managers are responsible for not only the profits but also the overall business performance. This course will help the students to address this challenging sector with much more finesse.

### C. Rationale of the Course:

This is a required course for the learners with major or minor in operations and supply chain management. Service management ensures functional responsibility for designing services of an organization and provide them directly to its customer. It is also necessary to make the schedule of service providing system so that the system and customer get close contact. The learners with major in operations and supply chain should acquire knowledge on service management. Service Management course is designed helping learners to have skill, abilities, knowledge to make him/her competent in competitive business world.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Discuss the concept of Service Operations and its Management.
2. Explain the components of the new service development cycle.
3. Illustrate the role of culture in service excellence.
4. State the positioning strategies for services.
5. Demonstrate the latest thinking in service management, exploring a service-centric perspective on marketing and management.

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Describe the services, service customers, service organizations, and service operations from a management perspective.
<b>CLO2</b>	Identify and articulate how service operations management contributes to the achievement of an organization's objectives and goals.
<b>CLO3</b>	Evaluate the service operations function in service production and providing settings..
<b>CLO4</b>	Explain the process of designing, monitoring, and controlling service processes.
<b>CLO5</b>	Assess and formulate decision-making strategies to address service operations issues that have short, intermediate, or long lead times.

### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓							✓
<b>CLO3</b>					✓	✓		
<b>CLO4</b>				✓			✓	
<b>CLO5</b>							✓	✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction of Service Operations Management</b> <ul style="list-style-type: none"> <li>o Service operations and its management</li> <li>o Application of service operations management in the industry and its importance</li> <li>o Key strategic and tactical challenges faced by service operations managers</li> </ul> </li> </ul>	Lecture and Discussions	Mid Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Developing and using the service concept</b> <ul style="list-style-type: none"> <li>o Idea of service concept</li> <li>o Development and uses of service concept</li> </ul> </li> </ul>	Lecture, group Discussions	Mid Exam, Final Exam	CLO1, CLO4
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Understanding customers and relationships</b> <ul style="list-style-type: none"> <li>o Definition of customer</li> <li>o Benefits of retaining good customers</li> <li>o Procedures of developing good customer and business relationships</li> </ul> </li> </ul>	Lecture, Discussions	Assignment, Mid Exam, Final Exam	CLO1, CLO3, CLO5
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Managing customer expectations and perceptions</b> <ul style="list-style-type: none"> <li>o Customer satisfaction</li> <li>o Factors influencing expectations and perceptions and managing them</li> <li>o Process of operationalizing and specifying service quality</li> <li>o Managerial process of capturing customer expectations</li> </ul> </li> </ul>	Lecture, Discussions Solving problems	Mid Exam, Final Exam	CLO2, CLO3, CLO4
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Managing Supply networks and supplier relationships</b> <ul style="list-style-type: none"> <li>o Supply chain and networks</li> <li>o Role of information and inventory</li> </ul> </li> </ul>	Lecture, Discussions	Mid Exam, Final Exam	CLO1, CLO3, CLO4



5	<ul style="list-style-type: none"> <li>● <b>Managing Supply networks and supplier relationships</b> <ul style="list-style-type: none"> <li>o Managing supply networks</li> <li>o Developing global network strategy</li> </ul> </li> </ul>	Lecture, Discussions, Solving Problems	Mid Exam, Final Exam	CLO1, CLO3, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Midterm Class Review</b></li> <li>● <b>Midterm</b></li> </ul>			
7	<ul style="list-style-type: none"> <li>● <b>Designing the customer experience</b> <ul style="list-style-type: none"> <li>o Method of designing service escape</li> <li>o Managerial design of customer journey</li> <li>o Role of technology in developing the customer experience</li> </ul> </li> </ul>	Lecture, Discussions	Final Exam	CLO3, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Designing the service process</b> <ul style="list-style-type: none"> <li>o Importance of service process design</li> <li>o Main types of service process</li> <li>o Engineering service process</li> <li>o Repositioning the service process</li> <li>o Harnessing technologies in service process design</li> </ul> </li> </ul>	Lecture, Group discussion, solving problems, studying cases	Quiz Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Measuring, controlling and managing</b> <ul style="list-style-type: none"> <li>o Need of measuring things of manager</li> <li>o Process of measuring the customer's perspective</li> <li>o Process of managers' measuring, controlling and managing the operation</li> </ul> </li> </ul>	Lecture, Notes, Group Discussions, In-class Problem Solving, Exercises	Final Exam	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Managing people, Managing Service Resources</b> <ul style="list-style-type: none"> <li>o Reasoning of service delivery</li> <li>o Organizational method of managing and motivating service providers</li> <li>o Process of managing and motivating customers</li> <li>o Capacity management</li> <li>o Balancing capacity and demand</li> </ul> </li> </ul>	Lecture, Group Discussions, In-class Problem Solving Exercises Case study	Assignment, Quiz Final Exam	CLO3, CLO4, CLO5

	<ul style="list-style-type: none"> <li>o Process of carrying out day-to-day planning and control</li> <li>o Managing bottle-necks and queues</li> <li>o Failure to coping with the demand Improving capacity utilization</li> </ul>			
11	<ul style="list-style-type: none"> <li>● <b>Driving continuous improvement, Learning from problems &amp; other operations</b> <ul style="list-style-type: none"> <li>o Using “value” to drive continuous improvement</li> <li>o Main approaches to continuous improvement</li> <li>o Sustaining continuous improvement</li> <li>o Reason why problem occurs</li> <li>o Dealing with complaining customers</li> <li>o Using problems to drive continuous improvement</li> </ul> </li> </ul>	Lecture, Materials, Discussions, Article Review	Final Exam,	CLO1, CLO5
12	<ul style="list-style-type: none"> <li>● <b>Driving continuous improvement, learning from problems &amp; other operations</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Prevention of problem occurrence</li> <li>o Benchmarking and its effect on improving performance</li> <li>o Different types of benchmarking</li> <li>o Effects of quality awards and academic studies on benchmarking</li> </ul> </li> </ul>	Lecture, Materials, Discussions, Article Review	Final Exam,	CLO1, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Creating and implementing the strategy</b> <ul style="list-style-type: none"> <li>o Service strategy</li> <li>o Service providing competitive advantage</li> <li>o Turning performance objectives into operation priorities</li> <li>o Formulating and developing strategy Sustaining strategy</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Solving problems	Quiz, Assignment, Final Exam	CLO1, CLO2, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Building a World-Class Service Organization</b> <ul style="list-style-type: none"> <li>o Definition of excellent service</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Exam,	CLO1, CLO2

	<ul style="list-style-type: none"> <li>o Organizations becoming and remaining world-class</li> <li>o How managers can make the business case for service</li> </ul>			
<b>14</b>	<b>• Final</b>			

## MSC433 Lean Six Sigma

### A. Course General Information:

<b>Course Code:</b>	MSC433
<b>Course Title:</b>	Lean Six Sigma
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Lean Six Sigma is a technique that relies on an integrated team effort to advance performance by systematic removal of various kinds of wastes. It combines lean manufacturing and six sigma to eliminate eight kinds of wastes: defects, overproduction, waiting, non-utilized talent, excessive transportation, inventory and motion, and extra-processing. In order to successfully implement Lean Six Sigma, a combination of tools and techniques from both the Lean manufacturing and the Six Sigma are used. This course introduces these tools and techniques such as Just-in-time (JIT, kaizen), Vendor-Managed Inventory (VMI), value-stream mapping, line balancing, and visual management.

### C. Rationale of the Course:

This is a major/minor course mandatory for all BBA students concentrating operations and supply chain management. Six Sigma is a globally acknowledged set of methods and tools for process improvement through operational efficiencies. It enhances the leadership capability and also renovates business processes by eliminating process errors. These methodologies are in high demand across industries irrespective of the industry type. This course is relevant to leadership positions. Undergraduate business students need to master some skills addressing business challenges they may encounter in the future.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Gain a practical, relevant and supported learning experience
2. Acquire the skills and knowledge to achieve improvement through lean six sigma technique.
3. Equip the learners with lean sigma tools that would help them to reduce and often eliminate defective processes.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Communicate and think about the six sigma concept.
<b>CLO2</b>	Relate six sigma concepts to the overall business mission and objectives.
<b>CLO3</b>	Use the concept of a sigma level to evaluate the capability of a process or organization.
<b>CLO4</b>	Employ a wide range of continuous process improvement techniques within the DMAIC model and recognize the organizational factors that are necessary groundwork for a successful six sigma effort.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							✓
<b>CLO2</b>							✓	✓
<b>CLO3</b>		✓		✓				
<b>CLO4</b>					✓	✓		
<b>CLO5</b>		✓	✓					

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Getting Started with Six Sigma</b> <ul style="list-style-type: none"> <li>o What is Six Sigma</li> <li>o What is 6 and what is sigma in Six Sigma</li> </ul> </li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>How is Six Sigma used by organizations</b> <ul style="list-style-type: none"> <li>o Six sigma benefits and goals</li> <li>o Case Studies</li> </ul> </li> </ul>	Lecture, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Introduction to Lean</b> <ul style="list-style-type: none"> <li>o Background and origin of lean</li> </ul> </li> </ul>	Lecture, Case Study	Assignment, Quiz,	CLO3

	<ul style="list-style-type: none"> <li>o Case studies from country's perspective</li> </ul>		Midterm Exam, Final Exam	
4	<ul style="list-style-type: none"> <li>● <b>Lean and Six Sigma- How the combination is more powerful</b> <ul style="list-style-type: none"> <li>o Six sigma roles</li> <li>o Why six sigma</li> <li>o</li> </ul> </li> </ul>	Lecture, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO5
5	<ul style="list-style-type: none"> <li>● <b>Six Sigma Problem Solving Approach</b> <ul style="list-style-type: none"> <li>o Six Sigma DMAIC projects</li> <li>o Define phase deliverables</li> <li>o Measure phase Deliverables</li> <li>o Analyze phase deliverables</li> <li>o Improve phase deliverables</li> <li>o Control phase deliverables</li> <li>o Control phase deliverables</li> </ul> </li> </ul>	Lecture, Case Study	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
6	<ul style="list-style-type: none"> <li>● <b>Six Sigma Problem Solving Approach</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Design for Six Sigma (DFSS) overview</li> <li>o Six sigma project selection methods</li> <li>o Six sigma problem solving</li> </ul> </li> </ul>	Lecture, Case Study	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> <li>● <b>Problem Solving Tools Used in Six Sigma &amp; its Evolution</b> <ul style="list-style-type: none"> <li>o Variation and Significance</li> <li>o Critical-To-Quality Measures &amp; Specification Limits</li> </ul> </li> </ul>	Lecture, Case Study	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO5
8	<ul style="list-style-type: none"> <li>● <b>Six Sigma Roles &amp; Responsibilities</b> <ul style="list-style-type: none"> <li>o Champion / Process Owner &amp; Deployment Champion</li> <li>o Career Chances: Six Sigma Professionals</li> </ul> </li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Listening to Customer</b> <ul style="list-style-type: none"> <li>o Voice of Customer (VOC) &amp; Need for Voice of Customer</li> <li>o Gather VOCs – Direct &amp; Indirect Method</li> </ul> </li> </ul>	Case study, Group work	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4, CLO5
10	<ul style="list-style-type: none"> <li>● <b>Define - Completing a Project Charter</b></li> </ul>	Lecture	Assignment, Quiz,	CLO3

	<ul style="list-style-type: none"> <li>o Definition &amp; Elements of Project Charter</li> <li>o Business Case &amp; Problem Statement</li> </ul>		Midterm Exam, Final Exam	
11	<ul style="list-style-type: none"> <li>● <b>Measure- Intro to Business Statistics</b> <ul style="list-style-type: none"> <li>o Definition of Probability Distribution, types and importance</li> <li>o Measure of Central tendency</li> </ul> </li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
12	<ul style="list-style-type: none"> <li>● <b>Analyze- Theory of Hypothesis Testing</b> <ul style="list-style-type: none"> <li>o Measures of current performance</li> <li>o Process Capability, Process capability study and indices</li> </ul> </li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4
13	<ul style="list-style-type: none"> <li>o <b>Improve- Lean Management Systems</b> <ul style="list-style-type: none"> <li>o Definition, Origin, Principles &amp; Goals of Lean</li> <li>o Value, Value Stream, Concept of Muda (Waste) &amp; Categories of Waste</li> </ul> </li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO3, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Control- Control Plan</b> <ul style="list-style-type: none"> <li>o Process Control, Role of Process Control in 6 sigma projects &amp; in Control Phase</li> <li>o Process Control Plan, Control Parameters, Method of Control</li> </ul> </li> </ul>	Lecture	Assignment, Quiz, Midterm Exam, Final Exam	CLO5

## MSC434 Green Supply Chain Management

### A. Course General Information:

<b>Course Code:</b>	MSC434
<b>Course Title:</b>	Green Supply Chain Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC301 Production and Operations Management

<b>Co-requisites:</b>	None
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## **B. Course Catalogue Description:**

Course Description - Course Description - The purpose of green supply chain management is to integrate environmental thinking into supply-chain management. The central concepts associated with green supply chain management are 1. green purchasing and procurement of eco-friendly products and services, 2. green manufacturing processes having relatively low environmental impacts, 3. green distribution with environmentally friendly packaging and logistics, 4. eco-friendly reverse logistics for recycling and remanufacturing, 5. proper disposal of E-waste-waste, associated with used electronic devices and discarded household appliances. To design and to implement a nature-friendly supply chain will help, in the long run, the planet, consumers and companies. This course is designed to introduce these green ideas to students in detail and the ways of their implementation in practice.

## **C. Rationale of the Course:**

The sustainability is under threat due to the environmental degradations by many industries. Consequently, the industries are also under immense pressure to combat the pollution aspect of their firms. The managers are struggling for finding ways to improve the environmental performance of their firms. The green supply chain management (GSCM) can effectively minimize the pollutions and thereby improve the environmental performance of firms. This course helps students understand the implications of GSCM and helps them implement GSCM practices in the supply chain area.

## **D. Course Objectives (COs):**

The major objectives of this course are to:

1. State the basic concepts of green supply chain management (GSCM)
2. Discuss the eco-design concepts and supplier evaluation and selection
3. Discuss the importance of collaborations with supply chain partners
4. Illustrate green circular economy, closing the loop, green logistics, green transportations, green procurement and purchasing concept in organizations etc.
5. Demonstrate supplier selection process based on environmental criteria

## **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Describe the concept of green supply chain management (GSCM)
<b>CLO2</b>	Recognize the implications of collaborations with supply chain partners for GSCM
<b>CLO3</b>	Illustrate the trending topics and their implications such as circular economy, closing the loop, green logistics, green transportations, green procurement and purchasing concept in organizations etc.
<b>CLO4</b>	Evaluate and choose suitable supplier based on environmental criteria
<b>CLO5</b>	Assess and apply GSCM practices in the firms

## **F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓						✓	
CLO2	✓		✓					
CLO3	✓		✓					
CLO4						✓		✓
CLO5						✓		✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introduction to green supply chain management (GSCM)</b> <ul style="list-style-type: none"> <li>o What is GSCM</li> <li>o Environmental concerns</li> <li>o From Linear Supply Chains to Closing the Loop</li> <li>o Corporate environmental management</li> <li>o GSCM practices</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Active participation in discussion. Participate in answering questions of chapter 1	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Eco-Design and Supplier Relationships.</b> <ul style="list-style-type: none"> <li>o Definitions of eco-design</li> <li>o Tools supporting product eco-design</li> <li>o The drivers of involving suppliers in product eco-design</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Interactive discussion. Participate in solving problems of chapter 2	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>● <b>Eco-Design and Supplier Relationships. (continued)</b> <ul style="list-style-type: none"> <li>o The challenges of involving suppliers in product eco-design</li> <li>o Successful factors of involving suppliers in product eco-design</li> <li>o Managing supplier involvement in product eco-design</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Interactive discussion. Participate in solving problems of chapter 2	CLO1, CLO2
4	<ul style="list-style-type: none"> <li>● <b>Green Procurement and Purchasing Fundamentals of forecasting</b> <ul style="list-style-type: none"> <li>o Concept of procurement and green procurement</li> <li>o Definitions of green purchasing</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Interactive discussion. Participate in solving	CLO1, CLO3



	<ul style="list-style-type: none"> <li>o Drivers of green purchasing</li> <li>o Green purchasing decision making process</li> </ul>		problems of chapter 3	
5	<ul style="list-style-type: none"> <li>● <b>Green Procurement and Purchasing Fundamentals of forecasting</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Green purchasing strategies</li> <li>o Green purchasing performance measurement</li> </ul> </li> </ul>	Lecture, Notes, Discussions, Article Review	Interactive discussion. Participate in solving problems of chapter 3	CLO1, CLO3
6	<ul style="list-style-type: none"> <li>● <b>Green Supplier Development and Collaboration</b> <ul style="list-style-type: none"> <li>o Definitions of green supplier development</li> <li>o Green supplier development practices</li> <li>o A green supplier development process model</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 4	CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Green Supplier Development and Collaboration</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Barriers for implementing green supplier development</li> <li>o Enablers for implementing green supplier development</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 4	CLO3, CLO4
8	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Mid-Term Exam</b></li> </ul>	Lecture, Notes, Discussions, Article Review		CLO1, CLO2, CLO3
9	<ul style="list-style-type: none"> <li>● <b>Green Logistics and Transportation Definitions of green logistics</b> <ul style="list-style-type: none"> <li>o Concepts of green logistics</li> <li>o Concept of green transportation</li> <li>o The critical drivers of green logistics</li> <li>o Environmental impacts of transportation and logistics</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Active participation in discussion. Participate in solving problems of chapter 5	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>Green Logistics and Transportation Definitions of green logistics</b> (<i>continued</i>)</li> </ul>	Lecture, Notes, Discussions	Active participation in	CLO3, CLO4

	<ul style="list-style-type: none"> <li>o Green transportation and logistics practices</li> <li>o Logistics environmental issues and improvements</li> <li>o Green logistics selection criteria</li> </ul>		discussion. Participate in solving problems of chapter 5	
11	<ul style="list-style-type: none"> <li>● <b>Closing the Loop: Reverse Logistics and a Circular Economy</b> <ul style="list-style-type: none"> <li>o Concepts of closing loop</li> <li>o Concepts of reverse logistics and circular economy</li> <li>o Importance of circular economy for contemporary firms</li> <li>o Functions and activities within reverse logistics</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Participate in solving uploaded problems. chapter 5	CLO3, CLO4
12	<ul style="list-style-type: none"> <li>● <b>Closing the Loop: Reverse Logistics and a Circular Economy</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Driving forces for reverse logistics</li> <li>o Managing reverse logistics functions</li> <li>o An overview of the circular economy</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Participate in solving uploaded problems. chapter 5	CLO3, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Green Multitier Supplier Management</b> <ul style="list-style-type: none"> <li>o Definitions and challenges of multitier green supplier management</li> <li>o The drivers of implementing green multitier supplier management</li> <li>o The enablers of green multitier supplier management</li> <li>o The different implementation approaches of green multitier supplier management</li> <li>o Managing the green multitier supply chain</li> </ul> </li> </ul>	Lecture, Notes, Discussions, In-class Problem Solving Exercises	Active participation in discussion. Participate in solving problems of chapter 7	CLO4, CLO5
14	● <b>Term Paper Presentation</b>	<b>Presentations</b>		CLO5, CLO6, CLO7

## MSC435 Sustainable Procurement and Outsourcing

### A. Course General Information:

<b>Course Code:</b>	MSC435
<b>Course Title:</b>	Sustainable Procurement and Outsourcing
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Sustainable procurement means making sure that the products and services we buy are as sustainable as possible, having the lowest environmental impact and most positive social results. Outsourcing is the process of buying goods or services from an outside supplier. Strategic outsourcing can be thought of as managing a firm's external resources in ways that support the long term goals of the firm. In an effort to save money, many firms have been developing successful outsourcing strategies to outsource the entire purchasing function. The intention of this course is to introduce the modern concept of outsourcing and the process of developing strategic outsourcing to students.

### C. Rationale of the Course:

In a global business environment, knowledge of different outsourcing options is essential for those who want to pursue a career in supply chain management. Based on the knowledge acquired in MSC301 Operations and Supply Chain Management, this course enables students to gain a critical appreciation of sustainable procurement and relevant issues.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Learn the fundamental concepts of planning, sourcing, and procurement with applied sustainable techniques
2. Integrate sustainability and circularity into planning and sourcing
3. Implementation of sustainable sourcing and procurement policies within the Supply Chain as a necessary step to achieve sustainability goals and meet environmental performance goals
4. Understand the importance maintaining competitive advantage in the market

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	How to strategically use business planning and material planning to promote an efficient, yet circular flow
<b>CLO2</b>	The role of inventory in determining Sustainability and efficiency of Supply Chain function
<b>CLO3</b>	Maintain supplier relationships using sustainable, green purchasing
<b>CLO4</b>	Reduce contribution to environmental issues through implemented sustainable procurement, contract management, and project management
<b>CLO5</b>	Utilize sustainable raw materials and renewable energy within Supply Chain strategy

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓							
<b>CLO3</b>						✓		
<b>CLO4</b>			✓			✓		
<b>CLO5</b>		✓						✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>• Sustainable Procurement Foundations</b> <ul style="list-style-type: none"> <li>o The triple bottom line of procurement</li> <li>o Environmental and social implications of procurement</li> </ul>	Lecture, Case study	Assignment, Quiz, Midterm Exam, Final Exam	CLO1
<b>2</b>	<b>• Sustainable Procurement Foundations (continued)</b> <ul style="list-style-type: none"> <li>o Some reality and trade-offs</li> <li>o The stakeholder imperative</li> </ul>	Lecture, Case study	Assignment, Quiz, Midterm Exam, Final Exam	CLO1, CLO2

3	<ul style="list-style-type: none"> <li>● <b>Environmentally Preferable Purchasing</b> <ul style="list-style-type: none"> <li>o Materials management and circular economy</li> <li>o Plastics and packaging</li> </ul> </li> </ul>	Lecture, Case study	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
4	<ul style="list-style-type: none"> <li>● <b>Environmentally Preferable Purchasing (continued)</b> <ul style="list-style-type: none"> <li>o Paper and other single or limited use items</li> <li>o Carbon emissions in supply chains</li> </ul> </li> </ul>	Lecture, Case study	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
5	<ul style="list-style-type: none"> <li>● <b>Social Impact in Supply Chains</b> <ul style="list-style-type: none"> <li>o Chemicals and Human Health</li> <li>o Humane Supply Chains</li> </ul> </li> </ul>	Lecture, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO3
6	<ul style="list-style-type: none"> <li>● <b>Social Impact in Supply Chains (continued)</b> <ul style="list-style-type: none"> <li>o Supplier Diversity</li> <li>o Buy local strategies</li> </ul> </li> </ul>	Lecture, Group Work	Assignment, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Mid-Term Review</b></li> <li>● <b>Mid-Term Examination</b></li> <li>● <b>Sustainable Procurement Management</b> <ul style="list-style-type: none"> <li>o The role of certifications</li> <li>o Preparing for your sustainable procurement audit</li> <li>o Perform a sustainable procurement audit</li> </ul> </li> </ul>	Lecture, Group Work		
8	<ul style="list-style-type: none"> <li>● <b>Sustainable Procurement Management (continued)</b> <ul style="list-style-type: none"> <li>o Sustainable procurement policies and practices</li> <li>o Impact goals, metrics and reporting</li> </ul> </li> </ul>	Lecture, Group Work	Assignment, Quiz, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>● <b>Sustainable procurement practices</b> <ul style="list-style-type: none"> <li>o Policy and principles of sustainable</li> <li>o Sustainability in the procurement process</li> </ul> </li> </ul>	Lecture, case study	Assignment, Quiz, Final Exam	CLO4, CLO5

10	<ul style="list-style-type: none"> <li>● <b>Sustainable procurement practices</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Circularity and metrics for sustainability</li> <li>o Implementing sustainable procurement</li> </ul> </li> </ul>	Lecture, case study	Assignment, Quiz, Final Exam	CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Sustainable procurement practices</b> <i>(continued)</i> <ul style="list-style-type: none"> <li>o Technology for sustainable procurement</li> </ul> </li> </ul>	Lecture, case study	Assignment, Quiz, Final Exam	CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>The Business Case for sustainable procurement</b> <ul style="list-style-type: none"> <li>o Case 1</li> <li>o Case 2</li> </ul> </li> </ul>	Lecture, case study	Assignment, Quiz, Final Exam	CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Software Tools</b> <ul style="list-style-type: none"> <li>o Use of software tools for sustainable procurement and sustainable supply chain management</li> <li>o Benefits and challenges of using these tools</li> </ul> </li> </ul>	Lecture, Group work	Assignment, Quiz, Final Exam	CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Sustainable Supply Chain</b> <ul style="list-style-type: none"> <li>o Measuring the performance of supply chain</li> <li>o Major tools for analyzing the sustainability of the supply chain</li> </ul> </li> </ul>	Lecture, Group work	Assignment, Quiz, Final Exam	CLO5

## MSC441 Introduction to Electronic Commerce

### A. Course General Information:

<b>Course Code:</b>	MSC441
<b>Course Title:</b>	Introduction to Electronic Commerce
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The Internet business creation, businesses, and government transact business via electronic commerce. This process is just beginning and will have a mammoth impact on users' daily activities and the way internet users relate to people and organizations. This course will examine the major trends in electronic commerce (e-commerce), including the Internet, security, architecture, policy, ecosystem, financing and social issues.

**C. Rationale of the Course:**

This course is mandatory for the learners of the BBA program who want to major or minor in MIS. As E-Commerce is the future, there is and will be demand for business graduates to manage online transactions and online business operations. Many business students may start their own business after graduation. For the learners, this course serves as the foundation for electronic commerce. Students who successfully complete it will be ready for other advanced courses in this discipline. The course is intended to support students in developing business knowledge and technological know-hows of the subject matter.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Familiarize learners with the concept of different types of electronic commerce.
2. Acquaint learners with major driving forces of e-commerce: business development and strategy, technological innovations, and social and legal issues and impacts.
3. Enable learners to identify and respond to security threats of e-commerce business.
4. Acquaint learners with e-commerce information systems and their functionalities.
5. Familiarize learners with real life business problems by analyzing business cases relevant to E-Commerce.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
CLO1	Describe and recognize elements of different types of E-commerce businesses.
CLO2	Develop an understanding of the steps required to set-up an E-commerce website.
CLO3	Develop understanding of computing and communication technologies and identify the key security threats in the E-commerce environment.
CLO4	Describe how business functions like finance, procurement and supply chains relate to E-commerce.
CLO5	Reflect on the major ethical principles in E-Commerce related decision-making. Develop understanding of the social issues of E-Commerce.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
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CLO1	✓					✓		
CLO2				✓			✓	
CLO3			✓			✓		
CLO4		✓				✓		
CLO5			✓		✓			

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>● Introduction to E-Commerce</b> <ul style="list-style-type: none"> <li>o What Is E-Commerce?</li> <li>o The Difference Between E-Commerce and E-Business</li> <li>o Technological Building Blocks Underlying E-Commerce: The Internet, Web, And Mobile Platform</li> <li>o Major Trends in E-Commerce</li> <li>o Unique Features of E-Commerce Technology</li> <li>o Understanding E-Commerce: Organizing Themes</li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam	CLO1, CLO5
2	<b>● E-commerce Business Strategies</b> <ul style="list-style-type: none"> <li>o E-Commerce Business Models</li> <li>o Major Business-To-Consumer (B2C) Business Models</li> <li>o Major Business-To-Business (B2B)</li> <li>o Business Models</li> <li>o How E-Commerce Changes Business: Strategy, Structure, And Process</li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO1, CLO2, CLO4
3	<b>● E-commerce Infrastructure</b> <ul style="list-style-type: none"> <li>o The Internet: Technology Background</li> <li>o Internet Infrastructure and Access</li> <li>o The Web</li> <li>o The Internet and The Web: Features and Services</li> <li>o Mobile Apps: The Next Big Thing Is Here</li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam	CLO1, CLO3



Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
4	<ul style="list-style-type: none"> <li>● <b>Building an E-commerce Presence</b> <ul style="list-style-type: none"> <li>○ Imagine Your E-Commerce Presence</li> <li>○ Building an E-Commerce Presence: A Systematic Approach</li> <li>○ Choosing Software</li> <li>○ Choosing Hardware</li> <li>○ Other E-Commerce Site Tools</li> <li>○ Developing a Mobile Website</li> <li>○ Building Mobile Applications</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO2, CLO3
5	<ul style="list-style-type: none"> <li>● <b>E-commerce Security and Payment Systems</b> <ul style="list-style-type: none"> <li>○ The E-Commerce Security Environment</li> <li>○ Security Threats in The E-Commerce Environment</li> <li>○ Technology Solutions</li> <li>○ Management Policies, Business Procedures, And Public Laws</li> <li>○ E-Commerce Payment Systems</li> <li>○ Electronic Billing Presentment and Payment</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO2, CLO3
6	<ul style="list-style-type: none"> <li>● <b>E-commerce Marketing and Advertising</b> <ul style="list-style-type: none"> <li>○ Consumers Online: The Internet Audience and Consumer Behavior</li> <li>○ Online Marketing and Advertising Strategies and Tools</li> <li>○ Internet Marketing Technologies</li> <li>○ Understanding The Costs and Benefits of Online Marketing Communications</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO2, CLO3, CLO4
7	<ul style="list-style-type: none"> <li>● <b>Mid-Term Review</b></li> <li>● <b>Midterm Examination</b> <ul style="list-style-type: none"> <li>○ Introduction to E-Commerce</li> <li>○ E-commerce Business Strategies</li> <li>○ E-commerce Infrastructure</li> </ul> </li> </ul>		Midterm Examination	CLO1, CLO2, CLO3, CLO4, CLO5

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
	<ul style="list-style-type: none"> <li>o Building an E-commerce Presence</li> <li>o E-commerce Security and Payment Systems</li> <li>o E-commerce Marketing and Advertising</li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Social, Mobile, and Local Marketing</b> <ul style="list-style-type: none"> <li>o Introduction to Social, Mobile, and Local Marketing</li> <li>o Social Marketing</li> <li>o Mobile Marketing</li> <li>o Local And Location-Based Mobile Marketing</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO2, CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>Ethics, Law, and E-commerce</b> <ul style="list-style-type: none"> <li>o Understanding Ethical, Social, And Political Issues in E-Commerce</li> <li>o Privacy and Information Rights</li> <li>o Intellectual Property Rights</li> <li>o Governance</li> <li>o Public Safety and Welfare</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam	CLO1, CLO3, CLO5
10	<ul style="list-style-type: none"> <li>● <b>E-commerce Retail and Services</b> <ul style="list-style-type: none"> <li>o The Online Retail Sector</li> <li>o Analyzing The Viability of Online Firms</li> <li>o E-Commerce in Action: E-Tailing Business Models</li> <li>o The Service Sector: Offline and Online</li> <li>o Online Financial Services</li> <li>o Online Travel Services</li> <li>o Online Career Services</li> <li>o On-Demand Service Companies</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO2, CLO4
11	<ul style="list-style-type: none"> <li>● <b>Online Media</b> <ul style="list-style-type: none"> <li>o Online Content</li> <li>o The Online Publishing Industry</li> <li>o The Online Entertainment Industry</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO1, CLO2
12	<ul style="list-style-type: none"> <li>● <b>Online Communities</b> <ul style="list-style-type: none"> <li>o Social Networks and Online Communities</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final	CLO1, CLO2

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
	<ul style="list-style-type: none"> <li>o Online Auctions</li> <li>o E-Commerce Portals</li> </ul>		Exam, Term Paper	
13	<ul style="list-style-type: none"> <li>● <b>B2B E-commerce</b> <ul style="list-style-type: none"> <li>o An Overview of B2b E-Commerce</li> <li>o The Procurement Process and Supply Chains</li> <li>o Trends in Supply Chain Management and Collaborative Commerce</li> <li>o Net Marketplaces: The Selling Side of B2b</li> <li>o Private Industrial Networks</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO1, CLO2, CLO3, CLO4
14	<ul style="list-style-type: none"> <li>● <b>Final Exam</b> <ul style="list-style-type: none"> <li>o Introduction to E-Commerce</li> <li>o E-commerce Business Strategies</li> <li>o E-commerce Infrastructure</li> <li>o Building an E-commerce Presence</li> <li>o E-commerce Security and Payment Systems</li> <li>o E-commerce Marketing and Advertising</li> <li>o Social, Mobile, and Local Marketing</li> <li>o Ethics, Law, and E-commerce</li> <li>o E-commerce Retail and Services</li> <li>o Online Media</li> <li>o Online Communities</li> <li>o B2B E-commerce</li> </ul> </li> </ul>		Final Examination	CLO1, CLO2, CLO3, CLO4, CLO5

## MSC442 Information Technology

### A. Course General Information:

<b>Course Code:</b>	MSC442
<b>Course Title:</b>	Information Technology
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3

<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Information Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

## **B. Course Catalog Description:**

This course focuses on how organizations can effectively and efficiently assess trends and emerging technologies in data and knowledge management, information networks, and analyzing and developing application systems. Students will learn how to help their organizations define, select, and adopt new information technologies.

## **C. Rationale of the Course:**

The Information Technology focuses on preparing students meeting their needs within an organizational and societal context through the selection, creation, application, integration and administration of computing technologies. This course prepares the student to become skilled in networks and communications systems, databases, Internet and Web technologies, security and project management, and have a strong grasp of business concepts and technical communication

## **D. Course Objectives (COs):**

The major learning objectives of the course are:

1. To introduce students to new directions in information technology in Business environment.
2. To introduce the effective approaches for evaluating their relevance and applicability to business.
3. To learn about emerging technologies and the latest design trends in data and knowledge, networks and applications
4. To experience hands-on learning using different tools that are being used in renowned companies across the globe.

## **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Create a business case for an emerging information technology
<b>CLO2</b>	Identify factors affecting the successful adoption of new information technologies
<b>CLO3</b>	Identify the key attributes, business benefits, risks, and cost factors of a new technology
<b>CLO4</b>	Know how to effectively use advanced search and selection metrics for identifying and selecting new technology

<b>CLO5</b>	Describe technology trends that presently drive or are expected to drive the selection of new technologies over the next decade
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**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>						✓		
<b>CLO2</b>		✓					✓	
<b>CLO3</b>								✓
<b>CLO4</b>			✓					
<b>CLO5</b>	✓							

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction to Faculty</b> <ul style="list-style-type: none"> <li>o Introduction to Topic/Course Outline</li> <li>o Introduction of students</li> <li>o Introduction of Information technology in business</li> <li>o Discussion 1: Information Systems and Your Career</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO02
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Video editing for preparing</b> <ul style="list-style-type: none"> <li>o Promotional activities or resume</li> <li>o Introduction to Computer Networking:</li> <li>o Data Communication</li> <li>o Data Flow</li> <li>o Analog, digital signal</li> <li>o Bandwidth</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO04
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Data Communication:</b> <ul style="list-style-type: none"> <li>o Data rate</li> <li>o Transmission impairments</li> <li>o Noise</li> <li>o Performance measurement</li> <li>o Wireless and Mobile communication basics</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO05
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Error Handling</b> <ul style="list-style-type: none"> <li>o Parity Check</li> <li>o Quiz 1</li> </ul> </li> </ul>	Quiz, Lecture, Discussions, task	Case Study, Quiz, Midterm	CLO01

	<ul style="list-style-type: none"> <li>o Introduction to IT</li> <li>o Computer Networking</li> </ul>		Exam, Final Exam, Term Paper	
5	<ul style="list-style-type: none"> <li>● <b>Error Handling</b> <ul style="list-style-type: none"> <li>o CRC</li> <li>o Review of Midterm Syllabus</li> <li>o Study materials discussion of midterm</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO03
6	<ul style="list-style-type: none"> <li>● <b>MID Term</b> <ul style="list-style-type: none"> <li>o IP Address</li> <li>o How internet works</li> <li>o How can we effectively locate various types of data on the web</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO05
7	<ul style="list-style-type: none"> <li>● <b>Mid-Term Review</b></li> <li>● <b>Mid-Term Examination</b></li> <li>● <b>Network configuration</b> <ul style="list-style-type: none"> <li>o Different types of connections</li> <li>o Network architecture design</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	
8	<ul style="list-style-type: none"> <li>● <b>Social, Business and Environmental</b> <ul style="list-style-type: none"> <li>o Impacts of IT</li> <li>o Semantic Web Technologies</li> <li>o Emerging technologies in business</li> <li>o Class discussion on IT and sustainability</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO02
9	<ul style="list-style-type: none"> <li>● <b>Data and Knowledge Management Trends</b> <ul style="list-style-type: none"> <li>o Quiz 2</li> <li>o Project discussion</li> <li>o Class demo or illustration of semantic software capabilities (e.g. Semantic search engine demo)</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO03
10	<ul style="list-style-type: none"> <li>● <b>Project proposal discussion</b> <ul style="list-style-type: none"> <li>o Initiation</li> <li>o Open forum for Project monitoring</li> <li>o Developing IT strategies</li> <li>o Discussion of Berners-Lee articles</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO02

	<ul style="list-style-type: none"> <li>o Project lab work Applying strategies in the class.</li> </ul>			
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Business Intelligence Data Mining</b> <ul style="list-style-type: none"> <li>o Application Design and Development Trends</li> <li>o What are examples of “emergent knowledge” made possible by new kinds of data?</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO05
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Discussing trends and products</b> <ul style="list-style-type: none"> <li>o Emerging technologies in business</li> <li>o Strategic decision-making using IT</li> </ul> </li> </ul>	Lecture, Discussions, task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO06
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Project showcase Presentation</b></li> </ul>		Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Review</b> <ul style="list-style-type: none"> <li>o Final Exam</li> </ul> </li> </ul>			

## MSC443 Applied Database Management

### A. Course General Information:

<b>Course Code:</b>	MSC443
<b>Course Title:</b>	Applied Database Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Information Management, Elective for Minor in Information Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

The primary goal of this class is to learn the principles and practices of database management and database design. Database Management Essentials provides the foundation you need for a career in

database development, data warehousing, or business intelligence, as well as for the entire Data Warehousing for Business Intelligence specialization. In this course, you will create relational databases, write SQL statements to extract information to satisfy business reporting requests, create entity relationship diagrams (ERDs) to design databases, and analyze table designs for excessive redundancy. As you develop these skills, you will use either Oracle or MySQL to execute SQL statements and a database diagramming tool such as the ER Assistant or Visual Paradigm to create ERDs. This course to ensure a common foundation for specialization learners.

### C. Rationale of the Course:

This is an elective course for the learners of the BBA program who want to major or minor in MIS. As the current corporate world depends on working with huge datasets, this course is designed to introduce the students to database management systems (DBMS), which will allow them to improve their data processes and make better decisions. This course also develops skills on how to organize, maintain and retrieve information from a DBMS efficiently, and effectively. Additionally, this will allow the students to retrieve data using SQL. Moreover, this course will help the students build a thorough knowledge of Data models, Database design, Data storage and access methods, Database administration function, Database system's life cycle, fourth generation programming languages, data integrity, security, and privacy.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Apply the basic concepts of Database Systems and Applications.
2. Use the basics of SQL and construct queries using SQL in database creation and interaction.
3. Design a commercial relational database system (Oracle, MySQL) by writing SQL using the system.
4. Analyze and Select storage and recovery techniques of database systems.

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	<b>Describe</b> the fundamental elements of relational database management systems, no relational database systems, data mining & warehouse.
<b>CLO2</b>	<b>Explain</b> the basic concepts of relational data model, constraints, data types and <b>Design</b> ER-models to represent simple database application scenarios
<b>CLO3</b>	<b>Learn</b> the SQL (Structured Query Languages) through practical experience gained designing to handle different layer of user of DBMS
<b>CLO4</b>	<b>Improve</b> the database design by normalization.

### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>		✓						



CLO2			✓					
CLO3		✓	✓					
CLO4								✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Data, Information, File Processing Concept</li> <li>o What is database management system (DBMS), purpose of DBMS, advantages and implications of DBMS</li> </ul> </li> </ul>	Lecture, Discussions	Class Test-1, Mid Exam	CLO1
2	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Relational DBMS</li> <li>o Data Types</li> <li>o Data Constraints</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Class Test-1, Mid Exam	CLO2
3	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Data modelling using Entity Relationship Model</li> <li>o Entity Types, Entity Sets, Attributes, Keys, Relationships, relationship Types, Roles</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Assignment, Mid Exam	CLO2
4	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Structural Constraints</li> <li>o Case Study</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Assignment, Mid Exam	CLO2
5	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Basic structures, data-definition languages, data types</li> <li>o Null values and set operations</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	CLO3
6	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Data manipulation languages</li> <li>o Aggregate functions</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	CLO3
7	<ul style="list-style-type: none"> <li>• <b>Mid-Term Review</b></li> <li>• <b>Mid-Term Examination</b></li> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Nested sub queries, derived relations</li> <li>o SQL Joins, Views</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	CLO3

8	<ul style="list-style-type: none"> <li>● <b>The power of clean data</b> <ul style="list-style-type: none"> <li>o Data cleansing: step-by-step</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	CLO3
9	<ul style="list-style-type: none"> <li>● <b>Data presentation</b> <ul style="list-style-type: none"> <li>o Project proposal</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	CLO3
10	<ul style="list-style-type: none"> <li>● <b>Data Import</b> <ul style="list-style-type: none"> <li>o Data Export</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	CLO3
11	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Basics Concept of Normalization</li> <li>o Normalization (1NF, 2NF)</li> <li>o Normalization (3NF)</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Final	CLO4
12	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Decomposition, Functional dependency</li> <li>o Data Anomalies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Final	CLO4
13	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o No relational database</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	<b>Quiz</b> , Final	CLO1
14	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Data Mining, Hadoop,</li> <li>o Data Warehouse</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	<b>Quiz</b> , Final	CLO1

## MSC444 Systems Analysis

### A. Course General Information:

<b>Course Code:</b>	MSC444
<b>Course Title:</b>	Systems Analysis
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in Information Management, Elective for Minor in Information Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalogue Description:

This course discusses modern information systems; Systems concept; System Development life cycle; Structured methodologies; Systems analysis tools and techniques; Data flow diagram; Entity

relationship diagram; Prototyping; Simulation techniques; Data dictionary; data collection techniques; Application of systems and models in practical problem solution.

### C. Rationale of the Course:

This course will cover the principles of information systems including analysis and design. Students will learn techniques in data requirements collection and analysis along with methods to modelling data needs. Modelling of data will occur at the conceptual, logical, and physical levels along with an ability to compare and contrast the different approaches given their merits and limitations. Students will understand the importance and constraints imposed by the domain of the information system along with business rules that guide the design.

### D. Course Objectives: (CO's)

The major objectives of this course are to:

1. Understand various systems analysis approach
2. Apply structured approach to understand current systems in an organization
3. Find out better systems through investigations

### E. Course Learning Outcomes (CLOs):

On successful completion of the course, you should be able to:

SL.	CLO Description
<b>CLO1</b>	Identify stakeholders' requirements
<b>CLO2</b>	Generate requirements for the new system
<b>CLO3</b>	Create new Systems through Systems development life cycle
<b>CLO4</b>	Create new process models
<b>CLO5</b>	Create Use case diagrams
<b>CLO6</b>	Create Data Dictionary
<b>CLO7</b>	Create stories from users

### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>		✓				✓		
<b>CLO2</b>	✓			✓				
<b>CLO3</b>			✓					
<b>CLO4</b>					✓			
<b>CLO5</b>								✓
<b>CLO6</b>	✓						✓	
<b>CLO7</b>				✓				✓

**G. Course Plan Specifying CLOs, co-curricular activities (if any), teaching, learning and Assessment Strategy mapped with CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>o Introductions</li> <li>o Introduction to course and context of System Analysis</li> <li>o Elements of systems theory and Analysis tasks and skills</li> </ul>	Lecture, Discussions,	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO1
2	<ul style="list-style-type: none"> <li>● <b>Planning, analysis, design, implementation</b></li> <li>o Feasibility Analysis, Concept of Tune source, risk assessment</li> </ul>	Lecture, Discussions, Lab Task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO1
3	<ul style="list-style-type: none"> <li>● <b>Chapter 2</b></li> <li>o Project selection</li> <li>o Staffing project</li> <li>o Managing and controlling project</li> <li>o Microsoft project overview</li> </ul>	Lecture, Discussions, Lab Task	<b>LAB demo</b>	<b>CLO3</b>
4	<ul style="list-style-type: none"> <li>● <b>Exercise MS project</b></li> <li>o Group forming</li> <li>o Lab work on SDLC Steps</li> </ul>	Lecture, Discussions, Lab Task	<b>Quiz 1</b>	
5	<ul style="list-style-type: none"> <li>● <b>Requirements determination</b></li> <li>o Requirement elicitation</li> <li>o Comparing analysis strategies</li> <li>o System proposal</li> </ul>	Lecture, Discussions, Lab Task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO5</b>
6	<ul style="list-style-type: none"> <li>● <b>Chapter 3</b></li> <li>o Requirement Analysis strategy</li> <li>o Feasibility study</li> <li>● <b>Chapter 4</b></li> <li>o Use Case Analysis</li> <li>o Questionnaire and document analysis on requirement elicitation</li> </ul>	Lecture, Discussions, Lab Task	Case study	<b>CLO1</b>
7	<ul style="list-style-type: none"> <li>● <b>Testing and building of case</b></li> <li>o Data modelling</li> <li>● <b>Chapter 5</b></li> <li>o Introducing process modelling</li> <li>o Application of Requirement analysis, Example Case discussion</li> </ul>	<b>MID TERM REVIEW</b>	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO4</b>

8	<ul style="list-style-type: none"> <li>● <b>Introducing data flow diagram</b> <ul style="list-style-type: none"> <li>o Validating data flow diagram</li> <li>o Hands on practice of Data flow diagram</li> </ul> </li> </ul>	Lecture, Discussions, Lab Task	MID TERM	CLO7
9	<ul style="list-style-type: none"> <li>● <b>Creating different level</b> <ul style="list-style-type: none"> <li>o Data flow diagram</li> <li>o Creating entity relationship diagram Practice, Normalizing Data mode;</li> </ul> </li> <li>● <b>Chapter 6</b> <ul style="list-style-type: none"> <li>o Data Modelling</li> <li>o Entity relationship</li> </ul> </li> </ul>	Lecture, Discussions, Lab Task	Lab task	CLO2
10	<ul style="list-style-type: none"> <li>● <b>Creating entity relationship diagram</b> <ul style="list-style-type: none"> <li>o Advanced syntax</li> <li>o Validating an ERD</li> <li>o Normalization</li> <li>o Design guidelines</li> </ul> </li> </ul>	Lecture, Discussions, Lab Task	Lab task	CLO4
11	<ul style="list-style-type: none"> <li>● <b>ERD data modelling design introduction</b> <ul style="list-style-type: none"> <li>o Lab exercise on Data model, ERD data modelling practice</li> </ul> </li> </ul>	Lecture, Discussions, Lab Task	QUIZ 2	CLO7
12	<ul style="list-style-type: none"> <li>● <b>Need for Documentation</b> <ul style="list-style-type: none"> <li>o Guidelines for Preparing Documentation</li> <li>o Major Systems Documentation Distribution of Documentation</li> <li>o Revision of Documentation</li> </ul> </li> </ul>	Lecture, Discussions, Lab Task	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO6
13	<ul style="list-style-type: none"> <li>● <b>Process Specification Tools</b> <ul style="list-style-type: none"> <li>o Structured English</li> <li>o Decision Table</li> <li>o Decision Tree</li> <li>o Conversion of technical tool from specification</li> </ul> </li> </ul>	Lecture, Discussions, Lab Task	FINAL EXAM	CLO03
14	<ul style="list-style-type: none"> <li>● <b>Chapter 7</b> <ul style="list-style-type: none"> <li>o Introducing System design</li> <li>o Final exam review</li> </ul> </li> </ul>			

## MSC445 Management of Information Systems

### A. Course General Information:

Course Code:	MSC445
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<b>Course Title:</b>	MANAGEMENT OF INFORMATION SYSTEMS
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Information Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

This course provides the principles, theories, concepts, applications, strategies and issues in the technology and information management that are essential for business leaders as well as entrepreneurs. This course provides the basic knowledge and enhances understanding in information management. It is a highly practical course that stresses the strategic importance of information and knowledge in the business context.

By the end of this course, participants will be able to fully understand the importance of information in business and how information management is critical for creating competitive firms, managing global corporations, and providing useful products and services to customers. Ultimately, this course provides practical insights on how and why value is created by businesses for sustainability.

#### **C. Rationale of the Course:**

The overall aim of this course is to provide students with an understanding at how to use and manage information system in order to revitalize business processes, improve business decision making, and gain competitive advantage.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Develop knowledge on management information system
2. Develop critical thinking, and problem solving skills using IT
3. Analyze real life business problems strategically

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Apply fundamental concepts and tools of technology and information management in work tasks and organizations.

<b>CLO2</b>	Analyze business-related issues in the context of information systems in global business today.
<b>CLO3</b>	Assess the global business environment and utilize technology and information for organizational sustainability.
<b>CLO4</b>	Utilize technology and information management to attain strategic business objectives.
<b>CLO5</b>	Develop skills in technology and information management for personal development and managerial decision-making.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>		✓						
<b>CLO2</b>			✓					
<b>CLO3</b>	✓							✓
<b>CLO4</b>				✓				
<b>CLO5</b>					✓			

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Web Analytics</b> <ul style="list-style-type: none"> <li>o Google Keywords for industry</li> <li>o Social Media Analytics</li> <li>o Website optimization tools</li> <li>o Introduction to MIS</li> <li>o Business Model Canvas</li> <li>o ERRC Grid</li> </ul> </li> </ul>	Lecture, Discussion, Practical  Individual case study	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO02</b>
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Descriptive Analytics</b> <ul style="list-style-type: none"> <li>o Data Visualization</li> <li>o Microsoft Power Bi</li> <li>o Systems in Industry</li> <li>o Business Functions</li> <li>o Types of Information System</li> <li>o TPS, MIS, DSS and ESS</li> </ul> </li> </ul>	Lecture, Discussion, Practical	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CL05</b>
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Predictive Analytics</b> <ul style="list-style-type: none"> <li>o Data and Information</li> <li>o Model Development</li> <li>o BigML</li> <li>o E-commerce: Digital Markets</li> </ul> </li> </ul>	Lecture, Group Discussion	Case Study, Quiz, Midterm Exam, Final	<b>CLO03</b>

	<ul style="list-style-type: none"> <li>o Types of E-Commerce</li> <li>o E- Commerce Models</li> <li>o Case studies</li> </ul>		Exam, Term Paper	
4	<ul style="list-style-type: none"> <li>● <b>Digital Contents</b> <ul style="list-style-type: none"> <li>o Logo, Banner Design</li> <li>o Animated content</li> <li>o Adobe XD/ PowerPoint</li> <li>o ERP systems</li> <li>o ERP Basics and functions topic</li> <li>o Cost Model</li> <li>o ERP life cycle</li> </ul> </li> </ul>	Group Discussion	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO01</b>
5	<ul style="list-style-type: none"> <li>● <b>Social Media Marketing</b> <ul style="list-style-type: none"> <li>o Facebook Boost</li> <li>o ROI calculation</li> <li>o Facebook Analytics</li> <li>o Value Added Services</li> <li>o SMS Push Pull</li> <li>o Mobile app</li> <li>o IVR</li> </ul> </li> </ul>	Lecture, Group Discussion	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO05</b>
6	<ul style="list-style-type: none"> <li>● <b>Selling in E-commerce</b> <ul style="list-style-type: none"> <li>o Revenue Models</li> <li>o Website usability</li> <li>o Revenue Strategy</li> <li>o Marketing in E-commerce</li> <li>o Advertising in the Web</li> <li>o Email marketing</li> <li>o Search engine optimization</li> </ul> </li> </ul>	Group Discussion	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO03</b>
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>	Group Discussion	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO04</b>
8	<ul style="list-style-type: none"> <li>● <b>Social Networking, Mobile Commerce, and Online Auctions</b> <ul style="list-style-type: none"> <li>o Virtual community</li> <li>o Online auction</li> <li>o Mobile commerce</li> </ul> </li> </ul>	Group Discussion	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO02</b>
9	<ul style="list-style-type: none"> <li>● <b>Publications in MIS</b> <ul style="list-style-type: none"> <li>o Paper writing</li> <li>o Journal finding</li> <li>o Ethical Issues</li> </ul> </li> </ul>	Lecture, Discussion, Practical	Case Study, Quiz, Midterm Exam, Final	<b>CLO02</b>



			Exam, Term Paper	
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Research in MIS</b> <ul style="list-style-type: none"> <li>o Research Framework</li> <li>o Method</li> <li>o Data Analysis</li> </ul> </li> </ul>	Lecture, Discussion, Practical	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO01</b>
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Ethics and Social Issues in IT</b> <ul style="list-style-type: none"> <li>o Facebook privacy</li> <li>o Workplace monitoring</li> <li>o Ethical Decision</li> </ul> </li> </ul>	Lecture, Discussion, Practical	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO02</b>
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Securing Information System</b> <ul style="list-style-type: none"> <li>o Vulnerabilities</li> <li>o Ethical Hacking</li> <li>o Tools and Technology for Security</li> </ul> </li> </ul>	Lecture, Discussion, Practical	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO03</b>
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Technology of information system</b> <ul style="list-style-type: none"> <li>o Data process- Transaction and application process</li> <li>o Security challenges in E-enterprises;</li> <li>o Security threats and vulnerability</li> </ul> </li> </ul>	Lecture, Discussion, Practical	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	<b>CLO5</b>
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Presentation</b> <ul style="list-style-type: none"> <li>o Final exam review</li> </ul> </li> </ul>			

## MSC446 Marketing on the Internet

### A. Course General Information:

<b>Course Code:</b>	MSC446
<b>Course Title:</b>	Marketing on the Internet
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in E-Business, Elective for Minor in E-Business

<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

#### **B. Course Catalog Description:**

Organizations are increasingly allocating resources to (online) interactive marketing strategies such as advertising in online platforms, dynamic pricing/ promotions and targeting consumers using pervasive computing technologies. Simultaneously, technology has also empowered consumers to have a significant voice in the success or failure of brands through social media platforms such as social networking, product reviews/ recommendations, and blogs. This course is designed to cover an array of topics (see below) in digital/interactive marketing.

#### **C. Rationale of the Course:**

Today's organizations require modern marketing techniques, and learners are expected to be able to integrate Internet and digital media into the organization's marketing strategy. Hence, topics like strategy, alignment of business objectives driving the marketing activities, segmentation and audience analysis, campaign design and analysis, tools used in modern-day marketing, customer communications, and customer service issues are highlighted in the course so the learners are properly equipped for the industry's expectations.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. Understand the basic principles of Internet Marketing within the context of strategy and the marketing mix.
2. Understand the current dynamics in the business environment and how it impacts the practice of Internet Marketing.
3. Comprehend budgetary parameters about marketing on the Internet
4. Understand the legal and privacy-related issues relating to Internet Marketing.
5. Complete 360 Degree application of content, insights, segmentation, and digital distribution tools

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

<b>SL.</b>	<b>CLO Description</b>
<b>CLO1</b>	Demonstrate proper understanding of the basic principles of Internet Marketing within the context of strategy and the marketing mix.
<b>CLO2</b>	Demonstrate comprehension of Offline to Online (O2O) marketing, offline, online, and hybrid marketing, conversion, along with concepts Customer Lifetime Value (CLV), Average Revenue Per User (ARPU), Cost of Acquisition (CoA)
<b>CLO3</b>	Exercise retention of existing customer base and generate new customer base through lead management using various marketing technologies and tools

<b>CLO4</b>	Exhibit ability to carry out consumer segmentation and audience analysis
<b>CLO5</b>	Showcase the relationship between online marketing, advertising, sales, customer service, paid and organic, and the role of various agencies

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>			✓					
<b>CLO4</b>				✓	✓		✓	
<b>CLO5</b>						✓		✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction</b> <ul style="list-style-type: none"> <li>o Intro to the course</li> <li>o Instructor</li> <li>o Students</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving		CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Basics</b> <ul style="list-style-type: none"> <li>o Purpose of Business</li> <li>o Marketing</li> <li>o Design</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO1
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>Strategy</b> <ul style="list-style-type: none"> <li>o Corporate</li> <li>o Business</li> <li>o Functional</li> <li>o PESTLE Analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO1
<b>4</b>	<ul style="list-style-type: none"> <li>● <b>Audience and Segments</b> <ul style="list-style-type: none"> <li>o Consumer Segmentation</li> <li>o Audience Analysis</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO3, CLO4
<b>5</b>	<ul style="list-style-type: none"> <li>● <b>Marketing on the Internet</b> <ul style="list-style-type: none"> <li>o Brand</li> <li>o Offline, Online, Hybrid</li> <li>o O2O</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2

6	<ul style="list-style-type: none"> <li>● <b>Marketing on the Internet</b> (continued) <ul style="list-style-type: none"> <li>o Sentiment Analysis</li> <li>o Campaign Design</li> <li>o New Customer Acquisition</li> <li>o Customer Retention</li> <li>o Increasing Wallet-share and Ringfencing</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> <li>● <b>Virality and Influencers</b> <ul style="list-style-type: none"> <li>o Engineering Virality</li> <li>o Influencer Marketing</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO1, CLO2
8	<ul style="list-style-type: none"> <li>● <b>Occasion and Seasonal Marketing</b> <ul style="list-style-type: none"> <li>o Occasion based marketing</li> <li>o Event marketing</li> <li>o Activation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2, CLO3
9	<ul style="list-style-type: none"> <li>● <b>Privacy and Legal Aspects</b> <ul style="list-style-type: none"> <li>o GDPR</li> <li>o Legalities in Bangladesh</li> <li>o Ethical Marketing</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Marketing Finance</b> <ul style="list-style-type: none"> <li>o Customer Lifetime Value</li> <li>o Average Revenue Per User</li> <li>o Customer Acquisition Cost</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2
11	<ul style="list-style-type: none"> <li>● <b>Marketing Technologies and Future Readiness</b> <ul style="list-style-type: none"> <li>o CRM</li> <li>o ERP</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO3
12	<ul style="list-style-type: none"> <li>● <b>Content and Production</b> <ul style="list-style-type: none"> <li>o Content Marketing</li> <li>o Digital Assets Distribution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm,	CLO3, CLO4

			Final Exam, Group Project and Presentation	
13	<ul style="list-style-type: none"> <li>● <b>Customer Service</b> <ul style="list-style-type: none"> <li>o Delivering Happiness</li> <li>o Individual hypertargeting and a customer of one</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO5
14	<ul style="list-style-type: none"> <li>● <b>Marketing, Advertising, and SALES!</b> <ul style="list-style-type: none"> <li>o The role of Marketing, Advertising, and SALES</li> <li>o Online Public Relations</li> <li>o Crisis Communications</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO5

## MSC447 Technology Fundamentals of Electronic Commerce

### A. Course General Information:

<b>Course Code:</b>	MSC447
<b>Course Title:</b>	Technology Fundamentals of Electronic Commerce
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Technology Fundamentals of Electronic Commerce examines the technological basis of e-Commerce with the computer-based network enabling e-Commerce as the focus. Data and voice networks, Internet and telephony, bandwidth, architecture, software strategies, and World Wide Web supplier industries will be discussed with relevance to e-commerce implementation planning.

### C. Rationale of the Course:

This is an elective course for the learners of the BBA program who want to major or minor in MIS. There is and will be demand for business graduates with analytical capabilities to lead E-Commerce technology implementation projects and online business operations. This course is designed to provide the students in-depth technical knowledge of the E-Commerce industry. Students who successfully complete this course will be ready to work as a techno-functional analyst in an E-Commerce company.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize learners with business information systems used in the E-Commerce industry in detail.
2. Explain Information System architecture to learners.
3. Enable learners to comprehend functionalities of different components of business Information Systems.
4. Explain Computer Network based communications to learners
5. Acquaint learners with security risks relevant to computer networks.
6. Train learners in developing analytical ability to work in technological projects relevant to subject matter.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Develop a thorough understanding of the technological basis of E-Commerce.
<b>CLO2</b>	Develop comprehensive understanding of elements of computing technologies relevant to subject matter. Thus, identify the appropriate hardware and software components required for an E-Commerce platform. Also, develop understanding of the configuration of hardware and software and thus system architecture.
<b>CLO3</b>	Develop detailed understanding of computer network communication technologies and the internet. Thus, apply the knowledge on both internal and external communications of an E-Commerce platform to obtain better customer service and increased process efficiency.
<b>CLO4</b>	Understand and take steps to mitigate existing and emerging security threats in the E-commerce environment.
<b>CLO5</b>	Communicate effectively and confidently with internal and external stakeholders of an E-Commerce company in Information System related projects and initiatives.

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓						✓	
<b>CLO2</b>		✓						
<b>CLO3</b>			✓					✓
<b>CLO4</b>						✓		

CLO5					✓			
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**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>IT Infrastructure and Emerging Technologies</b> <ul style="list-style-type: none"> <li>○ IT Infrastructure</li> <li>○ Infrastructure Components</li> <li>○ Contemporary Hardware</li> <li>○ Platform Trends</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Midterm Exam, Final Exam	CLO1, CLO2
2	<ul style="list-style-type: none"> <li>● <b>IT Infrastructure and Emerging Technologies (continued)</b> <ul style="list-style-type: none"> <li>○ Contemporary Software</li> <li>○ Platform Trends</li> <li>○ Management Issues</li> <li>○ Foundations of Business Intelligence: Databases and Information Management</li> <li>○ Organizing Data in a Traditional File Environment</li> <li>○ The Database Approach to Data Management</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO5
3	<ul style="list-style-type: none"> <li>● <b>Foundations of Business Intelligence: Databases and Information Management (continued)</b> <ul style="list-style-type: none"> <li>○ Using Databases to Improve Business Performance and Decision Making</li> <li>○ Managing Data Resources</li> </ul> </li> <li>● <b>Telecommunications, the Internet, and Wireless Technology</b> <ul style="list-style-type: none"> <li>○ Telecommunications and Networking in Today's Business World</li> <li>○ Communications Networks</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO5

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
4	<ul style="list-style-type: none"> <li>● <b>Telecommunications, the Internet, and Wireless Technology</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o The Global Internet</li> <li>o The Wireless Revolution</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Midterm Exam, Final Exam	CLO1, CLO3, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Securing Information Systems</b> <ul style="list-style-type: none"> <li>o System Vulnerability and Abuse</li> <li>o Business Value of Security and Control</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Midterm Exam, Final Exam	CLO1, CLO4
6	<ul style="list-style-type: none"> <li>● <b>Securing Information Systems</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o Establishing A Framework for Security and Control</li> <li>o Technologies And Tools for Protecting Information Resources</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Midterm Exam, Final Exam	CLO4, CLO5
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b> <ul style="list-style-type: none"> <li>o IT Infrastructure and Emerging Technologies</li> <li>o Foundations of Business Intelligence: Databases and Information Management</li> <li>o Telecommunications, the Internet, and Wireless Technology</li> <li>o Securing Information Systems</li> </ul> </li> </ul>		Midterm Examination	CLO1, CLO2, CLO3, CLO4, CLO5
8	<ul style="list-style-type: none"> <li>● <b>E-commerce Infrastructure</b> <ul style="list-style-type: none"> <li>o The Internet: Technology Background</li> <li>o Internet Infrastructure and Access</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Final Exam	CLO1, CLO2, CLO5
9	<ul style="list-style-type: none"> <li>● <b>E-commerce Infrastructure</b> (<i>continued</i>) <ul style="list-style-type: none"> <li>o The Web</li> <li>o The Internet and The Web: Features and Services</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Final Exam	CLO1, CLO2, CLO5



Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
	<ul style="list-style-type: none"> <li>o Mobile Apps: The Next Big Thing Is Here</li> </ul>			
10	<ul style="list-style-type: none"> <li>● <b>Building an E-commerce Presence</b> <ul style="list-style-type: none"> <li>o Building an E-Commerce Presence: A Systematic Approach</li> <li>o Choosing Software</li> <li>o Choosing Hardware</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Final Exam	CLO2, CLO5
11	<ul style="list-style-type: none"> <li>● <b>Building an E-commerce Presence (continued)</b> <ul style="list-style-type: none"> <li>o Other E-Commerce Site Tools</li> <li>o Developing A Mobile Website</li> <li>o Building Mobile Applications</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Final Exam	CLO3, CLO4, CLO5
12	<ul style="list-style-type: none"> <li>● <b>E-commerce Security and Payment Systems</b> <ul style="list-style-type: none"> <li>o The E-Commerce Security Environment</li> <li>o Security Threats in The E-Commerce Environment</li> <li>o Technology Solutions</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Final Exam	CLO1, CLO3, CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>E-commerce Security and Payment Systems (continued)</b> <ul style="list-style-type: none"> <li>o Management Policies, Business Procedures, And Public Laws</li> <li>o E-Commerce Payment Systems</li> <li>o Electronic Billing Presentment and Payment</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Term Paper, Quiz, Final Exam	CLO1, CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Final Examination</b> <ul style="list-style-type: none"> <li>o IT Infrastructure and Emerging Technologies</li> <li>o Foundations of Business Intelligence: Databases and Information Management</li> <li>o Telecommunications, the Internet, and Wireless Technology</li> <li>o Securing Information Systems</li> <li>o E-commerce Infrastructure</li> <li>o Building an E-commerce Presence</li> <li>o E-commerce Security and Payment Systems</li> </ul> </li> </ul>		Final Examination	CLO1, CLO4, CLO5

## MSC448 Management of Online Business

### A. Course General Information:

<b>Course Code:</b>	MSC448
<b>Course Title:</b>	Management of Online Business
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course will provide overview of e-business and their related issues. It covers many topics in e-business, including basic knowledge of e-business and the related information technology, e-business models, e-Payment, e-stock and Supply Chain Management. Besides, for the business usage, this course also includes the understanding to unbundling the corporation, e-business model ontology and the implementation of e-business in practice.

### C. Rationale of the Course:

Today's online businesses require modern management philosophies including marketing techniques, and learners are expected to be able to integrate the latest industry trends and best practices into the organization's strategy as well as operations. Hence, topics like strategy, product development, innovation, service design and delivery, customer communications, and customer service issues are highlighted in the course so the learners are properly equipped for the industry's expectations. This course shall also examine the evolution and development of online businesses, especially ecommerce. With a focus on product and service development and innovation, the course explores product market fit, minimal viable product, and the approach towards starting up online businesses, or transforming existing businesses to online media.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Understand the basic principles of online businesses
2. Understand the approach towards online startups and transformation of bricks and mortars to clicks and mortars
3. Understand the current dynamics in the business environment and how it impacts online
4. Expose students to various companies, websites and their e-business models.

5. Complete 360 Degree application of tools for creating product/service or market led innovation

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate proper understanding of the basic principles of eCommerce as well as the history, nature, and evolution of online businesses
<b>CLO2</b>	Demonstrate comprehension of the Hook Model, the Business Model Canvas, the Value Proposition Canvas, and Design Thinking
<b>CLO3</b>	Exercise and apply eCommerce models for business growth using various technologies and tools
<b>CLO4</b>	Exhibit ability to carry out product-market fit, and service design and delivery
<b>CLO5</b>	Showcase the relationship between marketing, advertising, sales, customer service, data analytics, and Business Intelligence

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>		✓						
<b>CLO3</b>			✓					
<b>CLO4</b>				✓	✓		✓	
<b>CLO5</b>						✓		✓

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<ul style="list-style-type: none"> <li>● <b>Introduction</b> <ul style="list-style-type: none"> <li>o Intro to the course</li> <li>o Instructor</li> <li>o Students</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving		CLO1
<b>2</b>	<ul style="list-style-type: none"> <li>● <b>Basics</b> <ul style="list-style-type: none"> <li>o Purpose of Business</li> <li>o Design</li> <li>o Evolution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO1
<b>3</b>	<ul style="list-style-type: none"> <li>● <b>eCommerce</b> <ul style="list-style-type: none"> <li>o History</li> <li>o Growth</li> <li>o Risks</li> <li>o Evolution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO1

4	<ul style="list-style-type: none"> <li>● <b>The Hook Model</b> <ul style="list-style-type: none"> <li>○ Triggers</li> <li>○ Actions</li> <li>○ Variable Rewards</li> <li>○ Investment</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO3, CLO4
5	<ul style="list-style-type: none"> <li>● <b>The Business Model Canvas</b> <ul style="list-style-type: none"> <li>○ LHS</li> <li>○ RHS</li> <li>○ Exercise</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2
6	<ul style="list-style-type: none"> <li>● <b>The Value Proposition Canvas</b> <ul style="list-style-type: none"> <li>○ Pains</li> <li>○ Gains</li> <li>○ Jobs to be Done</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2
7	<ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> <li>● <b>Design Thinking</b> <ul style="list-style-type: none"> <li>○ Convergent</li> <li>○ Divergent</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO1, CLO2
8	<ul style="list-style-type: none"> <li>● <b>Product Marketing Fit</b> <ul style="list-style-type: none"> <li>○ Occasion based marketing</li> <li>○ Event marketing</li> <li>○ Activation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2, CLO3
9	<ul style="list-style-type: none"> <li>● <b>Legal Aspects of eCommerce</b> <ul style="list-style-type: none"> <li>○ Data privacy and GDPR</li> <li>○ Legalities in Bangladesh</li> <li>○ Different agencies, bodies, and regulators in Bangladesh</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO5
10	<ul style="list-style-type: none"> <li>● <b>eCommerce Business Models</b> <ul style="list-style-type: none"> <li>○ B2B</li> <li>○ B2C</li> <li>○ D2C</li> <li>○ B2B2C</li> <li>○ G2G</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group	CLO2

			Project and Presentation	
11	<b>• Technologies and Future Readiness</b> <ul style="list-style-type: none"> <li>o eCommerce Platforms</li> <li>o Software as a Service</li> <li>o CRM</li> <li>o ERP</li> <li>o E-Logistics</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO3
12	<b>• Trends</b> <ul style="list-style-type: none"> <li>o Global</li> <li>o Regional</li> <li>o Local</li> <li>o Mergers and Acquisitions</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO3, CLO4
13	<b>• Service Design and Delivery</b> <ul style="list-style-type: none"> <li>o Delivering Happiness</li> <li>o Solving a problem</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO5
14	<b>• Data Analytics and Business Intelligence</b> <ul style="list-style-type: none"> <li>o Data Engineering</li> <li>o Descriptive</li> <li>o Diagnostic</li> <li>o Predictive</li> <li>o Prescriptive</li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO5

## MSC449 Business Data Communications

### A. Course General Information:

<b>Course Code:</b>	MSC449
<b>Course Title:</b>	Business Data Communication
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in Information Management

<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

#### **B. Course Catalogue Description:**

In this course, we study the data communication fundamentals used in the business environment. The objective of this course is to teach fundamentals concepts and practical aspects of computer networking. Emphasis is on Local Area Networks from architecture to setup and management. Local and wide area networking including: protocols, standards, media, topologies, layered networking models, hardware and software. Students shall learn about basic network setup and administration besides network architecture, protocols, and applications. Important topics include network architecture and communication protocols, network elements, data link, switching and routing, end-to-end protocols, LANs, security and some aspects of network administration

#### **C. Rationale of the Course:**

Data communications and networking systems are the foundation of today's business, online educational, and many personal infrastructures. Data communications and computer networks provide the basic framework through which every other application, software package, or interface is delivered, making them fundamental building blocks in any information system. This course provides foundational knowledge of data networking and prepares the student specializing in data networking for subsequent courses in the discipline.

#### **D. Course Objectives (COs):**

The major objectives of this course are to:

1. To put Emphasis is on Local Area Networks and its structures
2. To be able to learn about Protocols and stages of internet protocol
3. To learn about internet Standards and how it operates on the internet.
4. To understand different Layered networking models and networking designs.

#### **E. Course Learning Outcomes (CLOs):**

On successful completion of the course, you should be able to:

SL.	CLO Description
<b>CLO1</b>	Understand Basic network setup and design networking
<b>CLO2</b>	Able to understand Network administration and set up network admins.
<b>CLO3</b>	Application of basic network architecture and design
<b>CLO4</b>	Understand LAN connection and mechanics.
<b>CLO5</b>	Able to set up basic network security.

#### **F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
CLO1	✓						✓	
CLO2		✓						
CLO3				✓				
CLO4	✓						✓	
CLO5			✓					
CLO6								
CLO7								

**G. Course Plan Specifying CLOs, co-curricular activities (if any), teaching, learning and Assessment Strategy mapped with CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<b>• Introductions</b> <ul style="list-style-type: none"> <li>o Introduction to Data Communications</li> <li>o Network Models and Standards</li> <li>o Linux Overview</li> <li>o Windows Overview</li> </ul>	Lecture, Notes, Discussions	Creating a Virtual Machine	<b>CLO1</b>
2	<b>• Application Layer</b> <ul style="list-style-type: none"> <li>o Part 1 Physical layer</li> <li>o Communication of different layers</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO2</b>
3	<b>• Fundamentals of Data and signals</b> <ul style="list-style-type: none"> <li>o DHCP: Dynamic Host Configuration Protocol</li> <li>o IP routing and resolution</li> <li>o Conducted and Wireless Media</li> <li>o Telephone Service</li> <li>o Voice Over IP (VOP)</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO1</b>
4	<b>• Making Connections</b> <ul style="list-style-type: none"> <li>o TCP/IP Internetworking</li> <li>o Data Link Layer- Part 1</li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Review of Posting Documents and images on the Web, Quiz 1	<b>CLO2</b>
5	<ul style="list-style-type: none"> <li>o Data Link Layer –</li> <li>o Network and Transport Layer -</li> <li>o Configuring LAN connections</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final	<b>CLO1</b>

			Exam, Project	
6	<ul style="list-style-type: none"> <li>o Network and Transport Layer</li> <li>o CISCO packet tracer introduction</li> </ul> <ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO3</b>
7	<ul style="list-style-type: none"> <li>● <b>Network Design</b> <ul style="list-style-type: none"> <li>o Network Design</li> <li>o CISCO packet tracer simulation exercise</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Midterm Exam	<b>CLO1</b>
8	<ul style="list-style-type: none"> <li>● <b>LAN Part 1</b> <ul style="list-style-type: none"> <li>o Ethernet LANs</li> <li>o Other Ethernet technologies</li> </ul> </li> <li>● <b>LAN Part 2</b> <ul style="list-style-type: none"> <li>o Local internets</li> <li>o NetBIOs Resolution</li> </ul> </li> </ul>	Lecture, Notes, Discussions	<b>Lab Demo</b>	<b>CLO4</b>
9	<ul style="list-style-type: none"> <li>● <b>Wide Area Network</b> <ul style="list-style-type: none"> <li>o Multiswitch Ethernet LANs</li> <li>o PSDN</li> <li>o VPN</li> </ul> </li> <li>● <b>Internet Part 1</b> <ul style="list-style-type: none"> <li>o 3/4G Wireless Networks</li> <li>o Mobile Computing</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Project Overview	<b>CLO1</b>
10	<ul style="list-style-type: none"> <li>● <b>Internet Part 2</b> <ul style="list-style-type: none"> <li>o Networked applications</li> <li>o Block chain</li> <li>o Crypto currency</li> <li>o Central banks and bitcoins</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz 2	<b>CLO4</b>
11	<ul style="list-style-type: none"> <li>● <b>Mesh Networking</b> <ul style="list-style-type: none"> <li>o Network security</li> <li>o Using responsibility</li> <li>o Network shields</li> <li>o Firewall</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Lab work, Lecture	<b>CLO5</b>
12	<ul style="list-style-type: none"> <li>● <b>IP addresses and its types</b> <ul style="list-style-type: none"> <li>o Configuring static and dynamic connections</li> <li>o Subnet mask calculation</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Lab work, Lecture	<b>CLO04</b>
13	<ul style="list-style-type: none"> <li>● <b>Disruptive technologies</b> <ul style="list-style-type: none"> <li>o Blockchain</li> <li>o Machine learning</li> <li>o Artificial intelligence</li> </ul> </li> </ul>	Lecture, Notes, Discussions		<b>CLO01</b>



14	● Presentation, recap and Q/A, Final Review	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	
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## MSC451 Local Area Network Administration

### A. Course General Information:

<b>Course Code:</b>	MSC451
<b>Course Title:</b>	Local Area Network Administration
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Information Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalogue Description:

In this course students will learn a comprehensive overview of local area network installation, management, maintenance, and utilities. Topics include knowledge about the tasks, resources, and technology given to the local network administrator. Review of various network operating systems suitable for small businesses, offices, workgroups, and departments. This course will allow the students to have a thorough understanding of operating systems that permit simultaneous access from workstations and provide access to shared disk storage, RAM, and associated LANs.

### C. Rationale of the Course:

LAN plays a significant role in the smooth operation of businesses. LAN also aids in creating a safe network with customers and business associates. Because of this, understanding LAN's characteristics, functions, and setup is essential. The purpose of this course is to convey knowledge about the workstation operating systems and the LANs that are associated with them.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Assess the need for and analyze the characteristics of Local Area Networks
2. Compare and contrast LAN topologies, transmission techniques and control
3. Apply OSI and IEEE models to LAN architecture
4. Evaluate the Medium Access Method sublayer in the Data Link layer to distinguish access control in various local area network protocols
5. Distinguish ATM and Wireless LANs and understand how LANs are connected

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, you should be able to:

SL.	CLO Description
<b>CLO1</b>	Understand LAN connection and mechanics.
<b>CLO2</b>	Define fundamental concepts of local area networks (LANs) architecture and protocols with emphasis on the first two layers
<b>CLO3</b>	Understand the concept of physical and data link layer
<b>CLO4</b>	Understand the concept of the OSI model.
<b>CLO5</b>	Design a local-area network

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓						✓	
<b>CLO2</b>		✓						
<b>CLO3</b>				✓				✓
<b>CLO4</b>	✓						✓	
<b>CLO5</b>			✓					✓

**G. Course Plan Specifying CLOs, co-curricular activities (if any), teaching, learning and Assessment Strategy mapped with CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● Introductions</b> <ul style="list-style-type: none"> <li>○ Introduction to LAN definition</li> <li>○ Introduction to LAN components</li> <li>○ LAN Application</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO1</b>
<b>2</b>	<b>● Compare and contrast LAN topologies, transmission techniques and control.</b> <ul style="list-style-type: none"> <li>○ Layered Architecture</li> <li>○ OSI Model</li> <li>○ IEEE standard</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO2</b>
<b>3</b>	<b>● Apply OSI and IEEE models to LAN architecture</b> <ul style="list-style-type: none"> <li>○ Data Transmission</li> <li>○ Transmission Media</li> <li>○ Error Detection</li> <li>○ Error Correction</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO1</b>

4	<ul style="list-style-type: none"> <li>● <b>Compare characteristics of different LAN architectures and protocols such as underlying.</b> <ul style="list-style-type: none"> <li>o LAN topology</li> <li>o flow and error control</li> <li>o Technology medium access method</li> <li>o Logical link control</li> </ul> </li> </ul>	Lecture, Notes, Discussions In-class Problem Solving Exercises	Review of Posting Documents and images on the Web, Quiz 1	<b>CLO2</b>
5	<ul style="list-style-type: none"> <li>o Bus Topology</li> <li>o Ring Topology</li> <li>o Star Topology</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO1</b>
6	<ul style="list-style-type: none"> <li>● <b>Evaluate the Medium Access Method sublayer in the Data Link layer to distinguish access control in various local area network protocols</b> <ul style="list-style-type: none"> <li>o Flow chart</li> <li>o Error control</li> </ul> </li> <li>● <b>Describe the Logical Link Control and Adaptation Protocol as integral parts of the data link layer</b> <ul style="list-style-type: none"> <li>o Random access</li> <li>o Controlled access</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO3</b>
7	<ul style="list-style-type: none"> <li>● <b>Midterm and review class</b></li> <li>● <b>Continued topic</b></li> </ul>	Lecture, Notes, Discussions	Midterm Exam	<b>CLO1</b>
8	<ul style="list-style-type: none"> <li>● <b>Wireless LANs</b> <ul style="list-style-type: none"> <li>o Wireless transmission</li> <li>o Architecture</li> </ul> </li> </ul>	Lecture, Notes, Discussions	<b>Lab Demo</b>	<b>CLO4</b>
9	<ul style="list-style-type: none"> <li>● <b>Connecting LANs</b> <ul style="list-style-type: none"> <li>o Repeaters</li> <li>o Bridges</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Final Project Overview	<b>CLO1</b>

<b>10</b>	<ul style="list-style-type: none"> <li>o Routers</li> <li>o Gateways</li> <li>o Switches</li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO5</b>
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>LAN Performance</b> <ul style="list-style-type: none"> <li>o Parameter</li> <li>o Efficiency</li> <li>o Efficiency of fast Ethernet</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz 2	<b>CLO4</b>
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>LAN Management</b> <ul style="list-style-type: none"> <li>o Management aspects</li> <li>o Management tools</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Lab work, Presentation	<b>CLO5</b>
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>LAN Security</b> <ul style="list-style-type: none"> <li>o Network security applied to LANs</li> <li>o Virtual private network</li> </ul> </li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO4</b>
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Presentation, recap and Q/A, Final Review</b></li> </ul>	Lecture, Notes, Discussions	Quiz, Midterm Exam, Final Exam, Project	<b>CLO5</b>

## MSC452 E-Commerce Programming

### A. Course General Information:

<b>Course Code:</b>	MSC452
<b>Course Title:</b>	E-Commerce Programming
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major in E-Business, Elective for Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course provides broad-based and balanced coverage of both the business and technology elements of e-Commerce. This course presents concepts and skills for the strategic use of e-commerce

and related information system technologies. Provides a framework for the analysis of e-commerce solutions to issues surrounding business-to-business, business to consumers, and intra-organizational trade. Includes study of frontend programming concepts and examination of e-commerce in altering the structure of entire industries, and how it affects business processes including electronic transactions, supply chains, decision making, and organizational performance.

#### C. Rationale of the Course:

This MIS/e-business course is mandatory for the learners doing their Major in MIS/e-business and is elective for the other learners of the BBA program. This is because business graduates who did their Major in MIS/e-business are expected to have sound understanding of ecommerce and technology elements of e-Commerce. At the same time, they should possess the concepts and skills for the strategic use of e-commerce and related information system technologies. The course acts as one of the building blocks of knowledge for ecommerce business and its components. The successful completion of the course will prepare the learners for their future endeavors in e-business, which in fact is the future of business model. The course is designed to help learners develop this competencies: knowledge, skills and abilities.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize learners with the electronic business and uses of e-commerce technologies, tools and techniques used in modern ecommerce businesses.
2. Enable learners to use the latest technologies associated with ecommerce.
3. Enable learners in understanding the Internet and its resources and how web pages are designed, published, promoted and advertised on the web. How are they are made efficient.
4. Explain what are DB servers and database & how DB, data & MIS are used in reporting/ analytics which in turn is used for business decision making.
5. Explain learners how CMS, Cart & Payment technologies work on ecommerce platforms.
6. Acquaint learners with knowledge of web & ecommerce security and Encryption.

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	<b>Describe</b> the fundamentals of electronic business, ecommerce & its technologies, tools and techniques.
<b>CLO2</b>	<b>Describe</b> the internet, DB servers, database, web, website and webpages & how they are designed, published, promoted and advertised.
<b>CLO3</b>	<b>Explain</b> how Database, data & MIS are used in reporting/ analytics which in turn is used for business decision making
<b>CLO4</b>	<b>Learn</b> CMS, Cart & Payment technologies work on ecommerce platforms.

<b>CLO5</b>	<b>Improve web &amp; ecommerce security and Encryption of ecommerce platforms</b>
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**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓					✓		
<b>CLO2</b>							✓	✓
<b>CLO3</b>		✓		✓				
<b>CLO4</b>						✓		✓
<b>CLO5</b>						✓		

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Getting started with the web</li> <li>o Associated technologies</li> <li>o Ecommerce and history</li> </ul>	Lecture, Discussions, Problem solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>2</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Fundamentals of electronic business, their tools and techniques.</li> <li>o DB servers, database, web, website and webpages &amp; how they are designed</li> </ul>	Lecture, Discussions, Problem solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>3</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Introduction to HTML, CSS, JavaScript</li> <li>o Introduction to Framework</li> <li>o Website Publishing, Speed testing, use of browser.</li> </ul>	Lecture, Discussions, Problem solving Assignment	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
<b>4</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Introduction to CMS &amp; types of CMS</li> <li>o Related technologies</li> <li>o Setting up environment and installing</li> </ul>	Lecture, Discussions, Problem solving, Practical perform	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
<b>5</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Development of WordPress , Plugins, pages, Links, media, Products, analytics Snippets, Stock- inventory, Tools, Settings</li> </ul>	Lecture, Discussions, Problem solving, Practical perform	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
<b>6</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Types of Products, order, customer, MIS</li> </ul>	Lecture, Discussions, Problem solving,	Quiz,	CLO3

	<ul style="list-style-type: none"> <li>o Manipulation/ generation of MIS</li> <li>o More settings and administrations</li> <li>o MySQL</li> </ul>	Practical perform	Final Project, Midterm Exam, Final Exam	
7	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o The Shopping Cart technology</li> <li>o Payment &amp; Integrations</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Practical perform	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO4
8	<ul style="list-style-type: none"> <li>• <b>SEO and Hashtags</b> <ul style="list-style-type: none"> <li>o Visibility on the web</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Practical perform	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO3, CLO4
9	<ul style="list-style-type: none"> <li>• <b>Advertising on the web</b> <ul style="list-style-type: none"> <li>o Uses of Social platforms and search engines for ecommerce</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Practical perform	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO3
10	<ul style="list-style-type: none"> <li>• <b>Using Data to figure out TG, Single buyer lifetime value, customer acquisition for ecommerce</b> <ul style="list-style-type: none"> <li>o MIS/ analytics of Data for determination, decision making</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Practical perform	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO3
11	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Web security</li> <li>o Encryption</li> <li>o Security plugins</li> <li>o CDNS</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving, Practical perform	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO4
12	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Latest Technology</li> <li>o Using the cloud for scale business expenses</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO4
13	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Use of AI, Automation, Chatbots for better customer experience</li> <li>o 5G and its impact on Ecommerce</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO1
14	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Housing keeping and optimizing site</li> <li>o Connecting all the dots and going live with Business</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO1

**A. Course General Information:**

<b>Course Code:</b>	MSC453
<b>Course Title:</b>	Distributed Information Systems For Business
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Information Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The goal of this course is to introduce a design and implementation study of distributed information systems, where data, computation, and resources are distributed across a network. We will study several internet-based applications that illustrate good distributed systems design.

**C. Rationale of the Course:**

The aim of this course is to provide students with an understanding of the principles, techniques, and practice in the design and implementation of distributed systems, with a particular focus on infrastructure software.

**D. Course Objectives (COs):**

The major objectives of this course are to:

1. Present the principles underlying the functioning of distributed systems;
2. Create an awareness of the major technical challenges in distributed systems design and implementation in business;
3. Expose students to current technology and distributed infrastructure software for business;
4. Expose students to past and current research issues in the field of distributed systems;
5. Provide experience in the implementation of typical algorithms used in distributed systems for business

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Explain in a concise manner how the Internet is constructed and functions
<b>CLO2</b>	List the principles underlying the functioning of distributed systems and use basic tools to explore a networked environment and work in a distributed fashion
<b>CLO3</b>	Describe the problems and challenges associated with these principles and Demonstrate awareness of data and networking security



<b>CLO4</b>	Design and Analyze a simple distributed information system
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**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	<b>PLO1</b>	<b>PLO2</b>	<b>PLO3</b>	<b>PLO4</b>	<b>PLO5</b>	<b>PLO6</b>	<b>PLO7</b>	<b>PLO8</b>
<b>CLO1</b>	✓							
<b>CLO2</b>			✓					
<b>CLO3</b>		✓	✓					
<b>CLO4</b>							✓	✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

<b>Week</b>	<b>Topic</b>	<b>Teaching-Learning Strategy</b>	<b>Assessment Strategy</b>	<b>Corresponding CLOs</b>
<b>1</b>	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o An introduction to computer systems.</li> </ul> </li> </ul>	Lecture, Discussions	Class Test-1, Mid Exam	<b>CLO1</b>
<b>2</b>	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Introduction to Internetworking, protocol stacks and</li> <li>o data transport.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Class Test-1, Mid Exam	<b>CLO1</b>
<b>3</b>	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Central concepts in distributed systems,</li> <li>o transparency, scalability, middleware, synchronization, failure handling, consistency, and parallelism.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Assignment, Mid Exam	<b>CLO1</b>
<b>4</b>	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Operating systems used for business</li> <li>o Scheduling for business</li> <li>o Processes</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Assignment, Mid Exam	<b>CLO2</b>
<b>5</b>	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Memory systems use in business process</li> <li>o Cloud abstractions for business system</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	<b>CLO2</b>
<b>6</b>	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Design and operation of distributed systems and applications</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Presentation, project, Mid Exam	<b>CLO2</b>

	<ul style="list-style-type: none"> <li>o Limitations imposed by hosts, networks, security aspects and distributed systems mechanisms</li> </ul> <ul style="list-style-type: none"> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>			
<b>7</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Security considerations,</li> <li>o basic cryptography and</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Mid Exam	<b>CLO3</b>
<b>8</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Network security.</li> <li>o Applications of network security for business system</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Final, Class Test	<b>CLO3</b>
<b>9</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Basic designs and constraints of Internet-of-Things for business applications.</li> <li>o Energy, scalability, privacy, and semantic interoperability</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Final, Class Test	<b>CLO3</b>
<b>10</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Examining running networks with observing tools.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Final, Class Test	<b>CLO2, CLO3</b>
<b>11</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Analysis and presentation of a network based distributed system.</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Final, Class Test	<b>CLO4</b>
<b>12</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Project Proposal</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	<b>Project, presentation</b>	<b>CLO4</b>
<b>13</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Project Implementation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	<b>Project, presentation</b>	<b>CLO4</b>
<b>14</b>	<ul style="list-style-type: none"> <li>● <b>Topic</b> <ul style="list-style-type: none"> <li>o Project Implementation</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	<b>Project, presentation</b>	<b>CLO4</b>

## MSC454 Managing E-Commerce projects

### A. Course General Information:

<b>Course Code:</b>	MSC454
<b>Course Title:</b>	Managing e-Commerce Projects
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective

<b>Type:</b>	Elective for Major/Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

#### B. Course Catalog Description:

We now live in the age of information, including Bangladesh, thus students need to understand how to reach consumers through ecommerce platforms which is why specialists in e-Commerce need to understand management side of this developing sector. This course will equip students with the overview of E-commerce, how it is developed, managed and application of different tools and software of in e-Commerce.

#### C. Rationale of the Course:

Supporting the above catalog description, this course shall examine the technical and non-technical project management of online businesses, especially e-commerce projects. With a focus on Software Development Life Cycle, Waterfall method, AGILE, and SCRUM, the course explores how various project management methods, frameworks, and tools are applied in the real world.

#### D. Course Objectives (COs):

The major objectives of this course are to:

1. Understand the basic principles of projects
2. Understand the basic principles of eCommerce
3. Understand the different elements of eCommerce projects and customer journeys
4. Expose students to various methods, frameworks, and tools
5. Complete 360 Degree view of how to manage eCommerce Projects

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Demonstrate proper understanding of the basic principles of eCommerce projects as well as the history, nature, and evolution of online businesses and their models
<b>CLO2</b>	Demonstrate comprehension of Portfolio, Program, Projects
<b>CLO3</b>	Exercise and apply eCommerce project management frameworks and methods using various technologies and tools
<b>CLO4</b>	Exhibit ability to carry out proper project workflow and documentation
<b>CLO5</b>	Showcase the relationship between various actions, risks, functions, stakeholders, entities, and non-technical resources and assets for successful project management

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
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CLO1	✓							
CLO2		✓						
CLO3			✓					
CLO4					✓		✓	
CLO5						✓		✓

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
1	<ul style="list-style-type: none"> <li>● <b>Introduction</b> <ul style="list-style-type: none"> <li>o Intro to the course</li> <li>o Instructor</li> <li>o Students</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving		CLO1
2	<ul style="list-style-type: none"> <li>● <b>Basics</b> <ul style="list-style-type: none"> <li>o Purpose of Business</li> <li>o eCommerce</li> <li>o Evolution</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO1
3	<ul style="list-style-type: none"> <li>● <b>eCommerce</b> <ul style="list-style-type: none"> <li>o Portfolio</li> <li>o Program</li> <li>o Project</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO1
4	<ul style="list-style-type: none"> <li>● <b>Platforms</b> <ul style="list-style-type: none"> <li>o eCommerce ready</li> <li>o SaaS</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO3, CLO4
5	<ul style="list-style-type: none"> <li>● <b>Software Development Life Cycle (SDLC)</b> <ul style="list-style-type: none"> <li>o SDLC</li> <li>o SSDLC</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2
6	<ul style="list-style-type: none"> <li>● <b>Waterfall</b> <ul style="list-style-type: none"> <li>o Standard</li> </ul> </li> <li>● <b>Midterm Review</b></li> <li>● <b>Midterm Examination</b></li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2
7	<ul style="list-style-type: none"> <li>● <b>AGILE</b> <ul style="list-style-type: none"> <li>o SCRUM</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group	CLO1, CLO2

			Project and Presentation	
8	<ul style="list-style-type: none"> <li>● <b>DevSecOps</b> <ul style="list-style-type: none"> <li>o Dev</li> <li>o Sec</li> <li>o Ops</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2, CLO3
9	<ul style="list-style-type: none"> <li>● <b>Governance</b> <ul style="list-style-type: none"> <li>o Different agencies and bodies in Bangladesh and worldwide</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam	CLO5
10	<ul style="list-style-type: none"> <li>● <b>Risks</b> <ul style="list-style-type: none"> <li>o Identification</li> <li>o Mitigation</li> <li>o Register</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO2
11	<ul style="list-style-type: none"> <li>● <b>Tools</b> <ul style="list-style-type: none"> <li>o Standalone</li> <li>o Integrated</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO3
12	<ul style="list-style-type: none"> <li>● <b>Trends and industry Best Practices</b> <ul style="list-style-type: none"> <li>o Global</li> <li>o Regional</li> <li>o Local</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO3, CLO4
13	<ul style="list-style-type: none"> <li>● <b>Non-technical Project Management</b> <ul style="list-style-type: none"> <li>o People</li> <li>o Process</li> <li>o Culture</li> <li>o Change</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group Project and Presentation	CLO5
14	<ul style="list-style-type: none"> <li>● <b>Project Documentation and Reporting</b> <ul style="list-style-type: none"> <li>o Charter</li> <li>o PID</li> <li>o Standard reporting</li> <li>o Customer reporting</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Assignment, Paper, Midterm, Final Exam, Group	CLO5

			Project and Presentation	
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## MSC456 E-Commerce Infrastructure

### A. Course General Information:

<b>Course Code:</b>	MSC456
<b>Course Title:</b>	E-Commerce Infrastructure
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

A study of electronic commerce and its impact on business. The course provides a framework for understanding electronic commerce Infrastructure, including possible marketing Infrastructures, as well as implementation and organization issues involved in capitalizing on electronic commerce Infrastructure.

### C. Rationale of the Course:

This is an elective course for the learners of the BBA program who want to major or minor in MIS. As E-Commerce is the future, there is and will be demand for business graduates to manage online transactions and online business operations. Many business students may start their own business after graduation. For the learners, this course serves as a bridge among the infrastructural elements of electronic commerce. It also links the technological basis with the business components. After successful completion of this course, students will have a firm foundation for emerging as a leader of E-Commerce business.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize learners with the elements of E-Commerce infrastructure.
2. Enable learners to apply business and technological knowledge in real life cases relevant to the subject matter.
3. Explain to learners the impact of E-Commerce on business.
4. Train learners to overcome challenges involved in implementation of E-Commerce business.

**E. Course Learning Outcomes (CLOs):**

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	Recognize and describe elements of E-commerce infrastructure.
<b>CLO2</b>	Understand relationships among business and technological components of E-Commerce.
<b>CLO3</b>	Identify and overcome challenges in establishing an E-Commerce business.
<b>CLO4</b>	Develop thorough understanding of impact of E-Commerce on business.
<b>CLO5</b>	Communicate effectively and confidently with internal and external stakeholders of an E-Commerce company.

**F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):**

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓					✓		
<b>CLO2</b>				✓				✓
<b>CLO3</b>		✓	✓					
<b>CLO4</b>						✓		✓
<b>CLO5</b>					✓		✓	

**G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:**

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>● E-commerce Infrastructure</b> <ul style="list-style-type: none"> <li>o Internet Infrastructure and Access</li> <li>o The Web</li> <li>o The Internet and The Web: Features and Services</li> <li>o Mobile Apps: The Next Big Thing Is Here</li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO1, CLO2
<b>2</b>	<b>● Building an E-commerce Presence</b> <ul style="list-style-type: none"> <li>o Choosing Software</li> <li>o Choosing Hardware</li> <li>o Other E-Commerce Site Tools</li> <li>o Developing a Mobile Website</li> <li>o Building Mobile Applications</li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO1, CLO2
<b>3</b>	<b>● E-commerce Security and Payment Systems</b>	Lecture, Discussions	Case Study, Quiz, Midterm	CLO1, CLO2, CLO3

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
	<ul style="list-style-type: none"> <li>o The E-Commerce Security Environment</li> <li>o Security Threats in The E-Commerce Environment</li> <li>o Technology Solutions</li> <li>o Management Policies, Business Procedures, And Public Laws</li> <li>o E-Commerce Payment Systems</li> <li>o Electronic Billing Presentment and Payment</li> </ul>		Exam, Final Exam, Term Paper	
4	<ul style="list-style-type: none"> <li>● <b>E-commerce Marketing and Advertising</b> <ul style="list-style-type: none"> <li>o Consumers Online: The Internet Audience and Consumer Behavior</li> <li>o Online Marketing and Advertising Strategies and Tools</li> <li>o Internet Marketing Technologies</li> <li>o Understanding The Costs and Benefits of Online Marketing Communications</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO2, CLO4, CLO5
5	<ul style="list-style-type: none"> <li>● <b>Social, Mobile, and Local Marketing</b> <ul style="list-style-type: none"> <li>o Introduction to Social, Mobile, and Local Marketing</li> <li>o Social Marketing</li> <li>o Mobile Marketing</li> <li>o Local And Location-Based Mobile Marketing</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO2, CLO3, CLO5
6	<ul style="list-style-type: none"> <li>● <b>HR, Organization and Management Team</b> <ul style="list-style-type: none"> <li>o HR Planning and Job Analysis</li> <li>o Recruiting</li> <li>o Foundation of Selection</li> <li>o Training and Development</li> <li>o Mid Topics Review</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Midterm Exam, Final Exam, Term Paper	CLO2, CLO3
7	<ul style="list-style-type: none"> <li>● <b>Midterm Examination</b> <ul style="list-style-type: none"> <li>o E-commerce Infrastructure</li> <li>o Building an E-commerce Presence</li> </ul> </li> </ul>		Midterm Examination	CLO1, CLO2, CLO3, CLO4, CLO5



Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
	<ul style="list-style-type: none"> <li>o E-commerce Security and Payment Systems</li> <li>o E-commerce Marketing and Advertising</li> <li>o Social, Mobile, and Local Marketing</li> <li>o HR, Organization and Management Team</li> </ul>			
8	<ul style="list-style-type: none"> <li>● <b>Financing E-Commerce Business</b> <ul style="list-style-type: none"> <li>o Obtaining Capital: Debt vs Equity</li> <li>o Trends in Capital Market</li> <li>o Short Term Financing</li> <li>o SCM - Designing Distribution Networks and Applications to Online Sales</li> <li>o The Role of Distribution in the Supply Chain</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO1, CLO3, CLO4
9	<ul style="list-style-type: none"> <li>● <b>SCM - Designing Distribution Networks and Applications to Online Sales (continued)</b> <ul style="list-style-type: none"> <li>o Factors Influencing Distribution Network Design</li> <li>o Design Options for a Distribution Network</li> <li>o online sales and the Distribution Network</li> <li>o Distribution Networks in Practice</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO1, CLO3, CLO4
10	<ul style="list-style-type: none"> <li>● <b>B2B E-commerce</b> <ul style="list-style-type: none"> <li>o An Overview of B2B E-Commerce</li> <li>o The Procurement Process and Supply Chains</li> <li>o Trends in Supply Chain Management and Collaborative Commerce</li> <li>o Net Marketplaces: The Selling Side of B2B</li> <li>o Private Industrial Networks</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO3, CLO4, CLO5
11	<ul style="list-style-type: none"> <li>● <b>After Sales Service</b></li> </ul>	Lecture, Discussions	Case Study, Quiz, Final	CLO1, CLO4

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
	<ul style="list-style-type: none"> <li>o What is After Sales Service for E-Commerce?</li> <li>o Lean After Sales Service</li> <li>o Service differentiation</li> <li>o Design for Logistics (DFL)</li> <li>o Product development for post-series supply</li> <li>o Help Desk and Technical Support Services</li> <li>o Real-Time Online Support</li> <li>o Automated Customer Service Lines</li> </ul>		Exam, Term Paper	
12	<ul style="list-style-type: none"> <li>● <b>Managing Projects</b> <ul style="list-style-type: none"> <li>o The Importance of Project Management</li> <li>o Selecting Projects</li> <li>o Establishing The Business Value of Information Systems</li> <li>o Managing Project Risk</li> <li>o Change Management and The Concept of Implementation</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO3, CLO4, CLO5
13	<ul style="list-style-type: none"> <li>● <b>Business Analytics</b> <ul style="list-style-type: none"> <li>o Introduction to analytics</li> <li>o Fundamentals of Analytics and Artificial Intelligence</li> <li>o Big Data Analytics for Business</li> <li>o Business Forecasting and Analysis</li> <li>o Applied Business Analytics and Simulation</li> </ul> </li> </ul>	Lecture, Discussions	Case Study, Quiz, Final Exam, Term Paper	CLO2, CLO3, CLO4, CLO5
14	<ul style="list-style-type: none"> <li>● <b>Final Exam</b> <ul style="list-style-type: none"> <li>o Financing E-Commerce Business</li> <li>o SCM - Designing Distribution Networks and Applications to Online Sales</li> <li>o B2B E-commerce</li> <li>o After Sales Service</li> <li>o Introduction to FinTech</li> <li>o Managing Projects</li> <li>o Business Analytics</li> </ul> </li> </ul>		Final Examination	CLO1, CLO2, CLO3, CLO4, CLO5

## MSC457 E-Commerce Risk and Security Management

### A. Course General Information:

<b>Course Code:</b>	MSC457
<b>Course Title:</b>	E-Commerce Risk and Security Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

This course is designed to teach the fundamentals of security management. The course is not technical in nature, but relies on the student's previous understanding of security systems. The course instead looks at security from a managerial perspective with regards to design, implementation, maintenance, and disaster recovery.

### C. Rationale of the Course:

This MIS/e-business course is elective for the learners of the BBA program. This course is offered to the BBA graduates especially is intended for learners doing their Major in MIS/e-business as they are expected to have sound understanding of security systems related with ecommerce business. This course acts as the managerial purview of security with regards to design, implementation, maintenance, and disaster recovery of ecommerce businesses not only from the technical perspective but also from the business perspective. The successful completion of the course will prepare the learners for their future endeavors in e-business, which in fact is the future of business model. The course is designed to help learners develop this competency: knowledge, skills and abilities.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize learners with the fundamentals of ecommerce vulnerabilities and security management in electronic business.
2. Enable learners to use the technologies associated with web, ecommerce & payment security.
3. Enable learners in understanding the industry standards of web, ecommerce and payment security
4. Explain the available frameworks, their implementation method of web ecommerce and payment security
5. Explain learners how digital currencies work & their security

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	<b>Describe</b> the fundamentals of electronic business, ecommerce vulnerabilities and security management in electronic business
<b>CLO2</b>	<b>understand, implement and defend</b> against canonical attacks on web security
<b>CLO3</b>	<b>Explain</b> how the technologies associated with web, ecommerce & payment security are formulated, managed and implemented
<b>CLO4</b>	<b>understand</b> the industry standards of web, ecommerce and payment security, also the available frameworks, their implementation method of web ecommerce and payment security
<b>CLO5</b>	<b>Explain</b> how digital currencies & their security works

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>			✓					✓
<b>CLO3</b>		✓		✓				
<b>CLO4</b>								✓
<b>CLO5</b>						✓		

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Getting started with the web</li> <li>o Associated technologies</li> <li>o Ecommerce and history</li> </ul>	Lecture, Discussions, Problem solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>2</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Fundamentals of electronic business, their tools and associated technologies.</li> <li>o fundamentals of ecommerce vulnerabilities</li> </ul>	Lecture, Discussions, Problem solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
<b>3</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o security management in electronic business</li> </ul>	Lecture, Discussions, Problem solving	Quiz,	CLO1, CLO2, CLO4

	<ul style="list-style-type: none"> <li>o Basic web security models</li> <li>o</li> </ul>		Assignment, Midterm Exam, Final Exam	
4	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Web attacks and defenses</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
5	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o E-commerce System Security</li> <li>o Authentication and authorization</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
6	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Server attacks</li> <li>o Protection of domain and hosting</li> <li>o</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
7	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Encryption of communication &amp; payment</li> <li>o Web payment methods &amp; their security</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
8	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Payment standards</li> <li>o Secured payments</li> <li>o Digital currencies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Security and confidentiality of customer's payment data</li> <li>o Industry standards of web security</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Security of data and business assets</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4
11	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Security organizations and their set standards</li> <li>o Security frameworks</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO4
12	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Security frameworks</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO4
13	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o E-commerce Security Proceedings</li> <li>o Managers role in keeping the security standards</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4

14	<ul style="list-style-type: none"> <li>• Topic <ul style="list-style-type: none"> <li>o Housing keeping and optimizing site for security</li> <li>o Cryptocurrencies</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4, CLO5
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## MSC459 Designing Web Usability

### A. Course General Information:

<b>Course Code:</b>	MSC459
<b>Course Title:</b>	Designing Web Usability
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Mandatory for Major/Minor in E-Business
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

### B. Course Catalog Description:

Design thinking is a powerful process of problem-solving that begins with understanding unmet customer needs. From that insight emerges a process for innovation that encompasses concept development, applied creativity, prototyping, and experimentation. When design thinking approaches are applied to business, the success rate for innovation improves substantially. The purpose of this course is to introduce students with different methodologies to solve information technology projects and service designing solutions.

### C. Rationale of the Course:

This MIS/e-business course is elective for the learners of the BBA program. This course is offered to the BBA graduates, especially is intended for learners doing their Major in MIS/e-business as they are expected to have sound understanding of the role of web-based systems in businesses around the world, along with a critical awareness of current and emerging issues in this continually User experience process. This course helps students introduce to all Major areas of the user experience designing. To most users, the interface defines their understanding of the underlying systems. A poorly-constructed, difficult, complex interface will make a user resistant to working with the systems. In contrast, an interface that reflects human information processing considerations can produce a user willing to interact and to communicate through the system. The successful completion of the course will prepare the learners for their future endeavors in e-business, which in fact is the future of business model. The course is designed to help learners develop this competencies: knowledge, skills and abilities.

### D. Course Objectives (COs):

The major objectives of this course are to:

1. Familiarize learners with the fundamentals of usable web designs
2. Enable learners to gather useful information about users and activities by concept development, applied creativity, prototyping, and experimentation.
3. Enable learners in applying design thinking approach
4. Organize information about users into useful summaries with affinity diagrams
5. Convey user research findings with personas and scenarios
6. Learn and appreciate the skill of sketching as a process for user experience design

#### E. Course Learning Outcomes (CLOs):

On successful completion of the course, learners should be able to:

SL.	CLO Description
<b>CLO1</b>	<b>Describe</b> the fundamentals of user experience components and give examples from existing applications or digital products and <b>Understand &amp; implement</b> Usable web design
<b>CLO2</b>	<b>Perform</b> user experience evaluation on existing applications or digital products
<b>CLO3</b>	<b>Identify</b> recent digital interaction development trends in society and explain their impact on everyday life
<b>CLO4</b>	<b>Carry out</b> digital product development process from user experience perspective
<b>CLO5</b>	<b>Communicate</b> design proposal effectively and precisely

#### F. Mapping of Course Learning Outcomes (CLOs) with Program Learning Outcomes (PLOs):

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
<b>CLO1</b>	✓							
<b>CLO2</b>	✓							
<b>CLO3</b>		✓		✓				
<b>CLO4</b>						✓		
<b>CLO5</b>					✓			

#### G. Course Plan specifying CLOs, co-curricular activities (if any), Teaching-Learning and Assessment Strategies mapped with the CLOs:

Week	Topic	Teaching-Learning Strategy	Assessment Strategy	Corresponding CLOs
<b>1</b>	<b>• Topic</b> <ul style="list-style-type: none"> <li>o Getting started with the web</li> <li>o Associated technologies</li> <li>o fundamentals of usable web designs</li> </ul>	Lecture, Discussions, Problem solving	Quiz, Midterm Exam, Final Exam	CLO1

2	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o fundamentals of usable web designs</li> <li>o Design Thinking Skills</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Midterm Exam, Final Exam	CLO1, CLO2
3	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Design Thinking Skills</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Assignment, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
4	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Identifying Customer Needs</li> <li>o Product Specifications</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO2, CLO3, CLO4
5	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Applied Creativity</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO1, CLO2, CLO4
6	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Prototyping</li> <li>o Sketching</li> </ul> </li> <li>• <b>Midterm Review</b></li> <li>• <b>Midterm Examination</b></li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project, Midterm Exam, Final Exam	CLO1, CLO3, CLO4
7	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Design for Services</li> <li>o UX Design: From Concept to Wireframe</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Midterm Exam, Final Exam	CLO1, CLO2, CLO3, CLO4
8	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Wireframe</li> <li>o Product Architecture</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO4, CLO5
9	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Design for Environment</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4
10	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o UX Research at Scale: Analytics and Online Experiments</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4
11	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Product Development Processes</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO4
12	<ul style="list-style-type: none"> <li>• <b>Topic</b> <ul style="list-style-type: none"> <li>o Design Sprints</li> </ul> </li> </ul>	Lecture, Discussions,	Quiz,	CLO4



		Problem solving	Final Project / Presentation, Final Exam	
13	<ul style="list-style-type: none"> <li>• Topic <ul style="list-style-type: none"> <li>o Scrum</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4
14	<ul style="list-style-type: none"> <li>• Topic <ul style="list-style-type: none"> <li>o Agile Software development</li> </ul> </li> </ul>	Lecture, Discussions, Problem solving	Quiz, Final Project / Presentation, Final Exam	CLO3, CLO4, CLO5

### MSC471 Special Issues in E-Business

#### A. Course General Information:

Course Code:	MSC471
Course Title:	Special Issues in E-Business
Credit Hours:	3
Contact Hours/Week:	3
Category:	Program Elective
Type:	Elective for Major/Minor in E-Business
Prerequisites:	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
Co-requisites:	None

#### B. Course Catalog Description:

The course examines special issues and/or contemporary events in the area of E-Business at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

#### C. Rationale of the Course:

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

*Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.*

### MSC472 Special Issues in Information Management

#### A. Course General Information:

<b>Course Code:</b>	MSC472
<b>Course Title:</b>	Special Issues in Information Systems
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Information Management
<b>Prerequisites:</b>	BUS232 Research Methods and Business Analytics, MSC321 Management Information Systems
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The course examines special issues and/or contemporary events in the area of Information Management at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

**C. Rationale of the Course:**

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

*Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.*

**MSC473 Special Issues in Operations and Supply Chain Management**

**A. Course General Information:**

<b>Course Code:</b>	MSC473
<b>Course Title:</b>	Special Issues in Operations and Supply Chain Management
<b>Credit Hours:</b>	3
<b>Contact Hours/Week:</b>	3
<b>Category:</b>	Program Elective
<b>Type:</b>	Elective for Major/Minor in Operations and Supply Chain Management
<b>Prerequisites:</b>	MSC301 Production and Operations Management
<b>Co-requisites:</b>	None

**B. Course Catalog Description:**

The course examines special issues and/or contemporary events in the area of Operations and Supply Chain Management at an advanced level. Selection of topics depends on the relevance and importance to the field and interest and preference of learners and instructors.

**C. Rationale of the Course:**

This upper level, advanced courses are offered to allow students gain specialized knowledge, skills and abilities beyond those courses included in the curriculum as required and elective for major and minor. These courses also keep students abreast of the recent developments in their area of specialization and practices in the relevant professional fields.

***Course Objectives (COs), Course Learning Outcomes (CLOs), Mapping of Course Outcomes (CLOs) with the (PLOs) and Mapping of the Teaching-Learning and Assessment Strategies with the Course Learning Outcomes (CLOs) are subject to the special issue.***